



# 2019 Seattle City Council Candidate Questionnaire

Thank you in advance for taking the time to answer this questionnaire, which was developed by the Civic Alliance for a Sound Economy (CASE). Please note, answers will be shared with CASE members and we reserve the right to publish any information provided in this questionnaire.

Your responses to the following questions will be used as part of the screening process to determine which candidates are interviewed as part of our endorsement process.

***Responses will be accepted on a rolling basis but are due no later than Friday, May 24<sup>th</sup> by 5:00p.m.***

To submit your completed questionnaire, or if you have any questions, please contact Michael McIntyre at [Michael@casecampaigns.com](mailto:Michael@casecampaigns.com)

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## **About the Civic Alliance for a Sound Economy**

The Civic Alliance for a Sound Economy (CASE) is a political organization representing diverse local business interests. Sponsored by the Seattle Metropolitan Chamber of Commerce, CASE is committed to creating an affordable, livable, and safe city for all Seattleites to thrive.

CASE endorses candidates who demonstrate a strong commitment to improving the quality of life and economic opportunities for all Seattleites. CASE is focused on four core issues:

### **Good Governance:**

**Trust:** Seattle deserves a City Council we can trust to put our city on the right track, not one that has failed to make meaningful progress on many of the critical issues we face.

**Accountability & Transparency:** Seattle deserves a City Council that is accountable to all of us and acts transparently. We need to know whether our city's resources are being used wisely.

**Solutions:** Seattle deserves a City Council that stays focused on issues facing our city and our neighborhoods - and offers ideas that work. We need leaders who will take a balanced approach and work collaboratively with local leaders, not fight them.

### **Homelessness:**

**Big Picture Thinking:** Seattle deserves a City Council that will advance long-term systemic reforms to address homelessness in our city, which continues to rise while the U.S. average remains almost flat. We need to do better to help our homeless neighbors.

**Best Practices:** Seattle deserves a City Council that provides resources to effective programs and groups and holds contractors accountable for meeting performance standards.

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**Regional Approach:** We need prompt implementation of thoughtful, regional solutions with clear leadership and accountability to ensure that homelessness is rare, brief, and one-time.

**Affordability:**

**Housing for All Income Levels:** Seattle deserves a City Council that recognizes the importance of building housing for people and families of all incomes. We have a diverse population and broad-based economy, and we all do better when more people can afford to live close to jobs and transit.

**Local Businesses & Jobs:** Seattle deserves a City Council that is focused on the success of all our neighbors, especially those getting left behind as our city experiences incredible prosperity. We need leaders who will help grow local businesses and expand family-wage jobs.

**Transportation:**

**Congestion & Livability:** Seattle deserves a City Council that prioritizes improving transit, reducing traffic congestion, and helping people and goods move around the city faster. We need leaders who continuously strive to make Seattle one of the best places in the nation to live and work.

<b>BASIC INFORMATION</b>	
<b>Candidate Name:</b> Jim Pugel	<b>City Council District:</b> 7
<b>Party Affiliation:</b> non-partisan	<b>Phone Number:</b> 206-919-5342
<b>Email Address:</b> jim@jimpugel.com	<b>Facebook:</b> <a href="https://www.facebook.com/JimPugelforSeattle/">https://www.facebook.com/JimPugelforSeattle/</a>
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<b>CAMPAIGN INFORMATION</b>	
<b>Political Consultants:</b> Christian Sinderman/Mari Neubauer	
<b>Campaign Manager:</b> Ilani Nurick (Email: <a href="mailto:ilani@jimpugel.com">ilani@jimpugel.com</a> ; Phone: 206-335-4591)	
<b>Fundraiser:</b> Katherine Bobman	
<b>Money Raised to Date:</b> \$44,451.00 cash	
<b>Are you participating in the Democracy Voucher Program?</b> Yes	
<b>Total Democracy Vouchers Collected:</b> \$49,950	
<b>Money Raised Outside of Your District Vs. Within Your District:</b> 35/65	
<b>Fundraising Target for Primary Election:</b> \$75K	

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**Fundraising Target for General Election: \$150K**

**Total Doors Knocked On: 1500+ as of May 15th**

**Please list all endorsements you have received:**

- King County Sheriff Mitzi Johanknecht
- King County Prosecuting Attorney Dan Satterberg
- King County Councilmember Larry Gossett
- ACLU of Washington State\* Drug Policy Director Alison Holcomb
- CEO for the Alliance for Gun Responsibility\* and former Executive Director of the Seattle Police Foundation\* Renee Hopkins
- YouthCare\* Executive Director Melinda Giovengo
- Matt Talbot Center\* Executive Director Gregg Alex
- Justices Bobbe and Jon Bridge
- Director of UW Public Behavioral Health and Justice Policy\* Eric Trupin
- Former Deputy Mayor and Vulcan\* Public Policy Specialist Phil Fujii
- Former Seattle City Council President Jan Drago
- Public Defender Association\* Director Lisa Daugaard
- Downtown Emergency Service Center\* Executive Director Dan Malone
- Mike and Donna James

## ISSUE Questions

### Homelessness

Most Seattle voters rank homelessness as their number one issue and believe the current City Council has not offered workable solutions despite increased funding.

**Q1: What are your top two strategies for addressing homelessness?**

After 35 years in policing both in Seattle and King County and working on homeless issues, I have observed that 'homelessness' is not just a Seattle issue, but a regional issue throughout King County, the greater region, the state and beyond. My experience is there are generally three categories of 'homeless' people. (Albeit a broad spectrum within in each of these three general groups). The first is the 'have nots'. These individuals and families became homeless because of financial issues. They generally are not experiencing any other issue that is contributing to them being out of

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a home and can usually be rapidly re-housed with financial assistance for either rent relief or utility payment or both. The second general category of people experiencing homelessness are the 'can not's'. These individuals are usually experiencing emotional disabilities/mental illness and are often also 'self-medicating' with either legal or illegal substances (co-occurring disorders). They can usually be re-housed if there are 1) mental health professionals along with intensive case managers and 2) permanent supportive housing (DESC is one good example of this model). The last general group, and by far the smallest group but the one that causes the most harm is the 'will not's'. These folks are homeless for myriad reasons but choose to not avail themselves of any services, or only when they want and on their own terms. They generally cause a disproportionate amount of crime and other actions that lead to public disorder and are very difficult to guide into positive and civil behavior. These folks can usually only be initially managed through real enforcement of our public safety laws, until they avail themselves to rehabilitation.

My first strategy is preventing homelessness. For the 'have-nots' this would include various initiatives including rental assistance, utility vouchers, and other low-cost financial support that will prevent individuals and families from becoming evicted or otherwise homeless in the first place. These folks may also need to be connected with other existing supportive programs to help them manage their re-housing. This will require activer partnerships with the organizations and businesses already on the ground picking up the slack and responsibility that the current City Council has vacated. DESC and other private groups who are doing the right work without costing the taxpayer are setting the example, and city programs need to meet similar standards. It is especially important that when taxpayer dollars are used, that money is spent as if it were our own with the same thrift, accountability, and transparency we use to manage our businesses and personal finances. It is not just bad policy, it is a waste of money and a repudiation of the voters who elected our current Councilmembers to invest in programs and homeless policies that don't work, which is why I have committed to rely on data and performance audits to ensure our limited funds are going to the programs where they will do the most good at the least cost to all of us.

We will also need to ensure that there is enough affordable housing for people who are making 60 to 80% of AMI that is located either near robust transportation hubs/routes or near where these people need to work.

My strategy for preventing homelessness with the 'can not's' is to ensure there is adequate mental health care (not just a city or county issue), make sure there is permanent supportive housing in the region and ensuring that there is an adequate number of intensive case managers to help these people navigate the disjointed and complex regulatory environment.

For the 'will not's' (recent studies have shown that a relatively small group of these homeless are responsible for disproportionate portions of neighborhood property crime) programs to encourage treatment and supportive housing must be paired with strong enforcement measures. My mantra around homelessness is compassionate care with dignity and responsibility — homeless people are not kids. These are adults who need to be held responsible for dangerous crimes — leaving dirty needles in parks and playgrounds where kids and dogs play cannot be dealt with with a disappointed look and a timeout. Come on! Seattleites are more generous than almost any other voters in the world, paying higher and higher property taxes specifically to deal with homelessness issues. That generosity shouldn't be met with the complacency and half-hearted bickering of the current Council, our generosity and tax dollars need to be partnered with public safety to keep our neighborhoods and communities safe and healthy for all of us.

## **Q2: Do you believe that achieving these objectives will require additional financial resources?**

These objectives may require additional revenue generation, but only after the existing expenditures have been rigorously examined and evaluated for effectiveness/results. Only after performance review and audit (which has been done from time to time and called out in the 'Poppe Report'), can it be determined whether additional revenue is required. Building any housing and then developing capacity in mental health professionals and intensive case managers

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is not cheap, but is essential if we are going to properly manage this regional challenge. The bottom line is that Seattle voters have been the go-to piggy bank for years and that has eroded the trust between the people and their government. We need to get back to the basics and restore the principle of fiscal accountability to the City Council before we keep spending and taxing.

### **Q3: What are the most critical things that must change in order to implement your strategy?**

The first is transparency for the general public and all other revenue/tax payers so there is a sense that the money currently being spent is being done so properly. The second is to regionalize/consolidate the many currently existing city and county government entities that are addressing homelessness, mental illness and addiction. This was done in the 1970's with transit and wastewater treatment (King County Metro) and with public health (consolidation to Seattle/King County Public Health). The third is to work as a region to develop housing capacity for all people and to ensure that we continue encouraging and taking advantage of our booming economy by working across the public-private line to find solutions that actually work rather than demonizing different perspectives and alienating any group of Seattleites (Microsoft's commitment to invest \$500 million in homelessness services and affordable housing vs. the chaotic passage and repeal of the Head Tax).

### **Transportation**

We need to meet our region's growing mobility needs, allowing employees to get to work and efficient transportation of goods. Traffic, congestion and public transportation are also top issues for Seattleites. Considering the approval of the 9-year, \$930 million Move Seattle Levy:

### **Q1: How would you pursue budget transparency and accountability for these funds, and what are your metrics of success?**

I would absolutely pursue budget transparency and accountability of these funds and have made this kind of transparency a core part of my platform and will guide my legislative process. If we do not make City Council more responsible to regular people, then our government loses legitimacy in the face of a growing sense that there is no procedural justice when it comes to the spending of taxpayer dollars. Seattle voters, and to a lesser degree the regional voters, are very generous at the ballot box when it comes to approving levy's/tax increases. Yet there is a growing frustration (levy fatigue) because of the lack of transparency and of the measurable outcomes compared to what was promised when the levy(s) were first put to a vote. Running hundreds of millions of dollars over budget and the seemingly endless delays of projects is totally unacceptable and increasing transparency would allow the voters to hold mismanagement accountable.

That transparency looks like opening the doors to City Hall to community members, neighborhood activists, local businesses, and concerned citizens who have a stake in our city and working in constructive collaborations rather than working against each other. We need to go back to the community planning style where the people had a say over how their money was spent — not the current climate where some Councilmembers would rather look at their phones than engage with the people who elect them. And that transparency is only effective when it is paired with accountability performance metrics — staying within the budget and timeline approved by taxpayers and holding poor leadership responsible when that fails.

### **Q2: What are the top transportation needs in your district and how would you address them?**

Currently, District 7 is challenged with primarily commuter mobility and freight mobility, and an ever-increasing amount of 'residential package delivery'. The city council has very little direct power over bus, light rail and heavy rail transportation because those are managed by other government entities. However, we do have a significant voice via

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membership on regional transportation boards and through the funding of additional bus capacity. We have to continually maintain trusted relationships and work with both Sound Transit and Metro Transit to coordinate not only transportation for those within Seattle, but also for those 100,000+ out of Seattle commuters who arrive and depart to/from Seattle every day.

The second and arguably an equal transportation need in the district is freight mobility. It is essential that all of the businesses, hotels, restaurants and construction sites maintain dependable delivery of their essential goods to remain viable, and that refuse and waste be removed in a timely manner to maintain a safe and healthy environment. Combined with the delivery of essential goods and material is the through transit of freight/containers from and to the port of Seattle. This again requires trusted, honest and on-going communication and work with the region's transportation entities, including but not limited to Port of Seattle, freight/package delivery services, sanitation/refuse management companies and the State DoT.

The Magnolia Bridge is a specific District 7 transportation issue, but effects mobility and freight across the entire city (and region). Since the Nisqually earthquake, the Magnolia Bridge has been deemed in need of replacement, yet city, state, and federal leaders have allowed the bridge to languish for nearly 20 years. As a law enforcement officer for 34 years responsible for the safety of our community, that lapse in public safety is totally unacceptable and is a dereliction of duty. Being a city councilmember means taking on our challenges and responsibilities and making the tough calls. That means fixing the bridge RIGHT NOW. Not next year, next election cycle, next councilmember. TODAY. That's why I fundamentally support a one-for-one replacement of the Magnolia bridge and making its replacement a priority for the whole City Council. Because we don't just need someone who knows the issues — we all know the challenges we are facing — we need someone with the experience, imagination, and collaborative spirit to make the tough calls and find the right solutions on day one. I do not pretend to be a soil, mechanical, nor civil engineer so I leave it to the experts on what it will look like and the exact placement. As the Councilmember representing District 7, I would work with the mayor and Department of Transportation to develop the safest and most cost effective approach. The original bridge was financed via a local improvement district, the Port of Seattle, Burlington Northern/Santa Fe Railroad and other sources and I would work vigorously to develop a financing package reflecting the original.

In essence, all of these issues need to be addressed with constant a rigorous evaluation, regional cooperation, listening and mutual implementation with constant review.

## Housing

Seattle must have more affordable housing to address critical workforce needs. The passage of Mandatory Housing Affordability is a first step in addressing this pressing issue.

### **Q1: Now that MHA has passed, what would be your top legislative priority be for creating more affordable housing options in your district?**

If we are addressing affordable housing in just 'my' district, I would immediately begin identifying all of the publicly owned surplus land in the district and work with the mayor and other applicable entities to begin converting that publicly owned land to affordable housing. King County Assessor John Wilson has already located and mapped these publicly owned surplus properties and by state law can now be converted to housing via affordable/non-profit builders or other developers.

I will also closely monitor what options developers are taking to comply with MHA (are they paying the monetary amount or are they including the required percentage of affordable housing in their developments). I will also work

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closely with the affordable housing providers, the neighborhoods and others to thoughtfully site affordable housing within the district.

I am wary of moving too quickly before the MHA compromise is fully implemented. Activists and businesses worked hard to pass MHA, and will be a good first step in increasing affordable housing options. It might not be flashy, but a 'wait and see approach' may be our best bet in terms of any further upzones.

## **Growth and Competitiveness**

Seattle is a geographically constrained city experiencing unprecedented growth. We need City Councilmembers who can plan for the needs and challenges that come with that growth, including how the city can physically accommodate large increases in people and jobs.

### **Q1: How and where should our city direct new growth?**

Seattle is only 82+ square miles. To develop any more living capacity we will either have to continue building 'up', re-zone the existing low-density, single family housing areas into multi-density housing or annexing (White Center and Skyway). It appears that 'building up' in existing high-rise areas will continue into the foreseeable future but that is market rate or high rate housing. Re-zoning of existing single-family residential neighborhood has always proven to be a serious challenge and must be done with much thought, listening, evaluation and implementation. There are also options of using private/public partnerships to build housing outside of Seattle yet near transportation hubs so people have quality housing with reliable and affordable commutes into/out of Seattle. We should also return to the practice we had long ago of neighborhood planning where those in the neighborhood had a legitimate voice in future plans for their neighborhood. Construction of more affordable housing can only occur by working with ethical developers and non-profit service providers that specialize in leveraging public and private dollars.

The overarching theme of our policy surrounding growth needs to be a comprehensive and long-term plan (rather than the piecemeal, reactionary policies currently in place) that continues to spur our economic success while providing adequate affordable housing, schools, childcare, and other critical community services to all Seattleites.

### **Q2: As more neighboring cities develop the housing, transit, and commercial infrastructure needed to support larger employment bases, how will you as a Councilmember encourage employers of all sizes to locate, stay, and grow in Seattle?**

Number one effort of encouragement will be to ensure a fair, transparent and predictable regulatory environment so businesses can make a reliable business plan without constantly being 're-regulated'. Secondly, there has to be affordable housing for those employees who chose to live in the city, along with reliable and affordable transportation and education access. We also need to maintain the high quality of cultural, civic and entertainment environment that we currently have that makes Seattle such a livable and diverse city. Lastly, there must always be a sense that the city is 'healthy and safe' with adequate police and fire services and public order maintenance.

What we cannot afford is to destroy partnerships through divisive partisan bickering and alienating those same businesses we need to be working with and encouraging to stay and grow in our city. The passage of the Head Tax and its almost immediate repeal is what happens when leaders don't listen to their constituents and do not allow for open forums for citizens and local businesses to discuss proposed legislation with the policy makers making the proposals. This is why I have pledged to hold office hours and regular discussions with my constituents when I am elected to sit down and talk with members of our community about the issues that matter most to all of us. Not everyone will agree with me, but they will absolutely be listened to and their voices will be a fundamental aspect of my legislative decision making.

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## **Public Safety**

Every Seattleite deserves to be safe in their neighborhoods. However, many Seattleites feel less safe in their neighborhoods than they did just two years ago.

### **Q1: Please describe the top public safety concern in your district.**

From all of my listening sessions and doorbelling and other meetings with constituents in my district, the #1 public safety concern is property crime. Whether it be theft of personal items from a person's garage, or feces or used drug paraphernalia in yards, or damaging cars and other private property. This is increasingly frustrating to everyone I've listened to. Another ancillary 'crime' issue is a sense of public order. My 34 years of policing has shown me that if the public areas are properly maintained (garbage cans emptied, streets swept, graffiti removed, litter abated and no public camping allowed) then the sense of personal safety and well-being is significantly increased.

I grew up here, I remember running around the streets as a kid without ever feeling unsafe. Kids today should have that opportunity and parents should have the same confidence in our public safety that my parents had. That's not possible when used needles are dropped in *school playgrounds*. I said it before and I'll keep saying it: we need to solve our public safety challenges with compassion and *action*, not with complacency and propping up a status quo that works for no one.

### **Q2: How would you better allocate resources to address this issue?**

Examining current resources allocated to these issues (police staffing, areas of assignment, SDOT and county Metro resources currently assigned to street cleaning, litter and graffiti abatement) and how the current public/private partnerships (DSA Clean and Safe Program) are working. We must always be in a state of review, assessment and correction to ensure that the public and private resources responsible for a clean and safe environment are properly staffed and properly assigned (time and geographic location).

## **Government Accountability**

We know that most Seattle voters do not trust the current City Council. They want a Council that is transparent, accountable and delivers results.

### **Q1: What would you do to restore trust and accountability?**

The incumbent City Council will cease to exist in 2020. Four current councilmembers are not running for reelection, and the remaining district-based incumbents are facing spirited challenges. There is a reason for this: This council has often been ineffective in discharging their basic responsibilities to govern through representation of the priorities and needs of their electors. For too long, private agendas, individual priorities and exclusive objectives have dominated the legislative responsibilities of what should be a representative, effective and rigorously analytical body. Specific duties – Mayoral oversight; budget and policy development; maintaining a sense of public safety; objective, data driven decision-making and providing a voice for their constituents – have been neglected in pursuit of personal opinions and selective advocacy. I am running for the 7<sup>th</sup> District to be part of a new era of City Council governance: Leadership through listening, objectivity, rigorous analysis of data and understanding the needs and priorities of our electors and the government we represent on their behalf.

The general assessment, from what I have discerned from constituent input in District 7, is that the current Council is not a listening Council, nor a representative Council. Worse still, there is a lack of confidence that they can effectively and competently craft policy to implement new and needed programs, such as those involving homelessness, crime and public safety, or the management of new revenue.

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The impression one is left with is that the current Council is reactionary, and chooses paths of least resistance rather than thoughtfully implementing policy based on data, research and input from all constituents. Sadly, it appears to many to be a government by those who yell the loudest and longest.

It is not enough to describe shortcomings. Here is what I bring: I am running for District 7 – my home and workplace for my entire life and career years – to provide leadership in pursuit of real solutions, and in the spirit of genuine, inclusive democracy. I am guided by 4 basic principles: Common sense; Engagement and continuous communication with my electors; Guidance by data and science; and Selflessness.

## **Q2: Specifically, how would you evaluate spending priorities and measure their effectiveness?**

When evaluating spending priorities, I will always return to the City Charter and what the essential functions of our municipal government are. The city must fund the departments that ensure public safety and health, transportation, reliable supply and delivery of power and utility services (water, sewer, garbage), parks, housing, building inspections and planning and any other city, county or regional authority that supports all of the above.

The measure of effectiveness will be simple: It will not be based on pet projects or ideological purity tests, it will be based on performance and remaining in line with the budget, timeline, and expectations of the voters who vote for our government and the dollars they provide to fund that government.

## **Revenue**

Many Seattleites believe that there is a spending problem, not a revenue problem.

## **Q1: Please list the different sources of revenue for the city of Seattle.**

General property taxes, fees, fines, court fines, state and federal grants, Local Improvement Districts, block grants, B and O tax, numerous levy's, licenses and permits, retail sales tax, paid parking, admission tax, interest income, utility taxes and reimbursement from other government entities.

## **Q2: Do you believe Seattle has enough revenue to address our most critical issues? If so, please explain which additional tools you would propose.**

I worked in the city for 31 years and in the county for 4 years. One of my mentors was Dwight Dively, with whom I worked with in both the city and the county. He taught me a lot about public finance and spending. I believe that we fundamentally have the revenue needed to properly run the city. That revenue must be closely analyzed and expenses of the revenue have to be properly evaluated, planned, explained and once spent, evaluated. There will always be unforeseen expenses, but there are always opportunities to evaluate current spending and cut or redirect if needed.

Obviously as we continue to grow, our expenditures will increase as well, but that doesn't negate the fact that the current government is spending money like Seattleites are made of it with little accountability or real oversight. We can find new sources of revenue to fund needed programs and to expand existing programs, but in collaboration with all stakeholders, not behind closed doors at City Hall, and only after we get back to the basics of spending money in a fiscally responsible way and analyze all our current spending.

## **Child Care**

Seattle is facing a child care crisis. There are more kids that need care than there are available child care services.

## **Q1: How would you support increasing access to high-quality, affordable child care for Seattle families?**

This is not only a Seattle issue; it is a *regional* issue. There is a shortage of trained and licensed child care providers. Lack of adequate child care, or poor quality child care, is a major stress for parents and does not help the workforce or the children. This is a priority now and for the future. The city can 'go it alone' and create its own incentives or we can

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work with the private sector, together, and develop capacity. Developing this capacity would include short- and long-term efforts. Short-term would be to pay premium salaries/fees to providers who would work in the city/region to provide the needed care. There could also be additional financial incentives including student loan repayments if the child care provider commits to a certain term of providing care. Long-term includes working with learning/education institutions to develop or increase capacity in child care provider programs, using existing education/child care levy money to assist with tuition and developing quality, centrally located licensed facilities to accommodate the demand of our working parents.

## Labor Laws

Labor laws like Washington's Paid Family Leave Law are most effective when they benefit both employees and employers.

**Q1: If a new labor law is proposed, how and when would you engage the business community to help inform your position and approach?**

I would engage the business community AT THE VERY BEGINNING. That is honest and transparent government and to do otherwise damages trust and any future relations between the two. It's a partnership. Period.

## Business Climate

Seattle's business community is a willing partner and expects its elected officials to lead the public policy conversation around solutions to the pressing problems in our city.

**Q1: How would you work with the Seattle business community if you were elected to office?**

I worked with the Seattle business community and the service provider community during my 15 years in the command staff with the Seattle Police Department. Whether it was the convention and visitor's bureau, Building Owners and Managers, Downtown Seattle Association, Hotel Association or many other groups, it was always critical that we include all interested parties when 1) considering a new program or 2) evaluating an existing one.

We don't need Councilmembers shouting at businesses and calling them 'the enemy.' We need constructive relationships that benefit employees and employers. Let's find solutions that work for all Seattlites — solutions like a 'green janitor' program that would save energy and decrease carbon emissions, while saving building owners money in energy costs. These kinds of practical solutions that benefit all move our city forward; divisive rhetoric and partisan policy making moves us only to stagnation and backwards.

As I stated in an earlier answer, I will have four guiding principles when elected to the council: Common sense; Engagement and continuous communication with my electors; Guidance by data and science; and Selflessness.

**Q2: Specifically, how would you collaborate with our members to address the city's current challenges while balancing the needs of a business community that drives economic opportunity?**

I have a clear and well documented reputation and history of collaborating with many different groups including the business community in downtown Seattle. As precinct commander of the West Precinct (same geographic footprint of Council District 7), and later as assistant chief and chief, I worked closely with many businesses, residential and community groups and associations to ensure a safe and healthy community. I was a partner in the development of the DSA 'clean and safe ambassador program' in 1998/99, participated in the planning of the pre-recovery housing for chronic public inebriants at 1811 Eastlake, worked with private and public groups in establishing the Law Enforcement Assisted Diversion program, and participated in the development of the Seattle Police Foundation (SPF). The SPF is a

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private, non-profit foundation of business and civic leaders who raise money and decide how to spend that money for the improvement of the delivery of police services.

Prioritizing successful coalitions between businesses and workers and other stakeholders is the only way we can provide effective government and continue stimulating our economic growth. I will listen to, be responsive to and be honest with all of the communities I serve, including the business communities.

## **Final Thoughts:**

I may not know all the flashy lingo, but I have real experience bringing different constituencies together to maintain public safety and in building trust between the Police Department and the communities we served. I will be that voice of collaboration and coalition on the City Council, and when I am elected, I will listen to ALL my constituents.

I look forward to speaking with you further about the important issues facing Seattle!