



City of Tukwila
***Community Services
 and Safety Committee***

- ◆ Kate Kruller, Chair
- ◆ Thomas McLeod
- ◆ Cynthia Delostrinos Johnson

<u>Distribution:</u>	
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T. McLeod	D. Cline
C. Delostrinos Johnson	R. Bianchi
D. Quinn	C. O'Flaherty
	A. Youn
	L. Humphrey

AGENDA

MONDAY, NOVEMBER 23, 2020 – 5:30 PM
 FOSTER CONFERENCE ROOM
 (6300 Building, Suite 100)

**THIS MEETING WILL NOT BE CONDUCTED AT CITY FACILITIES
 BASED ON THE GOVERNOR'S PROCLAMATION 20-28.**

**THE PHONE NUMBER FOR THE PUBLIC TO LISTEN TO THIS
 MEETING IS: 1-253-292-9750, Access Code 682918323#**

Item	Recommended Action	Page
1. BUSINESS AGENDA		
a. 2020 Committee work plan. <i>Laurel Humphrey, Legislative Analyst</i>	a. Discussion only.	Pg.1
b. Update on Fire Department third party analysis. <i>Jake Berry, Public Safety Analyst</i>	b. Discussion only.	Pg.3
c. King County Regional Approach to Gun Violence. <i>Councilmember Kruller, Chair, Community Services and Safety Committee</i>	c. Discussion only.	Pg.11
2. MISCELLANEOUS		

Next Scheduled Meeting: *December 14, 2020*



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Tukwila City Council Community Services & Safety Committee – 2020 Work Plan

Kate Kruller, Chair; Thomas McLeod, Cynthia Delostrinos Johnson

	Description	Qtr	Dept	Action or Briefing	Status/Notes
1.	Public Safety Plan: Station 51/52 Contract Amendment (driveaway design, retaining wall design, vault shift, wetland mitigation)	1	AS/FD	A	Complete
2.	Fire Apparatus (SCBA fill station, body armor, SCBA cylinders & trans-fill whips)	1	FD	A	Complete
3.	Application to Sullivan Center Venue Management RFP	1	PR	A	Committee approved application but requested P&R return with the terms. TVCDA meetings on hold due to COVID-19.
4.	Case Files Records Digitization Funding Approval	1	PD	A	Complete
5.	Funding for additional transport officers	1	PD/CT	A	Complete
6.	Police Department 2019 4 th Quarter Report	1	PD	B	Complete
7.	Tukwila Works 2019 Overview	1	AS	B	Complete
8.	King County Levy Agreement	1	PR	A	Complete
9.	PROS Plan – Review and Adoption	1	PR	A	Complete
10.	Public Safety Plan: Fire Station murals	1	AS	A	Complete (Artwork did not move forward)
11.	PD Purchase Request – ATV with Drug Seizure	2	PD	A	Complete
12.	SCL Light Poles impacts	2	DCD/AS	B	Discussed 4/27
13.	Update on Census Outreach	2	AS	B	Complete
14.	Update on Community Connectors Program	2	AS	B	Complete
15.	School Zone Speed Cameras Contract	2	PD	A	Complete
16.	Fire Department 2020 1 st Quarter Report	2	FD	B	Complete
17.	2021 Minor Home Repair Application	2	HS	A	Complete
18.	mResilience Purchase	2	PD	A	Complete
19.	Police Department 2020 1 st Quarter Report	2	PD	B	Complete
20.	FD Training Consortium Interlocal Agreement	2	FD	A	Complete
21.	Resolution: Hazard Mitigation Plan	3	FD	A	Complete
22.	Police Department Use of Force Policies, Complaint Process	3	PD	B	Complete
23.	Bank de-risking (public comment 2/3)	3	ED	A	Complete
24.	Public Safety Plan: Contract Amendment (monitoring wells, groundwater sampling)	3	AS	A	Complete
25.	June/teenth Recognition	3	CNCL	A	Complete
26.	Fire Department 2020 2 nd Quarter Report	3	FD	B	Complete
27.	Police Department 2020 2 nd Quarter Report	3	PD	B	Complete



Tukwila City Council Community Services & Safety Committee – 2020 Work Plan

28.	Fall Childcare Support	3	PR	B	Complete
29.	SCORE Financial Update	3	MO	B	Complete
30.	PSERN IIA & MOU	4	PD/FD	A	Complete
31.	Fire Department 3 rd Party Review	4	FD	B	Complete
32.	Tukwila Pond Master Plan Consultant Agreement	4	PR	A	Complete
33.	Regional approach to youth gun violence	4	Multiple	B	Ongoing (presentation 10/26)
34.	Fire Department 2020 3 rd Quarter Report	4	FD	B	Complete
35.	Police Department 2020 3 rd Quarter Report	4	PD	B	Complete
36.	2021 Minor Home Repair Contract	4	HS	A	11/9
37.	2021-2022 Human Services Contracts (above 40K)	4	HS	A	
38.	Park and Fire Impact Fee Update	4	FIN	A	Complete
39.	2021 Legislative Agenda	4	AS	A	Complete
40.	Fireworks Approvals	1-4	FD	A	As needed
41.	Parks Grant Applications & Agreements	1-4	PR	A	As needed; King Conservation District 1/27, 8/24
42.	Parks Capital Projects Updates/Agreements	1-4	PR	A	As needed; King County tax levy 2/24, 8/24
43.	Fireworks Approvals	1-4	FD	A	As needed
44.	Golf Equipment Plan & Capital Purchases		PR	A	Postponed
45.	Wayback Inn Property Leases		HS	A	Possibly 2021
46.	Fire Station 51 Closeout		AS	A	Possibly 2021
47.	Justice Center Closeout		AS	A	Possibly 2021
48.	2021-2022 Budget Components: Court, Police, Drug Seizure, Fire, Firemen's Pension, Public Safety Plan, Parks, Golf, Human Services		Multiple	A	Budget Components will be handled in full Council workshops this year.



INFORMATIONAL MEMORANDUM

TO: Community Services & Safety Committee

FROM: David Cline, City Administrator
Jay Wittwer, Fire Chief

BY: Jake Berry, Public Safety Budget Analyst

CC: Mayor Ekberg

DATE: ~~September 22nd, 2020~~ November 23rd, 2020

SUBJECT: Update on Fire Department's 3rd Party Review

ISSUE

This Informational Memorandum serves to update the CSS on the Consultant's activities and progress.

BACKGROUND

Per City of Tukwila Ordinance Number 2621, Attachment 2, Item 1d: "The City will hire a third-party consultant to review the Fire Department budgetary and management practices."

After requesting and reviewing Requests for Proposal and conducting virtual interviews, a committee consisting of City Staff members and the CSS Chairperson partnered with the Center for Public Safety Management (CPSM) to conduct this review.

The selection committee chose CPSM based on the proposal/examples of work submitted as well as their longstanding expertise in providing the type of detailed analysis best suited for this project's purpose and scope. The committee believes that CPMS was best positioned to deliver a thorough and independent analysis of Fire's operations and management practices. The goal of the project is to validate and supplement the extensive analysis done by City Staff and to provide best direction for aligning Fire's current direction with one that best serves the Community. The agreement's Scope of Services was developed to provide direction and framework for CPSM's review and analysis. That Scope is included near the end of this memo. While the project's thoroughness may prohibit the consultant's ability to produce actionable data prior to year's end, this investment of City resources and funds deserves a product of the highest quality.

For perspective, CPSM is based in Washington D.C. and was developed within the International City/County Management Association's (ICMA) research and development division. ICMA launched CPSM with the goal of advancing the knowledge of local governments through case-studies, best practices, and professional development. In 2014, ICMA restructured and spun-out CPSM to be a stand-alone entity but to remain the ICMA's exclusive provider of public safety technical assistance. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, NFPA, etc¹

CPSM has assigned Tukwila's project to three key members of their team:

¹ <https://www.cpsm.us/about/the-association-and-the-company/>

- Dov Chelst, Ph.D.
 - Dov leads the quantitative portions of this project. He has a PhD in mathematics from Rutgers and a BA in Mathematics and Physics from Yeshiva University. He has managed over 140 data analysis projects for city and county agencies.
- Xianfeng Li, Ph.D.
 - Li works with Dov on the data modeling and analysis. He earned his PhD and Masters in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing and a Bachelor's in Chemistry at Jilin University in Changchun.
- Mike Iacona, M.P.A
 - Mike is CPSM's Senior Manager of Fire and EMS and leads the qualitative aspects of our relationship. He has 38 years of experience in the fire service with the last 17 years as a Fire Chief. He earned his MPA and did his undergraduate work in Urban Planning at Florida Atlantic University.

DISCUSSION

Elements of the partnership will be categorized into three areas: Administrative, Qualitative, and Quantitative. Updates are provided below for each and a project timeline will be updated to track progress.

Administrative:

- The agreement has been dated as September 8th, 2020 and was fully executed September 11th, 2020.
- The execution of the agreement triggered the first of three invoices, this one in the amount of \$15,999. Tukwila received the invoice on September 16th and terms are “due upon receipt”. The next payment will be invoiced “when the draft report is submitted” by CPSM.

Qualitative:

- CPSM's Mike Iacona conducted 16 of 20 virtual interviews during the week of September 14th. Only four interviews remain and should be completed the week of September 21st. All 20 virtual interviews were completed by September 25th.
 - A list of interviewees is provided as attachment “CPSM Interview Schedule”
- Documents and memos relevant to the agreement's Scope of Services are being uploaded to CPSM's secure folders and will be reviewed and considered by the Consultant.

Quantitative:

- Call-Related Data: Administration and Legal have approved a dataset to be compiled from Valley Communications and FireRMS and uploaded to CPSM's secure folders. We expect Tukwila TIS to complete the first data upload of this kind the week of September 21st. See Project Activity Timeline below for a current accounting of project accomplishments.
- Hours-Usage Data: This set is comprised of payroll-related data that will be analyzed by CPSM's quantitative team to satisfy several requests outlined within the Scope of Services. Tukwila City Attorneys, Human Resources, and other Staff are working to define the content of the dataset to comply with policy/legal constraints.

Project Activity Timeline:

- July 30th: Consultant Selection Committee received and reviewed proposals
- August 4th – 15th: Selection Committee interviewed and scored consultants, ultimately selecting CPSM
- August 18th: Scope of agreement agreed upon
- August 28th CPSM/Tukwila Kick-Off Meeting held prior to contract signing to expedite the partnership with the hopes of delivering materials prior to end of year

- August 31st: Mike Iacona sent Information Request to Tukwila. This request included dozens of reports, project plans, historical perspectives, etc and was fulfilled by many City Staff members
- September 8th: Contract with CPSM negotiated and agreed-to by both parties
- September 11th: Contract countersigned by Tukwila
- September 21st: First payment of \$15,999 was paid to CPSM from Fire's Admin Division Professional Services line. Next payment of \$16,000 will be due upon completion of Milestone 4 (see Project Timeline below)
- September 29th: City Attorneys provided approval for us to send complete call-related datasets to CPSM
- September 29th – November 13th: TIS uploaded VCC, Payroll, and FireRMS data to CPSM servers
- October 22nd: Mike Iacona confirmed that he's received all reports/information from Tukwila necessary to complete his Operations Report. Once Tukwila has reviewed/approved Dov's Draft Data Report, Mike will use the information within that report to complete his Operations Report.
- November 16th: Dov estimates that the Draft Data Report will be completed and sent to Tukwila by November 24th.
- Next Steps:
 - Once Tukwila receives the Draft Data Report, the City will have ten days to review and comment on the unedited report. During this time, the Consultant Data Team will be available to discuss the draft report. The City will specify all concerns with the draft report at this time. After the City has produced all comments to CPSM, the data report will be finalized within ten days.
 - Within thirty days of receiving the Final Data Report, the Consultant's Operations Team will provide a Draft Operations Report to the City. The City will then have ten days to review and comment.
 - Once the City's comments and concerns are received by the Consultant, the final report will be delivered to the City within ten days. CPSM will then present the final report to the City via a Teams presentation.

FINANCIAL IMPACT

Project is proceeding according to Exhibit B of the Agreement and is on-budget.

Total cost of the project is \$39,999 and payments will be invoiced and issued as outlined below:

\$15,999 upon execution of the contract.

\$16,000 when the draft report is submitted.

\$8,000 upon acceptance of the final draft report.

RECOMMENDATION

Provided for informational purposes only.

ATTACHMENTS

CPSM Exhibit A – Scope of Services

CPSM Project Timeline

CPSM Interview Schedule

CPSM Exhibit A — Scope of Services

- Review the City's 2020 and 2019 " Memos to Council" and analyses of Fire Department costs and services for background information of the past ten to fourteen years of expenses and service levels as listed here:
 1. May 20, 2020 Memo to Council re: Fire Department 1st Quarter Budget Report
 2. May 18, 2020 Coronavirus Response Update: Fire Staffing and Calls for Service
 3. August 21, 2019 Memo to Council re: Tukwila Fire Special Operations
 4. August 7, 2019 Memo to Council re: Update Fire Department Fee Schedule
 5. August 7, 2019 Memo to Council re: Sources of Revenue for Fire Departments
 6. July 17, 2019 Memo to Council re: Fire Budget Discussion — Service Levels
 7. May 22, 2019 Memo to Council re: Fire Budget Discussion

- Conduct virtual interviews with a minimum of the following people/positions/ groups (if multiple members from any group below avail themselves but cannot be interviewed due to time or other constraints, City Administration will select the participant(s)):
 1. Tukwila Mayor
 2. Tukwila City Councilmembers
 - a. Can be conducted in groups or individually, at each member's discretion
 3. Tukwila City Administrator and Director of Finance, collectively
 4. Tukwila' s Director of Human Resources
 5. Tukwila Fire Chief
 6. Tukwila Fire Chief's Assistant
 7. Each of the three Tukwila Fire Battalion Chiefs in Suppression, collectively
 8. Fire Department' s Administrative Battalion Chief
 9. Tukwila Fire Marshal
 10. Tukwila Fire Department Training Captains
 - a. To be conducted as a group if both are available
 11. Two Captains from Tukwila' s Fire Department Suppression Division, to be identified by the City
 - a. Then a follow-up with one Captain' s crew, as a group
 12. A representative from King County' s Medic ALS Program
 13. A representative from Tukwila' s Payroll team that is directly responsible for working with the Fire Department
 14. President (or other member of executive team if President is unavailable) from Tukwila Fire Department's Union

- Review the Fire Department's current practices and use of leave and overtime in the department and provide recommendations for resolving excess expenditures. This analysis should include review of the following:
 1. Use of sick leave, long-term disabilities, shift changes, training, and other uses. This review will include an analysis of payroll data (regular, Kelly, vacation, sick, overtime, etc) and trends for the various functions within the Department and provide recommendations for optimization and improvement as well as areas of concern.
 2. If data from other Fire Departments become available and is provided to Consultant by the City, compare these findings with regional and national trends. This review should cover at least the last five years.
 3. The sick leave use study should also include a review of up to fourteen years to capture the data for the 48/96 vs Modified Detroit schedules which took place January 2008.

- Review the Fire Department's current staffing model and service levels, including the 48/96 shift, use of Kelly days, the minimum staffing standard, and call -out procedures to determine if there are improvements that can be implemented to best use available resources.
- Review Fire Department use and costs of training, especially specialized trainings, and provide a cost benefit review. Provide options, and recommendation for future training activities.
- Based on interviews, provided documents/data, and " Tukwila Fire Department 2019 Annual Report", conduct an evaluation of the current service levels and response times. Provide recommendations on service level adjustments with associated costs and best practices for City Council direction. Report will also compare service levels currently provided by Tukwila' s Fire Department with commonly accepted standards.
- Consultant will provide its standard " Data Analysis Report".
- Review and assess Fire Department revenues currently being collected and provide recommendations for other revenue sources. These would include a review of best practices from other agencies, how to best recover costs, and implementing fees.
- Provide recommendations on creating transparent monitoring reports for Fire Department expenses and service levels that can be used by the City on a regular basis.

CPSM Project Timeline

<u>Milestone</u>	<u>Description</u>
Milestone 1 – Full execution of the agreement	Execution Date on Agreement will identify Project Launch date.
Milestone 2 – Project Launch	The Parties will participate in a kick-off meeting held via Microsoft Teams (or telephone conference). Consultant project leads will launch the project by clarifying and confirming expectations/scope of work, detailing study parameters, identifying agency point of contacts and commencing information gathering. The Consultant will also discuss any information requests or data participants wish to address.
Milestone 3a – Information Gathering and Data Extraction – 30 Days	Immediately following project launch, The Consultant Operations Leads will deliver an information request to The City. This is an extensive request that will provide The Consultant with a detailed understanding of the Departments’ operations. The Consultant will provide instructions concerning uploading materials to The Consultant’s servers.
Milestone 3b – Data Extraction and Analysis – 14 Days	Immediately following the project launch, Consultant Data Lead will submit a preliminary data request.
Milestone 3c – Data Certification – 14 days	Once the Consultant Data Assessment Team is confident the data are accurate, the Consultant will certify that they have all data necessary to complete the Scope of Work.
Milestone 4 – Data Analysis and Delivery of Draft Data Report – 30 days	Within 30 days of Milestone 3c, the Scope of Work will be completed, and a draft, unedited data report will be delivered to The City for review and comment. After the data draft report is delivered a meeting will be held via Microsoft Teams (or telephone conference) to discuss the draft, unedited data report.
Milestone 4a – City Review of Draft Data Report – 14 days	The City will have 10 days to review and comment on the draft unedited data analysis. During this time, the Consultant Data team will be available to discuss the draft report. The

	City will specify all concerns with the draft report at this time.
Milestone 4b – Final Data Report – 10 days	After receipt of the City’s comments, the data report will be finalized within 10 days.
Milestone 5 – Draft Operations Report – 30 days	Within 30 days of Milestone 4b, the Consultant’s operations team will provide a draft operations report to the City. The City will have 10 days to review and comment.
Milestone 6 – Final Report 15 days	Once the City’s comments and concerns are received by the Consultant, the final report will be delivered to the City within 10 days.

CPSM Interview Schedule

Date	Staff
9.14.2020	Jay Wittwer Fire Chief
9.14.2020	David Cline City Administrator
9.15.2020	Ben Williams Captain/Company Officer
9.15.2020	Chuck Wooley Union Representative
9.15.2020	Vicky Carlsen Finance Director
9.15.2020	Bill Rodal Training Captain
9.15.2020	Verna Seal Thomas McLeod Councilmembers
9.15.2020	De'Sean Quinn Council President
9.16.2020	Diann Martinez Asst to the Chief
9.16.2020	Elveena Narayan Payroll Coordinator
9.16.2020	Juan Padilla HR Director
9.16.2020	Kate Kruller Councilmember
9.16.2020	Allan Ekberg Mayor
9.16.2020	Jason Konieczka BC/FD Emergency Manager
9.16.2020	Ben Hayman Fire Marshal
9.16.2020	Lora Ueland-Executive Director Vonnice Mayer-Deputy Director, Valley Communications
9.22.2020	<i>Marty Roberts</i> <i>Battalion Chief</i> <i>On-duty Shift Forum</i>
9.22.2020	Keith Keller Chief, KC Medic 1
9.22.2020	Rick Burke Chief, SKCRFTC

Issue and Desired Result Statements for King County Regional Approach Gun Violence

Updated (11/13/20)

Issue Statement

Gun violence in our neighborhoods, cities, and county impacts public health and public safety. Historically, roughly 40% of reported firearm violence has been concentrated mainly within South King County. Those most directly affected are Black/African American boys and young men. Much like COVID-19, youth gun violence is a fatal epidemic and confronting the violence requires more than addressing the violence through the scope of “guns and youth”; but also directly addressing racial inequities in system’s policies and practices and the dismantling of systemic racism. Growing evidence continues to validate the authentic experiences of young people growing up in communities racked by violence and these experiences have an adverse effect on social and emotional health, and educational and economic outcomes of young people directly involved in violence as compared to those who are not. The subsequent effects of gun violence and its impacts on youth have been the clear and urgent call for many County, City, and community partners.

According to the 2019 Public Health Report on *Gun Violence Among Youth and Young Adults*, firearms are the leading cause of suicide and homicide deaths among youth and young adults in King County. Looking specifically at firearm homicides, shooting deaths are up 58% over the three-year average, with 59 firearm homicides reported through the end of September 2020; which is increase above the yearly total of 49 in 2019. Of the 68 homicides in King County during 2020, 23 victims were young people ages 16 to 25 who were killed by gunfire. Harborview Medical Center reports treating 108 gunshot patients between May and July 2020; and 19% of those treated were under the age of 19, with another 30% between the ages of 20 and 29. This data which includes victims who went to hospitals other than HMC or did not go to a hospital at all, totals 256 shooting victims, a combination of 59 fatalities and 197 nonfatal shootings through the end of September 2020. 41% of these victims are under the age of 25.

Desired Result Statement

The King County Regional Gun Violence Coalition’s purpose is to improve the lives of Black/ African American youth and young adults ages 25 years and younger living in King County. Our goal is to prevent and eliminate youth gun violence by ensuring sustainable conditions that allow young people to be healthy, hopeful, safe, and thriving.
