#2 CF313569

## City of Seattle



# Executive Director Community Police Commission

Confirmation Packet January 30, 2014

Fe Lopez



#### City of Seattle Mayor Edward B. Murray

January 30, 2014

The Honorable Tim Burgess President, Seattle City Council Seattle City Hall, 2<sup>nd</sup> Floor Seattle, WA 98104

**Dear Council President Burgess:** 

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Fe Lopez as the Executive Director of the Community Police Commission.

The materials in this packet are divided into two sections:

#### A. Director name

This section contains Fe Lopez's appointment and oath of office forms, her resume, and the press release announcing her appointment.

#### B. Background Checks

This section contains the Mayor's Office report on Fe Lopez's background check.

Fé Lopez most recently worked as the Director of Alumni Relations and Annual Fund at the Seattle University School of Law and is a past president of the Latina/o Bar Association of Washington (LBAW), serving from 2008 to 2011. During her time in LBAW, she was the co-chair of the Judicial Evaluation Committee, chair of the Banquet Committee, and co-chair of the Community Outreach Committee. She has been the co-facilitator of the LBAW/SGB free Legal clinic at El Centro de la Raza for the past six years. Ms. Lopez worked with communities of color on the Police Accountability Coalition in Seattle from 2010-12 and with the United for Fair Representation Coalition advocating for minority-majority congressional and legislative districts and the Washington Voting Rights Act.

Ms. Lopez has developed diversity initiatives with LBAW, other minority bar and community organizations, students and lawyers. Some of the past programs include the Racial Justice Leadership Institute, Disability Rights: Ethics and Practical Skills, Dealing with Racial and Ethnic Bias in the Courtroom, and Advocacy Skills for Protecting Civil Rights, which specifically addressed police accountability issues. Ms. Lopez also co-founded and co-chaired the 2012 Judicial Institute. Now in its second year, the Judicial Institute's goal is the promotion of court

benches that reflect the richness and diversity of the communities and populations served by our judicial system throughout the State of Washington. The Institute encourages qualified minority attorneys to seek judicial positions through a comprehensive education and mentorship program.

Fé is a 2006 graduate of Seattle University School of Law and was recently awarded the Washington State Bar Association's Excellence in Diversity Award. She has also received the SU Law Justicia Award and the Latina/o Bar Association of Washington's President's Award. I believe she is uniquely qualified and will make an excellent Executive Director of the Community Police Commission.

If you have any questions about the attached materials or need additional information, please contact Uriel Ybarra of my office, at 206-684-8162, or via e-mail, at <a href="mailto:uriel.ybarra@seattle.gov">uriel.ybarra@seattle.gov</a>.

Sincerely,

Edward B. Murray

Mayor, City of Seattle

## SECTION A



## City of Seattle Wayor Edward B. Murray

January 10, 2014

Fe Lopez

Dear Fe,

It gives me pleasure to appoint you as the Director of the Community Police Commission, effective February 3, 2014. This appointment is contingent upon a criminal background review.

The following conditions apply to you appointment:

TERMS OF APPOINTIVIENT: The Director of the Community Police Commission position is a Strategic Advisor 2 and is exempt from the City's Civil Service System. Your term is subject to confirmation by a majority vote of all members of the City Council and the Commission. Therefore, you will need to attend the confirmation hearing of the full City Council.

SALARY: Your annual salary will be \$110,000. Your position is exempt from the provisions of the Fair Labor Standards Act, which means that you do not receive overtime compensation. However, as a salaried employee you are not required to use accrued vacation leave or sick leave for occasional absences of four hours or less during any work day.

EMPLOYMENT BENEFITS: The City of Seattle offers a comprehensive benefits package including vacation, holiday and sick leave as well as medical, dental, vision, life and long-term disability insurance for employees and their dependents. As a new hire your coverage begins on February 3, 2014. You must enroll within 31 days from your date of hire. An Employee Benefits Guide is available on line at: <a href="http://www.seattle.gov/personnel/benefits/home.asp">http://www.seattle.gov/personnel/benefits/home.asp</a>.

VACATION, HOLIDAY and SICK LEAVE: As a department head, you receive 30 days of vacation each calendar year during which you serve.

City employees accrue sick leave based on the number of regular hours worked. Full time employees earn 96 hours of sick leave per year. You may carry over your unused sick leave, there is no maximum accumulation. You are eligible to use available sick leave hours after 30 days of employment.

RETIREMENT: Participation in the City's Retirement Program is optional for exempt employees. As a participant you contribute a percentage of your salary towards your retirement. Contributions and earnings are tax deferred. The City pays a percentage of your salary towards your retirement, and you become vested (eligible for a monthly benefit at retirement age) at five years of service. If you have leave City employment before retirement and withdraw your contribution, you will not be entitled to any of the City's contributions.

Please send the completed background authorization form to kristine.greene@seattle.gov.

Fe, congratulations on your appointment as Director of the Community Police Commission and welcome to the City of Seattle. If you have questions about your employment with the City please contact Galen Mauden at (206) 684-0516.

Sincerely,

Edward B. Murray Mayor, City of Seattle

cc: Personnel File

Attachment: Background Authorization Form

Acceptance of Offer:

Please indicate your acceptance of this job offer by signing and dating below and returning the document to my office. Please keep a copy for your files.

Signature:

Date:

# City of Seattle Notice of Appointment

Name:	☑ Executive Appointment		
Fe Lopez	☐ Legislative Appointment		
Appointed to:	Date of Appointment:		
Executive Director, Community	2/3/2014		
Police Commission			
Authority (Ord., Res.): SMC 3.14.983	Term of Office		
	From: City Council Confirmation		
	To: Serves at discretion of the Mayor		
Comments: Fé Lopez most recently worked as the Director of Alumni Relations and Annual Fund at the Seattle University School of Law and is a past president of the Latina/o Bar Association of Washington (LBAW), serving from 2008 to 2011. During her time in LBAW, she was the co-chair of the Judicial Evaluation Committee, chair of the Banquet Committee, and co-chair of the Community Outreach Committee. She has been the co-facilitator of the LBAW/SGB free Legal clinic at El Centro de la Raza for the past six years. Ms. Lopez worked with communities of color on the Police Accountability Coalition in Seattle from 2010-12 and with the United for Fair Representation Coalition advocating for minority-majority congressional and legislative districts and the Washington Voting Rights Act.  Ms. Lopez has developed diversity initiatives with LBAW, other minority bar and community organizations, students and lawyers. Some of the past programs include the Racial Justice Leadership Institute, Disability Rights: Ethics and Practical Skills, Dealing with Racial and Ethnic Bias in the Courtroom, and Advocacy Skills for Protecting Civil Rights, which specifically addressed police accountability issues. Ms. Lopez also co-founded and co-chaired the 2012 Judicial Institute. Now in its second year, the Judicial Institute's goal is the promotion of court benches that reflect the richness and diversity of the communities and populations served by our judicial system throughout the State of Washington. The Institute encourages qualified minority attorneys to seek judicial positions through a comprehensive education and mentorship program.  Fé is a 2006 graduate of Seattle University School of Law and was recently awarded the Washington State Bar Association's Excellence in Diversity Award. She has also received the SU Law Justicia Award and the Latina/o Bar Association of Washington's President's Award.			
Authorizing Signature:	Name and Title of Officer Making		
	Appointment:		
Colfins	Edward B. Murray, Mayor		

Form last revised 2/21/08

Edits: 11/01/10



## CITY OF SEATTLE - STATE OF WASHINGTON OATH OF OFFICE

#### STATE OF WASHINGTON

#### **COUNTY OF KING**

I, Fe Lopez, swear that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Executive Director of the Community Police Commission; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as Executive Director of the Community Police Commission.

		Fe Lopez	
Subscri this	bed and sworn to b day of	efore me , 2014	(affix seal)
Monica	Martinez Simmons	s, City Clerk	

#### EXPERIENCE

Seattle University School of Law, Seattle, Washington - January, 2008 to Present

Director of Alumni Relations & Annual Fund May, 2012 to present

External Relations-Develop and maintain alumni and community relationships to: 1) encourage engagement in the law school; 2) provide opportunities, jobs, and mentorship for our students and alumni; and 3) create a culture of giving to the law school.

Volunteer Management-Oversee the Law Alumni Board and the mentorship program volunteers

Fundraising/Development-Responsible for developing and implementing an Annual Fund giving strategy that includes direct mail and e-appeals, one-on-one visits, phone-a-thon, and stewardship.

Communications-In partnership with the Communications Department, I help develop a communications strategy that incorporates print, website, social media, and email to highlight and market the work of the faculty, staff, students, alumni and friends of the law school.

<u>Director for Student Life</u> July, 2011 to May, 2012; <u>Assistant Director for Student Life</u> January, 2008 - June, 2011 **Program Innovation**-Created programming and events to enhance law students' education. Developed multi-faceted cross cultural competency training and professional development orientation workshops including the Lawyering in a Diverse World Training series. Coordinated Continuing Legal Education programs that included "The Business Case for Diversity," "Civil & Criminal Advocacy Strategies for Protecting Civil Rights," and "Dealing with Racial/Ethnic Bias in the Courtroom".

Collaborator-Worked with various departments, faculty, students, student associations, legal community, and alumni on numerous programs including the Lawyering in Diverse World ("LDW") Trainings and the Racial Justice Leadership Institute

Problem Solver- Managed non-academic issues with students, including providing resources, advice and assistance.

Liaison-Maintained on-going relationships with all departments related to students. Represented student perspective when working with faculty, staff and legal community. Coordinated student events and budget requests with Admissions, Alumni Relations, ATJI, CPD, and deans. Coordinated incident response issues with appropriate departments within the law school and with the University as needed.

#### King County Prosecutor's Office, Seattle, Washington, 2006-2007

#### Senior Intern

Made charging decisions regarding misdemeanor violations; Interviewed witnesses, prepared and argued pretrial motions in court; Represented the State in misdemeanor cases from inception to pretrial resolution to trial. Activities included plea negotiations, conferences with defense counsel, court appearances and sentencing recommendations.

#### King County Prosecutor's Office, Seattle, Washington, 2005

#### Rule 9 Summer Intern

Reviewed police reports and made charging decisions for misdemeanor violations; Interviewed witnesses, prepared and argued motions in court; Represented the State in two misdemeanor cases from inception to plea bargaining and ultimately to trial.

#### Lane Powell Spears Lubersky LLP, Seattle, WA, 2004

#### Summer Associate

Drafted various legal documents, compiled a user-friendly research and legal brief bank, prepared numerous memoranda on legal issues, including but not limited to, immigration, real property, employment law, EAJA requirements and attorney-client privileges.

#### Columbia Basin Domestic Violence Services, Kennewick, WA, 2003

#### Shelter Advocate/Case Manager

Interviewed, counseled, and assisted women in obtaining community resources; managed the shelter during my scheduled shift; and staffed the crisis line.

#### **EDUCATION**

Seattle University School of Law, J.D., May 2006

SU Law School Student Bar Association: President 2005-06, Diversity Representative 2004-05 Hispanic Organization for Legal Advancement (HOLA): Executive Board Member 2004-05

Public Interest Law Foundation (PILF): Section A Co-Representative, Volunteer

Access to Justice Institute: Anti-Oppression Workshop Participant

Access to Justice Institute: Immigration Clinic Volunteer

Hispanic Organization for Legal Advancement (HOLA): Member 2003-2006

#### Washington State University, B.A. in Social Sciences, May 2003

New Leadership Inland Northwest Conference Scholarship Recipient

Sexual Assault and Referral Center: Student Educator Cougars Encouraging Alcohol Knowledge: Student Educator

#### LEADERSHIP ROLES

Latina/o Bar Association of Washington Past President, 2012; President, 2011

Represented LBAW in the police reform efforts (2010-12) and on the United for Fair Representation Coalition in the historic redistricting campaign that resulted in the 9<sup>th</sup> minority/majority Congressional district and four minority/majority legislative districts statewide; Co-Founded/Co-Chaired the Judicial Institute Pilot Program 2012 (Collaboration of 12 minority bar associations, Washington State Bar Association, Minority & Justice Commission and Seattle University School of Law); Career Fair Chair, Hispanic National Bar Association Convention 2012; Managed media relations (interviewed by KIRO, KOMO, Seattle Television, Seattle Times, NPR, and other media outlets)

#### President-Elect, 2010

Community Outreach/Socials/Banquet Chair, 2010; Judicial Evaluation Co-Chair, 2008-2009

#### Co-Chair, LBAW/Schroeter Goldmark & Bender-Legal Clinic, 2008-present

Served over 500 individuals in need of legal services in 2012 and over 1,000 people in the past six years; Volunteer attorneys, intake staff and interpreters collectively donated over 800 hours in 2012.

#### CONTINUING LEGAL EDUCATION PRESENTER

- "The Judicial Appointment Process: Interviewing and the Bar Rating Process" January 21, 2012
- Panel on Education Equality in Central Washington, June 3, 2011
- "What Else Can I Do with a Law Degree? Alternative Careers for JDs" June 25, 2010
- Panel on Diversity Initiatives (WYLD Committee for Diversity Leadership Summit) March 21, 2009

#### PROFESSIONAL AND CIVIC ACTIVITIES

- OneAmerica, Board Member 2013-present
- Judicial Institute Committee Member 2013-present
- Yakima Pre-Law Conference Committee, Member 2008-present
- Youth and Justice Forum (Pasco, WA) Committee, Member 2008-present
- Laurel Rubin Farmworker Justice Project Committee, Member 2011-present
- Presenter, Latina Leadership Summit, September 24, 2011
- QLaw Foundation Committee Member, 2009
- New Leadership Inland Northwest Conference Speaker, 2008
- Law Student/Alumni Presentation, "No Boundaries! No Limits! Know the Possibilities" to Grandview High School Students 2005 and 2006: Organizer and Volunteer
- Sexual Assault Response Center (Kennewick, WA): Crisis Line Advocate, 2002-03
- Columbia Basin Domestic Violence Shelter (Kennewick, WA): Shelter/Crisis Line Advocate, 2002
- Smith Elementary School (Grandview, WA): Classroom Volunteer, 2000-02
- St. Thomas Moore Catholic Church: Volunteer Laborer in Juarez, Mexico, 1998

#### FROM THE OFFICE OF THE MAYOR

FOR IMMEDIATE RELEASE

Jan. 8, 2014

CONTACT

Rosalind Brazel, Mayor's Office Press Secretary, 206.684.8379
Jeff Reading, Mayor's Office Communications Director, 206.684.3952

## Mayor Ed Murray names Harry Bailey as new interim police chief, launches search for next permanent chief

**SEATTLE** – Describing the process for hiring a permanent Seattle Chief of Police and the process for fulfilling the terms of the Seattle Police Department's 2012 consent decree with the U.S. Department of Justice as "on a collision course with one another," Seattle Mayor Ed Murray today made several announcements intended "to straighten both paths and better position our department and our community for the successful reform of our police force."

Murray said that he has appointed Harry Bailey as the Seattle Police Department's new Interim Chief of Police, effective today. Bailey will replace Jim Pugel, who has been interim chief for the past nine months. Bailey's charge from the Mayor is to give the highest priority to implementing needed reforms in the Seattle Police Department and to satisfying the terms of the federal settlement agreement, which include ensuring bias-free policing and addressing the excessive use of force. Pugel will return to the rank of Assistant Chief, where he is assigned to develop promising harm reduction approaches in the Seattle Police Department's policing strategies.

"I support the Mayor's decision to appoint Harry Bailey as Interim Chief," said Seattle City Attorney Pete Holmes. "He is an outstanding choice and will help to prepare the department for badly needed reform."

Bailey, who is not a candidate for the permanent position, has 35 years of experience as a law enforcement officer. He served in the Seattle Police Department from 1972 to 2007. He was Director of Security for the Seattle Sonics and the Oklahoma City Thunder and held a similar position as a volunteer for Mount Zion Baptist Church in Seattle.

"I support the bold decision to restructure the interim position in order to attract the best candidate for a new Police Chief," said Councilmember Bruce Harrell, chair of the Public Safety, Civil Rights, and Technology committee. "The new structure will signal that the position is open and unwired. Seattle deserves the best Police Chief in the country who will implement a strong public safety strategy and bring an unprecedented commitment to accountability and transparency."

Murray said he is also initiating a dual-track search process to find the best candidate for the permanent police chief with the formation of two committees. A community advisory committee will seek the public's input about the qualities it values in a Chief. Guided by the work of the advisory committee, a separate committee will conduct a national search to fill the position permanently. Pramila Jayapal and Ron Sims will co-chair both committees.

Jayapal is the Distinguished Taconic Fellow at the Center for Community Change and the founder and former Executive Director of One America, a non-profit that works to advance immigrant, civil and

human rights. Sims is a former King County Executive, and former Deputy Secretary of the United States Department of Housing and Urban Development.

The Community Advisory Committee will invite public input though a series of town hall forums starting on January 20 and a website that will launch today: <a href="http://seattle.gov/spd-chief-search">http://seattle.gov/spd-chief-search</a>. They will also use public feedback collected in earlier community surveys conducted by the Monitor of the settlement agreement and the Community Police Commission.

The search committee will work with the search firm to gather and screen applications using the input collected by the Community Advisory Committee, and conduct candidate interviews.

"It's the most important decision I will make as Mayor, and it's important that I get it right," said Murray. "It's also important that we move quickly. My goal is announce the new Chief by early April 2014. At the same time, we will engage the people of Seattle in a conversation about the qualities they would like to see in Seattle's next Chief."

- Tues, Jan. 28, 6-8 p.m., University Heights Center
- Wed, Jan. 29, 6-8 p.m., Garfield Community Center
- Thurs, Jan. 30, 6-8 p.m., Youngstown Cultural Arts Center
- Sat, Feb. 1, Noon-2 p.m., Van Asselt Community Center

In another appointment, Fe Lopez has been named by Mayor Murray as executive director of the Community Police Commission, which was created in a separate agreement with the Department of Justice to provide public input to the reforms proposed under the settlement agreement. Lopez is the former president of the Latino/a Bar Association of Washington and current director of alumni relations and annual fund at Seattle University's School of Law.

The Mayor will issue a letter to the ranks of the Seattle Police Department introducing Chief Bailey and setting expectations.

## SECTION

В



## City of Seattle Department of Finance & Administrative Services

January 16, 2014

To:

Uriel Ybarra, Mayor's Office

From:

Galen Mauden, Human Resources, FAS,

Subject:

**BACKGROUND CHECK-FE LOPEZ** 

The Department of Finance & Administrative Services has completed the criminal history and background review for Fe Lopez. There were no findings that would impact the employment eligibility of Ms. Lopez.

cc:

FAS Mayor's Transition File

### Initial Council Questions for the Appointment of the Executive Director of the Community Police Commission

#### Fé Lopez

1. How do you see the role of, and where do you see opportunities for added value by, the Executive Director of the Community Police Commission in the ongoing efforts related to implementing the Department of Justice (DOJ) and the City of Seattle agreement related to police reform?

I see the role of the Executive Director of the Community Police Commission ("CPC") as a full participant and co-leader of the Commission. The CPC has done tremendous work this past year thanks in part to the hardworking temporary directors. As the first permanent Executive Director, I can provide the CPC stability and structure. I can help provide guidance with an eye to the future of police reform and the community's place within it. Structurally, I can help build a supportive staff structure that will further enhance the work of the CPC and deepen the engagement within the community.

2. In relation to the Mayor, Council, and public, how do you see your role with respect to accessibility and collaboration?

The Executive Director must create and maintain relationships with all key stakeholders. As I stated at the recent Public Safety, Civil Rights & Technology Committee public hearing on Wednesday, February 26, the CPC welcomes the mayor's advisors in the critical accountability work of the CPC.

I have established regular meetings with representatives of the stakeholders including the mayor's office and appreciate any opportunity to meet with or hear from other leaders in the community. I, along with the CPC co-chairs, will be briefing the Council in early March about the work of the CPC.

3. Having served as the Acting Executive Director of the Community Police Commission for a short time, please tell us what you have learned from this experience?

There are various perspectives as to what reform should look like, how it should be implemented, and how we will quantify success. The CPC is keenly aware of this and has endeavored to include representatives from all key stakeholder organizations, technical advisors, and community representatives to the table to create recommendations that are meaningful and practical.

#### 4. Please describe past departmental or organizational accomplishments.

The CPC is charged with advising SPD and the Justice Department about proposed revisions to SPD policy, training and community outreach. While CPC members themselves have relevant expertise, in 2013 the CPC also partnered with more than 100 community organizations serving groups most adversely affected by existing policing practices and together held over 150 meetings and surveyed over 3000 individuals in 9 languages about their experience with SPD, including those often marginalized from such discussions due to youth, homelessness, mental illness or addiction. The survey was orally translated in 14 more languages. 72% of the respondents were people of color.

The CPC shared their preliminary recommendations with those community members and considered their responses in the 2013 recommendations for new policies on police stops, bias free policing and use of force, to SPD, DOJ and the Court Monitor. Many CPC recommendations were incorporated into SPD policies, including the new bias free policing policy that is path breaking nationally in addressing unintended disparities in addition to intentional bias.

## 5. What are your goals for the next three years, if confirmed, and what do you see as the most significant challenges to achieving those goals?

My goals are to enhance and strengthen the CPC's community engagement. While the CPC has done significant work within the community, it has not established a consistent communication method or structure to communicate, educate, and engage the community.

The first step to building this structure is hiring a full time communications/community engagement strategist. This addition to the CPC is integral to fully incorporating the community's voice in the reform efforts. While I have located funding to support this position this year, the CPC will need financial support to sustain this vital position in the future.

#### 6. Identify achievements that are good examples of your leadership approach.

My leadership approach is collaborative yet decisive. I understand the necessity to bring various groups together to create lasting change. It is when our communities work together, not in silos, that we are able to create significant change. The following are a few examples of my collaborative leadership approach.

I co-chaired and co-founded the Judicial Institute. The Judicial Institute is a collaborative group consisting of representatives from the Initiative for Diversity, Washington State Bar Association, minority and specialty bars, local bar, judiciary and

local law schools. The Institute is committed to addressing the concerns that an extremely low number of minority lawyers purse judicial careers through the appointment or election processes and the need for continued diversification of the representative court benches. The Judicial Institute's mission is to encourage qualified minority attorneys to seek judicial position through comprehensive education and mentorship.

As the past president of the Latina/o Bar Association of Washington ("LBAW"), I successfully worked collaboratively with several organizations on police reform, minority/majority redistricting campaign that effectively lobbied for the new minority/majority 9<sup>th</sup> congressional and 15<sup>th</sup> legislative districts, and I currently coadminister the free LBAW/SGB Legal Clinic at El Centro de la Raza where an average of 400 people receive free legal consultations every year.

7. Given what you have observed, how do you see the opportunities for the CPC to continue to work closely with other agencies and departments to promote reform, develop policy recommendations, and ensure accountability?

The CPC needs to maintain clear avenues of communication with the stakeholders and the community. I have begun meeting and working regularly with key representatives of several vital groups such as the Mayor's Office, Court Monitor's team, DOJ, and SPD.

The CPC also values the participation and contributions of the OPA Auditor and Director, representatives of the City Attorney's Office, both police unions, and numerous technical advisors. The CPC is committed to continuing these worthwhile collaborations in the future.

8. The CPC's charge is to represent a broad range of community perspectives and to reach out and engage communities directly, to get critical feedback, and to recommend changes to the Seattle Police Department policies and practices. How will you promote public confidence in the Seattle Police Department? How will you help build trust with communities of color? Or underrepresented communities?

Part of the CPC's charge is to engage with the community. In this context, community engagement should incorporate the following:

- · educating the community about ongoing work in police reform on a regular basis,
- requesting feedback from the community regarding relevant recommendations,
- · reporting back to the community about implemented changes, and
- requesting ongoing feedback regarding the impact of said changes.

The CPC and SPD must continually engage in this dialogue with the community as a first step to regaining confidence and trust. This conversation must continue beyond the timeline set in the consent decree.

This year, the CPC in collaboration with SPD are charged with assessing SPD's Outreach efforts. This will be an excellent opportunity to examine SPD's relationships with underrepresented communities and begin to develop ideas of how to repair, create and/or maintain trusting and lasting relationships.

9. What is your general philosophy for how to most effectively work with the Mayor and City Council to ensure effective and timely communication regarding the CPC's responsibility under the Agreements?

The CPC should regularly brief the Public Safety, Civil Rights & Technology Committee and the Mayor's office. In addition, the CPC should present its work to the City Council at least twice a year: a mid-year and end of year report. In the meantime, CPC representatives will strive to meet individually with each council member at least once or more a year to inform and/or answer any specific questions each council member may have during this time.

To begin this communication strategy in earnest, the CPC has scheduled a council briefing and a meeting with Mayor Murray in March. I have also established regular weekly meetings with representatives in the mayor's office.