

LANCE RANDALL

FOR MAYOR 2021

Responses for Seattle Mayoral Candidate-Magnolia Chamber of Commerce

Good Governance, Effective Leadership

1. I have spent the past 30 years of my life as a political scientist, economic development practitioner and entrepreneur. I have held leadership positions with a United States Congressman, a State Senator, Mayors of local municipalities, large and small businesses, non-profit organizations, public-private partnerships, and educational institutions. My background and experience make me uniquely qualified and prepared to be Seattle's Mayor at this exact moment in our city's history.

Examples of my leadership strengths:

Politics

I worked on the staff of the Honorable Lee Robinson, Mayor of Macon. I worked under the Chief Administrative Officer, Israel Small, where I served as the administrator for the City's Small and Minority Lending Program, conducted employment assessments for Macon-Bibb County Firemen seeking promotions, worked on special projects with the City's Procurement, Human Resources, Central Services and Public Works Department and represented the City of Macon as a Loaned Executive with United Way of Middle Georgia making presentations to other municipalities and companies to help raise \$1.5 million for local charities.

I worked on the staff of United States Congressman Sandford D. Bishop, Jr. as a Constituent Services Representative. After a year and a half in the position, the Congressman appointed me to be the Director of Constituent Services. I led a team of ten case workers and six interns across Georgia's 2nd Congressional District and Washington, D.C. to respond to all constituent inquiries. My strategy to quickly respond to the 566,000 residents in the district, resulted in Bishop's office establishing a reputation of having one of the best constituent service operations on Capitol Hill. I also tracked and researched legislative and policy issues, assisted in drafting legislation, and met with constituents, lobbyist groups, and other congressional and governmental offices on behalf of the Congressman. Three landmark pieces of legislation that I helped develop were the Assault Weapons Ban, Brady Bill and North American Free Trade Agreement. In 1994, Randall led the effort to help victims of the great 1994 flood in Macon. I worked closely with the Federal Emergency Management Agency to set up a temporary location for residents to get food, water and FEMA funds to repair their homes. For my work, Congressman Bishop awarded me a Certificate of Special Congressional Recognition. This award is given in recognition of outstanding and invaluable service to the community.

I worked for the Honorable Gloria Lawlah, a State Senator in the Maryland General Assembly, where he did policy research and analysis for the Senator.

Economic Development

I was as the Project Manager with the Macon Economic Development Commission (MEDC). I served as the point of contact for prospects that expressed interest in locating their operations in Macon/Bibb County. I recruited over 30 businesses to Macon-Bibb County by coordinating activities with public and private economic development organizations, developed customized demographic profiles of the community, coordinated prospects visits, negotiated real estate transactions, secured tax incentives, formulated special tax schedules, performed workforce analysis, and arranged for infrastructure improvements. I worked directly with the Georgia Department of Economic Development to recruit companies from around the world to the State with an emphasis on Bibb County and facilitated the sale or lease of property in 6 industrial parks owned by the Macon-Bibb County Industrial Authority, to domestic and international business prospects.

I was the Vice President of Existing Industry for the Greater Macon Chamber of Commerce. I was charged with leading the Chamber's business retention and expansion activities, developing strategies to stimulate growth for small business and revitalizing established commercial and industrial areas. worked directly with City and County department heads, the Mayor and County Commission Chairman to develop policies to support local businesses. In this position, I conducted outreach visits to over 500 businesses, and helped them stay in business, or expand their operations.

I was the Business Relations Manager for the Office of Economic Development (OED). I recruited businesses from around the world to Seattle and conducted retention and expansion visits to local businesses to help them expand their operations and create jobs. I partnered with the Economic Development Council of Seattle and King County (EDCSKC) and the Washington State Department of Commerce to recruit businesses to Seattle. My knowledge of the city's demographics, relationships with local realtors to find sites and creativity to provide incentives, resulted in several companies relocating or expanding their operations in the City of Seattle and creating jobs. I visited over 600 Seattle businesses to help them solve problems and keep them operating in the city limits. I was able to solve 70% of the problems for businesses that needed my assistance.

I was the Business Services Manager for OED. In this role I managed an internal staff of five, partnered with eight external economic development organizations and consultants, and organized a team of over 75 individuals to do outreach visits to Seattle based businesses. I built a coalition consisting of: The Downtown Seattle Association, The Manufacturing Industrial Council, The Washington Bio-Medical and Bio-Technology Association, The Environmental Coalition of South Seattle, Economic Development Council of Seattle and King County, Seattle Made, the Ethic Business Coalition and contract with the Russell Group, LLC. His coalition of 28 business associations and neighborhood Chambers of Commerce conducted 2500 visits to businesses across the city and successfully assisted 80% of the businesses contacted. I collaborated with Executive Pulse

out of Erie, Pennsylvania to develop a custom designed web-based database system. This tool was also used to refer businesses directly to the appropriate contacts in city departments, to solve problems for local businesses. The system also produced reports on trends and common issues of concern by local businesses, with the data being used by elected officials to develop policies to help companies be successful while operating in Seattle.

I was the Director of Economic Development for Southeast Effective Development an organization that provides arts and culture, economic development, and low-income housing for residents living in Southeast Seattle. I led the organization's economic development initiatives through business recruitment, business retention and expansion, community development, workforce development, commercial real estate development, marketing and business financing. he led the façade improvements for a program called, "A Beautiful Safe Place for Youth", to reduce crime in the Rainier Beach neighborhood. For three years, I managed the budget and contractors to make exterior improvements for 17 business and buildings owned by minority and immigrants in the community. This project increased safety and marketability of local businesses. I served as the project manager for the construction of the KVRU 105.7 LP radio studios, providing a platform for residents to discuss local issues, build community and enjoy different genres of music. Moreover, I was able to get the construction completed and the signal on the air within the time frame required by the FCC to keep the license, and reduced the projected cost overrun for the construction from over \$100,000 to under \$30,000. I worked with 54 existing businesses to retain 30 jobs and recruited 8 new businesses to Southeast Seattle, such as Planet Fitness being the largest, to create 63 jobs.

I was the Interim Director for Southeast Effective Development leading organization. I implemented policies set by the Board of Directors as well as annual goals and objectives and assumed the overall leadership role in guiding all administrative, fiscal, and property management. I reviewed and evaluated the results of program activities, ensured that continuing contractual obligations were being fulfilled; allocated resources for greater program effectiveness and efficiency; and developed organizational and administrative policies and program objectives for Board consideration. I developed and implemented effective growth plans for the agency, including housing, economic development and art and cultural programs.

Workforce Development

Macon Mayor C. Jack Ellis appointed me as Chairman of the Macon-Bibb County Workforce Development Board where he helped youth, and displaced workers get training and find jobs. He was also a member of Central Georgia Technical College Board of Directors where I served on the curriculum committee, creating learning modules for the students based on the needs of local businesses, so that students could get jobs immediately upon completing the courses.

I partnered with Tabor 100, an association of minority entrepreneurs and business advocates, to host workshops connect minority job seekers with opportunities in the technology field.

Sports and Tourism

I served as the representative for the city with the Seattle Convention and Visitors and the Seattle Sports Commission. In 2008, Seattle Mayor Greg Nickels sent me to observe the Rock and Roll Marathon in Nashville, Tennessee. Randall met with the event's promoter and officials with the City of Nashville to recruit the marathon to Seattle. I led successful negotiations between the promoter, the City of Seattle, the State of Washington, and the Seattle Convention and Visitors Bureau that launched the Inaugural Seattle Rock and Roll Marathon was in June 2009. 25,000 runners participated in the race and Seattle experienced a \$22 million-dollar economic impact. The race is now one of Seattle's top annual events.

In 2009, the San Jose Stealth contacted me about relocating their National Lacrosse League team to Seattle. I negotiated with Key Arena to have the team use the stadium. However, the facility could not accommodate the team due to scheduling and space restraints, but I was determined to get the team to the Seattle region. I connected the team to officials in Everett with hopes they could find space for the team in the Comcast Arena. In 2010, the team signed a two year a lease and relocated the team to Everett. In their first year of operation, the team contacted me about a scheduling conflict at Comcast Arena for one of their home games. I negotiated to have the game moved to Key Arena. History was made on May 8, 2010, when the first professional box lacrosse game was played in Seattle between the Washington Stealth and the Edmonton Rush. I was given the honor of dropping the ceremonial ball to commemorate the event.

2. To address affordable housing Focus on creating a more equitable policy that will enable a future where more people can have access to vibrant and walkable neighborhoods and afford to live in the city.

Action Items:

- Organize a group of industry and neighborhood leaders with city staff to prioritize the creation of a diversity of rental and for sale housing options. This will include reviewing opportunities to create a staggered Residential Zoning where density limits are responsive to site conditions, land values and desired outcomes.
- Focus the resources from the Federal Housing Urban Development Agency to build, acquire, and sustain housing for the homeless. Federal fund utilization will free up Seattle Housing Levy dollars so those dollars can be used to build affordable housing for those living well below the poverty level.
- Build a partnership between the Office of Housing and Seattle Department of Construction and Inspection to support those in jeopardy of losing their housing due to COVID-19 or an unforeseen circumstance. The City can use Housing Levy dollars to fund this program.
- Implement policy change to allow for more affordable home ownership and equitable access to amenities, such as schools, open space and public safety in the city's Single-family zones.

- Create more flexibility within the Single-family zones, such as reducing the minimum lot size at block ends, establishing more opportunities for Land Trust models, and creating partnerships between landowners and levy funds to enable property owners to build wealth and limit displacement.
- Assess city review processes on regular intervals and determine solutions to improve permitting timelines to produce more housing.
- Identify opportunities within the design review process to create a more predictable and consistent process across neighborhoods and projects.
- Incentivize sustainable practices across the construction industry through policy adoption and public/private partnerships to reduce the carbon footprint of renovations and new construction in our city.
- Revitalize downtown cores post COVID and support small business growth locally.
- Review current policies for permitting requirements for small businesses, with particular focus on street level storefronts. This will include innovating policies to expedite the permitting and construction process for these locations.
- Maintain affordable commercial space in new development projects by utilizing funds raised through the Mandatory Housing Affordability program or other Levy dollars or other Public – Private partnerships to minimize displacement of local businesses and maintain diversity in our neighborhoods.

To reduce crime, I will provide strong leadership, a plan and accountability to deal with street crime in Seattle.

Action Items:

- I am going to instruct the Chief of Police to assign a team of detectives to identify local individuals and groups that are causing property damage in the city. Once these individuals are identified we will do surveillance on them to gather intelligence on their movements and plans to launch attacks on our businesses. Under my watch law enforcement is going to be more proactive in preventing these attacks, prosecuting those who commit crimes and banishing destructionist from the city.
- Although we are still trying to figure out how to deal with the issue of some police officers committing acts of violence against residents, we cannot handcuff the entire department if we are going to keep the public safe. I will allow our police officers to do their jobs and enforce the law. On day one I will issue an executive order that all the misdemeanor laws that have been suspended will be reinstated. Too many people have been victims of crime because of the city's careless approach to public safety and I will hold people accountable who break the law.
- Without disclosing too much, I have a plan to deal with the open-air drug dealing on the streets of Seattle. Drug dealers have gotten so comfortable and

bold that they are making transactions in open spaces with no regards for our children, seniors or law enforcement. I intend to make any drug dealer on our streets so paranoid about who they are selling drugs to that they will leave Seattle. Also, for those who get caught, I will insist that they are prosecuted to the letter of the law. No plea bargains.

- I will be leaning hard on the City Attorney and the King County Prosecutor to prosecute the criminals rather than turn a blind eye to their actions. When our police officers do their jobs to find and arrest criminals, I will make it clear that I expect them to be prosecuted. Any time they make a decision not to hold criminals accountable for their actions and release them back our streets, I will use my bully pulpit to expose their actions publicly and hold them accountable.

To promote public safety, I will ensure that our Public Safety Service Delivery System which consist of our **Police Department, Fire Department, First Responders and Human Services Providers** functions properly by making sure that each agency is adequately funded and staffed. These agencies will be mutually supported and work together as a team.

Action Items:

- Implement checks and balances to both address biased policing by some individual officers and ensure that all public safety personnel are living up to their pledge to protect and serve.
- Work with the Police Chief, Commanders and the Seattle Police Officers Guild, to develop and implement a program that addresses the need for “Culture Change” within the police department which will be the “Value Standard” by which every police officer must adhere to while serving the public.
- Implement a comprehensive program for progressive discipline for removing officers that are detrimental to public safety before they cause community crises.
- Provide police officers with the proper support when responding to calls to help avoid injuries and fatalities. Reallocate funding within the police department to provide opportunities for experts in mental health, drug counseling, de-escalation techniques and crime prevention to accompany police officers on calls where special assistance is needed.
- Work with the National Alliance on Mental Health to develop a training program for police officers to be able to identify and stabilize situations without lethal force until mental health experts arrive on the scene.
- Develop and implement a **“Relationship-Based Policing Program”** for the department to create community trust and partnership. I, along with the Police Chief and the Commanders, will be more interactive with our residents through regular **“Town Hall Meetings.”** The goal of these meetings is to work

with residents to develop a “**Community Policing Philosophy**” based on organizational strategies, crime prevention techniques and public safety programs that have been implemented around the country.

- To replenish our dwindling workforce of first responders, create the “**Public Safety Youth Academy.**” This program will train young people from our local community to carry the torch as the next generation of those who will keep Seattle residents safe and embody the spirit of community service.

To encourage and support small business growth, I will:

Action Items:

- Create a rapid response program through a partnership with neighborhood chambers and business associations and the Seattle Office of Economic Development to quickly assess and meet the needs of small businesses in their business districts giving them direct access to assigned liaisons in city departments to help solve problems.
- Make sure that neighborhood Chambers and business associations receive adequate funding from the city for staff capacity and programing to conduct outreach to struggling businesses and
- Negotiate with our current community lending organizations to put a cap on interest rates for loan capital to small businesses.
- Invest funding back into the Rainier Valley Community Development Fund to increase redevelopment of commercial property along the light rail on Martin Luther King, Jr Blvd S owned by people of color.

To ensure a more positive working relationship with the city council I will be proactive and make the first step to reconcile the partnership between the Mayor’s office and city council members.

Action Items:

- In the first 60 days meet with each of the council members individually to establish a friendly relationship and build upon the interaction to establish cordial working relationship through regular individual meetings.
- Proactively work with the 2 city-wide council members to negotiate a city-wide agenda to operate city government effectively and efficiently and set priorities for the budget.

- Meet with each of the 7 district council members prior to writing the budget to determine the priorities in their districts and designate funding for those priorities in my initial budget submittal.
 - Once the budget is approved, I and the 2 city-wide council members will co-host meetings with the 7 councilmembers in their districts to present the funded priorities to their constituents and ensure that we follow through with the commitments.
 - Appoint a Deputy Mayor of policy development to work with the city council on policy development making sure that the Mayor's office and the City Council are communicating while developing policies and executive orders.
 - I will make myself available to attend town halls with city council members to get feedback and address any issues brought forth by their constituents.
3. I would like to see local Chambers be more active in recruiting, retaining and expanding businesses and being more involved in the development process in their respected neighborhood business districts.

Action Item:

- Establish a Neighborhood Business District Roundtable where I will have regular meetings with Chambers and business associations to discuss issues and develop action items to support small business across the city.
- Organize a group of industry and neighborhood leaders with city staff to prioritize the creation of a diversity of rental and for sale housing and commercial space options. This will include reviewing opportunities to create a staggered Residential Zoning where density limits are responsive to site conditions, land values and desired outcomes.

Public Safety

4. When it comes to homelessness, the chief causes of the challenges Seattle are,
- A lack of comprehensive plan to address the issue when it started getting worse somewhere between 2015 and 2018.
 - The undignified neglect in meeting the needs of those going through homelessness.
 - Not having enough mental health experts and a mental health facility to house and treat those with disorders.
 - Not stopping the inflow of homeless people coming from around the world to Seattle.
 - Not enforcing the law and prosecuting people who are committing crimes

To end City Hall's neglect of those experiencing homelessness who are sheltering in makeshift tents and RVs on our streets, in public parks and wooded areas; I am proposing a unique plan that I call "**The Dignity Project**". This plan is based on the successful model "**Hillsborough Hope**" Tampa, Florida.

All elements of this project will bring about dignity, stability, and opportunity for those who are displaced, as we continue our efforts to develop housing options. With this approach, the city will be able to clean the streets, dispose of trash and debris, remove graffiti, and enforce our local ordinances prohibiting camping on the streets in tents and RV's.

Action Items:

- Establish "**Dignity Communities**" using surplus city property and leasing private property to create safe places for temporary shelter with service providers on site, amenities to meet basic human needs, support teams and job placement for sustainable earned income. These communities will be places of compassion and support but will have expectations of those being cared for to ensure that needs are met and progress towards recovery is being made.
- Call to action for the public to organize "**Dignity Teams**" which will provide direct financial support to help individuals transition into permanent housing and find job placement. The teams should have a minimum of 40 members who are willing to invest an average of \$100 per month over a period between 12 and 18 months. The teams will also use their network to find individual jobs.
- Recruit "**Dignity Counselors**" to serve as liaisons to provide direct support and guidance to individuals and families who are being served in the communities. These liaisons will have experience and connections to help veterans, youth and family services, those with mental health, the formerly incarcerated, those addicted to drugs and the disabled.
- The "**Dignity Dinners**" will be celebrations to recognize our neighbors who have fully transitioned into permanent housing and have a job making a sustainable earned income and an opportunity for them to meet their support teams face to face.
- Immediately empower teams of nurses, substance abuse specialists, job development specialists, and specially trained police officers to enter existing tent cities to provide substance abuse, job readiness, and other transitional services. This will allow us to be proactive in reintegrating many of our homeless neighbors back into the community while we prepare the "**Dignity Communities**" for launch.
- Expand shelter capacity by partnering with churches to provide overnight shelter for homeless families and children where available. This can ensure safe and dignified housing for some of our most vulnerable while expanding additional shelter and bringing more neighbors off the streets.

City ordinances that will be enforced:

Title 18.12.250 – Camping. It is unlawful to camp in any park except at places set aside and posted for such purposes by the Superintendent (Ord. 106615, section 13, 1977).

Title 18.12.257 – Liquor offenses. It is unlawful in a park to consume, or to possess an open container holding, or to open a container holding liquor without a permit (Ord. 1134336, section 15, 1987).

Title 18.12.260 – Littering and trash deposit. It is unlawful to throw or deposit any refuse or other material in any park, except in designated receptacles (Ord. 106615, section 14, 1977).

Title 15.48.040 – Sitting or lying down on public sidewalks. A person shall not sit or lie down upon a public sidewalk, or upon a blanket, chair, stool, or any other object during the hours of 7 a.m. and 9 p.m. downtown or in a neighborhood commercial zone.

Title 12A.08.040 – Criminal trespass. A person is guilty of criminal trespass if he or she knowingly enters or remains unlawfully in a building.

Title 12A.08.030 – Reckless burning. A person is guilty of reckless burning if he intentionally causes a fire or explosion and thereby recklessly places a building of another in danger of destruction or damage.

Title 11.72.440 - Parking Enforcement; Seventy-two (72) hours. Violators of the 72-hour rule face \$44 tickets and the risk of getting their vehicles towed, costing upward of hundreds of dollars. The Seattle Municipal Code also prohibits RVs, tractor trailers and large trucks from parking on streets or in alleys outside of industrial areas between midnight and 6 a.m.

Infrastructure

5. I do support the replacement of the Magnolia Bridge. I will assess the four options identified in the Magnolia Bridge Planning Study and be prepared to develop funding to build the identified option. I will also implement a comprehensive plan to address all our transportation needs.

Action Items:

- Invest in the new infrastructure require to support Seattle’s promising future. We will take the opportunity to use new infrastructure projects to focus on the safety of our residents and further cement Seattle’s climate leadership, including:
 - ✓ Identify leadership opportunities locally, regionally, and nationally and ascertain potential funding sources for the infrastructure in Seattle’s Clean Transportation Electrification Blueprint.
 - ✓ Upgrade our traffic movement, signal, and crosswalk technology to improve safety. This will include technological options to reduce the number of vehicles that run through traffic signals’ red lights and sound alerts at crosswalks to assist the blind and those who are otherwise occupied.

- Review the transportation priorities that have been identified as a result of the 2015 “**Levy to Move Seattle**,” that provided \$930 million, and the November 2020 Transportation Plan. We will use this review to adjust priorities based upon anticipated funding changes due to COVID-19’s impact on tax revenue and the City’s needs, if necessary. This will include a benefit versus cost analysis of all transportation projects to evaluate our priorities:
 - ✓ Provide accountable oversight in the rehabilitation of the bridges and roads that have been planned within the “Levy to Move Seattle.”
 - ✓ Review the Bicycle Master Plan to determine the necessary funding for access and safety.
 - ✓ Ensure that the West Seattle Bridge repair project is effectively and efficiently managed to be structurally sound, safe, and within budget.
- Identify the funding to repair and maintain not only the West Seattle and Magnolia bridges, but also our drawbridges, pedestrian and bicycle bridges, roads, and sidewalks:
 - ✓ Review current plans and priorities for repairing and maintaining roads to ensure safety of all users.
 - ✓ Develop a process to determine and provide the repair and maintenance needed on the city’s 100+ bridges.
 - ✓ Determine the necessary options to increase crosswalk safety and reduce the number of pedestrians that are injured and/or killed each year.

Workforce and Post Covid Economy

6. I will work with local chambers of commerce to ensure thriving business development in neighborhoods by creating and making programs permanent to support small businesses.

Action Items:

- Make the Equitable Development Fund Initiative permanent, increase the funding and make funds available for local chambers to recruit and support businesses of color in their business districts.
- Make the Small Business Stabilization Fund Pilot and the Small Business Tenant Improvement Fund Pilot permanent and increase the funding.
- Review current policies for permitting requirements for small businesses, with particular focus on street level storefronts. This will include innovating policies to expedite the permitting and construction process for these locations.
- Maintain affordable commercial space in new development projects by utilizing funds raised through the Mandatory Housing Affordability program or

other Levy dollars or other Public – Private partnerships to minimize displacement of local businesses and maintain diversity in our neighborhoods.

- Invest in tourism to market neighborhood businesses districts to attract locals and visitors.
7. The steps I will take to revitalize the Seattle economy and help rebuild downtown and key business districts throughout the city are:

Action Items:

- Bring together downtown commercial property owners, county and city officials to create a property tax incentive program to refill the commercial retail spaces that have been vacated. The program will reimburse expenses incurred by landlords who undertake tenant improvements or provide free rent to bring small businesses back to downtown.
 - Review the processes for city reviews, inspections, and small business permits to reduce the time required for small businesses to start-up.
 - Restore the vitality of our downtown core by making it safe for residents, employees, shoppers and tourists who frequent the businesses, entertainment venues, hotels, retail stores, restaurant and attractions. I will emphasize more public safety resources on the streets of downtown walking the beat to deter criminal activity and arrest those who commit crimes against people and property.
 - Create a partnership between the city government and our local corporate foundations to raise money to fund a local grant program to provide significant financial assistance to small businesses. The grants can be used to catch up on delinquent lease payments, rehire employees, replenish inventory, upgrade equipment, and for marketing to help them recover from the damage caused by the pandemic and economic downturn.
 - Strengthen relationships with state and federal officials to ensure that funding available comes to Seattle to support recovery.
 - Encourage workers to return to downtown by working with local artists, our many sports franchises and community organizations to create city-sponsored events and experiences which will restore the value of togetherness in the heart of downtown. From live music shows to food festivals and sports rallies, the city core will become a destination, not an obligation, of daily life in Seattle.
8. My business and workforce priorities working with the business and labor interest and City Council to build consensus among various stakeholders are:

Action Items:

- Partner with Trade Unions including, but not limited to, carpenters, ironworkers, electricians, and teamsters to develop pipeline and training programs for Green New Jobs.
- Identify ways to partner with start-ups and established companies to accelerate their impact and create more green jobs for our community.

- Continue to fund and expand the “Seattle Promise College Tuition Program” by partnering with our local 4-year universities to offer college scholarships for students who want to continue their education beyond community college.
- Work with affordable housing developers to implement workforce development training programs and jobs fairs at their developments to provide job opportunities for their tenants.
- Expand the Seattle Department of Education and Early Learning and partner with Seattle Public Schools, King County Workforce Development Council and local businesses to create a career pathway program for our youth from middle school through college.
- Establish a partnership with Seattle Communities Colleges and businesses to create course curriculums and certificate programs to provide residents with training and skills to get jobs.