

From: [Fisher, Christopher](#)
To: [Clancy, Amy](#); [Sullivan, Jennifer](#)
Cc: [Boatright, Rebecca](#); [Best, Carmen](#)
Subject: FW: Draft 1
Date: Tuesday, July 28, 2020 11:14:03 AM
Attachments: [Oftelie Seattle Op-ed 7-25-20.docx](#)

I like this a lot – how do we help him get it placed. Times would be ideal. We also can offer edits but I like it a lot.

From: Chris Fisher <[REDACTED]@gmail.com>
Sent: Tuesday, July 28, 2020 7:27 AM
To: Fisher, Christopher <Christopher.Fisher@seattle.gov>
Subject: Fwd: Draft 1

CAUTION: External Email

Sent from my iPhone

Begin forwarded message:

From: Antonio Oftelie <antonio.oftelie@lnwprogram.org>
Date: July 25, 2020 at 3:43:38 PM PDT
To: Chris Fisher <[REDACTED]@gmail.com>
Subject: Re: Draft 1

Sorry - use this one instead.

A

On Sat, Jul 25, 2020 at 5:30 PM Antonio Oftelie <antonio.oftelie@lnwprogram.org> wrote:

Hi Chris,

Hope the weekend is going well.

Just came up today for air after a busy week. Attached is a revised version of the op-ed.

Thoughts?

Thanks,

[REDACTED]

Antonio

On Tue, Jul 21, 2020 at 10:18 AM Antonio Oftelie
<antonio.oftelie@lnwprogram.org> wrote:

Wow! This is fantastic at first read through. I'd like to work for you when you run for governor!

I'll dig into this soon and get back to you.

Stay strong,

Antonio

On Mon, Jul 20, 2020 at 2:47 PM Chris Fisher <[REDACTED]@gmail.com> wrote:

Antonio -

Let me know what you think of this. On the right path?

Chris

--

Dr. Antonio M. Oftelie

Fellow, Technology and Entrepreneurship Center at Harvard

Executive Director, Leadership for a Networked World

Harvard John A. Paulson School of Engineering and Applied Sciences

29 Oxford St., Cambridge MA 02138

617-909-4173

aoftelie@seas.harvard.edu

--

Dr. Antonio M. Oftelie

Fellow, Technology and Entrepreneurship Center at Harvard

Executive Director, Leadership for a Networked World

Harvard John A. Paulson School of Engineering and Applied Sciences

29 Oxford St., Cambridge MA 02138



617-909-4173

aofelie@seas.harvard.edu

--

Dr. Antonio M. Ofelie

Fellow, Technology and Entrepreneurship Center at Harvard

Executive Director, Leadership for a Networked World

Harvard John A. Paulson School of Engineering and Applied Sciences

29 Oxford St., Cambridge MA 02138

617-909-4173

aofelie@seas.harvard.edu



BUT FIRST, WE MUST BUILD THE BRIDGE

Doing the Hard Work to Enable Transformative Change in Public Safety

One month ago, early on in our nation's demonstrations demanding justice for the murder of George Floyd and the more than 2,800 people of color killed by police since 2013, I wrote a [piece](#) outlining the principles and values to which we must commit for sustainable transformation in public safety.

The intervening weeks have pushed the conversation ahead faster than most expected, and some cities, including Seattle, are considering [cutting police departments in half](#) or dismantling police departments and rebuilding [from scratch](#). We must not only further these conversations, but also proceed smartly – the lives of too many vulnerable people are at risk to get this pivotal moment wrong.

Getting this pivotal moment right will require building a bridge to better public safety. My analyses of [Camden, New Jersey's](#) rebuild of its police department and the [Seattle Police Department's transformation](#) under the federal consent decree, as well as my work as a member of the Commission on the Future of Policing in [Ireland](#) and leading police chiefs in innovation planning at Harvard University illuminates the hard work that enables transformative change.

What I have learned from these cases and initiatives is that every community must design its own plan. Each city or town is starting in a different place, with different capacities, different systems, different cultures, and different expectations. Yet at the same time all cities share one thing in common: successful long-term change does not flow from blind budget cuts or feel-good funding shifts to community-based human services organizations. To successfully implement transformation in public safety, each city must first envision the outcomes communities and stakeholders want, design the optimal mix of services to achieve those outcomes, and then remix funding and resources to implement those services.

This pacing of transformation is key as the historic disinvestment in upstream human services such as housing, mental and behavioral health, and education systems has contributed to the downstream challenges we now face in policing. In most American cities, police are responding to the mess of decades of failed health and human services policies and practices. Thus, if cities are looking for better public safety outcomes by moving funding from policing to community-based human services, they must intentionally build the capacity of these social and human services organizations.

Seattle, for example, receives approximately 800,000 calls annually to 911. Building capacity in community response will mean increasing staffing in a new, hybrid public safety organization to operate 24 hours per day and seven days a week. These new responders will need training in conflict resolution,



de-escalation, and use-of-force. They must have increased access to supportive housing, mental health beds, child protection procedures, and other vital services. To be timely, they must be enabled by digital tools such as computer-aided dispatch and body cameras. And to be transparent and accountable, they will need systems to track incidents, analyze data, and report outcomes to the public. So, while we reinvent policing, we must also rebuild human services.

Seattle has spent years and millions of dollars establishing systems of review and accountability and should not ignore the massive investments it made in the police department to make it a national leader in de-escalation, analytics, and transparency. I have studied systems, not just of policing, but also human services across the country, and as we've seen from examples like the [recent death of 16-year old Cornelius Frederick](#), systems have racism and bias baked into them. It is inherently naïve to think that simply establishing a new, community-based system does not bring with it the risk of bias, unequal access, or systemic racism. These human services systems will need the same oversight and transparency that policing departments like Seattle have in place.

Seattle represents a hope for the entire country. If this community can come together, it can create the blueprint for successful transformation. This should not be done with a swipe of a defunding pen, but with smart analysis, engagement, and buy-in from community and government. This new vision of community safety will also need corporate and philanthropic help and fiscal support – especially during the economic strain of COVID-19 – to establish itself and build capacity while the current system of policing, courts, prosecutors, and post-release supervision provide services while transforming for the future.

The people of Seattle must build this bridge – and the other side will be an effective and accountable system of policing and human services ready to receive the funding and respond to urgent community needs. Seattle can create this blueprint, and getting it right will make the city a model for the nation and beyond.



From: [Boatright, Rebecca](#)
To: [Sullivan, Jennifer](#); [Fisher, Christopher](#)
Subject: Re: Fisher, Christopher shared "Oftelie V1" with you.
Date: Monday, July 20, 2020 10:30:10 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Ok that's a typo then - says reasonable ;)

Sent from my Verizon, Samsung Galaxy smartphone
Get [Outlook for Android](#)

From: Fisher, Christopher <Christopher.Fisher@seattle.gov>
Sent: Monday, July 20, 2020 10:09:52 AM
To: Boatright, Rebecca <Rebecca.Boatright@seattle.gov>; Sullivan, Jennifer <Jennifer.Sullivan@seattle.gov>
Subject: RE: Fisher, Christopher shared "Oftelie V1" with you.

I meant unreasonable. I struggled with it, but I think the point is an idea is never an unreasonable place to start – but you have to think it through. He sort of hinted at it in his medium piece.

From: Boatright, Rebecca <Rebecca.Boatright@seattle.gov>
Sent: Monday, July 20, 2020 10:08
To: Fisher, Christopher <Christopher.Fisher@seattle.gov>; Sullivan, Jennifer <Jennifer.Sullivan@seattle.gov>
Subject: Re: Fisher, Christopher shared "Oftelie V1" with you.

Actually, do you mean to say reasonable or unreasonable places to start the conversation?

Sent from my Verizon, Samsung Galaxy smartphone
Get [Outlook for Android](#)

From: Sullivan, Jennifer <[Jennifer.Sullivan@seattle.gov](#)>
Sent: Monday, July 20, 2020 10:03:52 AM
To: Boatright, Rebecca <[Rebecca.Boatright@seattle.gov](#)>; Fisher, Christopher <[Christopher.Fisher@seattle.gov](#)>
Subject: RE: Fisher, Christopher shared "Oftelie V1" with you.

This looks good.

Chris, in this graf, add the word police:

The intervening weeks have pushed the conversation ahead faster than most could ever have imagined. Cities across the country actively are considering [cutting police departments in half](#) or [starting from scratch](#). I believe both are reasonable places to begin these conversations. I say this after completing in-depth case studies of [Camden, New Jersey's](#) reboot of its police department, and

the [Seattle Police Department's transformation](#) under the federal consent decree, as part of my work at Harvard's Leadership for a Network World.

That's it!

Jennifer Sullivan
Seattle Police Department
206-643-4376

From: Boatright, Rebecca <Rebecca.Boatright@seattle.gov>
Sent: Sunday, July 19, 2020 9:39 AM
To: Fisher, Christopher <Christopher.Fisher@seattle.gov>; Sullivan, Jennifer <Jennifer.Sullivan@seattle.gov>
Subject: Re: Fisher, Christopher shared "Oftelie V1" with you.

Honestly, this is awesome. I can look at it a bit later when I am near my computer - but the only thing I'm wondering is whether there's a way to more clearly call out the fake dichotomy - that the City spent millions to build up the police department and the answer is not police OR other systems, but well-funded police AND other systems?

Get [Outlook for iOS](#)

From: Fisher, Christopher <Christopher.Fisher@seattle.gov>
Sent: Sunday, July 19, 2020 9:15:41 AM
To: Boatright, Rebecca <Rebecca.Boatright@seattle.gov>; Sullivan, Jennifer <Jennifer.Sullivan@seattle.gov>
Subject: Fisher, Christopher shared "Oftelie V1" with you.

Do you two want to play around with this a little and then I will send it to Antonio. I don't think it can be longer (it may be too long already), but I think this generally is what he and I spoke about.



This link only works for the direct recipients of this message.



[Oftelie V1](#)

Open



Microsoft respects your privacy. To learn more, please read our [Privacy Statement](#).
Microsoft Corporation, One Microsoft Way, Redmond, WA 98052

From: [Boatright, Rebecca](#)
To: [Clancy, Amy](#); [Fisher, Christopher](#); [Sullivan, Jennifer](#)
Cc: [Best, Carmen](#)
Subject: RE: Draft 1
Date: Tuesday, July 28, 2020 11:23:37 AM

My only concern is linking to the case study – in reviewing, there are some pretty candid conversations reflected, which may not land well internally (and yes, one has my name relative to frustrations with the City Attorney’s Office associated with it, and I’m not sure the DOJ would appreciate their frustration (which was one Mike Diaz stated in meetings with the Monitor, beginning with the Monitor’s including mandates regarding DAP into the Third Year Monitoring Plan) being aired. If we could take out the links and just have it clear that he has studied both Seattle and Camden and followed closely as part of the Harvard symposium, that would be a good thing.

From: Clancy, Amy
Sent: Tuesday, July 28, 2020 11:20 AM
To: Fisher, Christopher <Christopher.Fisher@seattle.gov>; Sullivan, Jennifer <Jennifer.Sullivan@seattle.gov>
Cc: Boatright, Rebecca <Rebecca.Boatright@seattle.gov>; Best, Carmen <Carmen.Best@seattle.gov>
Subject: RE: Draft 1

I like it too. Jennifer, do you have any thoughts about how to get it in the Times?

From: Fisher, Christopher <Christopher.Fisher@seattle.gov>
Sent: Tuesday, July 28, 2020 11:14 AM
To: Clancy, Amy <Amy.Clancy@seattle.gov>; Sullivan, Jennifer <Jennifer.Sullivan@seattle.gov>
Cc: Boatright, Rebecca <Rebecca.Boatright@seattle.gov>; Best, Carmen <Carmen.Best@seattle.gov>
Subject: FW: Draft 1

I like this a lot – how do we help him get it placed. Times would be ideal. We also can offer edits but I like it a lot.

From: Chris Fisher <[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)>
Sent: Tuesday, July 28, 2020 7:27 AM
To: Fisher, Christopher <Christopher.Fisher@seattle.gov>
Subject: Fwd: Draft 1

CAUTION: External Email

Sent from my iPhone

Begin forwarded message:

From: Antonio Oftelie <antonio.oftelie@lnwprogram.org>

Date: July 25, 2020 at 3:43:38 PM PDT
To: Chris Fisher <[REDACTED]@gmail.com>
Subject: Re: Draft 1

Sorry - use this one instead.

A

On Sat, Jul 25, 2020 at 5:30 PM Antonio Oftelie <antonio.oftelie@lnwprogram.org> wrote:

Hi Chris,

Hope the weekend is going well.

Just came up today for air after a busy week. Attached is a revised version of the op-ed.

Thoughts?

Thanks,

Antonio

On Tue, Jul 21, 2020 at 10:18 AM Antonio Oftelie <antonio.oftelie@lnwprogram.org> wrote:

Wow! This is fantastic at first read through. I'd like to work for you when you run for governor!

I'll dig into this soon and get back to you.

Stay strong,

Antonio

On Mon, Jul 20, 2020 at 2:47 PM Chris Fisher <[REDACTED]@gmail.com> wrote:

Antonio -

Let me know what you think of this. On the right path?

Chris

--

Dr. Antonio M. Ofelie

Fellow, Technology and Entrepreneurship Center at Harvard

Executive Director, Leadership for a Networked World

Harvard John A. Paulson School of Engineering and Applied Sciences

29 Oxford St., Cambridge MA 02138

617-909-4173

aofelie@seas.harvard.edu

--

Dr. Antonio M. Ofelie

Fellow, Technology and Entrepreneurship Center at Harvard

Executive Director, Leadership for a Networked World

Harvard John A. Paulson School of Engineering and Applied Sciences

29 Oxford St., Cambridge MA 02138

617-909-4173

aofelie@seas.harvard.edu

--

Dr. Antonio M. Ofelie

Fellow, Technology and Entrepreneurship Center at Harvard

Executive Director, Leadership for a Networked World

Harvard John A. Paulson School of Engineering and Applied Sciences

29 Oxford St., Cambridge MA 02138

617-909-4173

aofelie@seas.harvard.edu