



# SEATTLE CITY COUNCIL

April 29, 2019

Mariko Lockhart, Director  
Seattle Office for Civil Rights  
810 3<sup>rd</sup> Ave. Ste 750  
Seattle, WA 98104

Re: City Council Expectations for Mariko Lockhart, Director of the Seattle Office for Civil Rights

Dear Ms. Lockhart:

Congratulations on your appointment as Director of the Office for Civil Rights (OCR). The letter has been placed in Appointment No. 01274. To be successful, a director needs to work constructively with both the Executive branch and the City Council. A positive working relationship requires a director to be responsive to Council needs and priorities.

To that end, as part of the Council's confirmation review process, we want to communicate to you our expectations for your job performance if you are confirmed. The Council expectations (listed below) are intended to enhance your accountability to the Council. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

## I. City Council General Expectations for the OCR Director

- A. Relationship with Council. The director is expected to maintain a constructive working relationship with the Council, as demonstrated by:
  1. Prompt and complete responses to Council information inquiries.
  2. Pro-active updates on policy development, operational concerns and financial matters of significance, so that the Council is informed of significant changes or controversies before the information reaches the media and/or before the Executive submits a request for Council action.
  3. Dependable implementation of formal policy direction provided by the Council.
  4. Assistance in the research and development of Council policy initiatives.
- B. Management Skills. The director is expected to demonstrate strong management skills, with particular focus on the following Council priorities:
  1. Public communication
    - a. Conduct inclusive outreach to relevant stakeholders.

- C. Exploring proactive responses: Look for ways to best serve the community and resolve harm by accounting for what community members expect and want from an enforcement process and by considering unintended impacts from policy proposals.
- D. Racial equity toolkit: Continue to improve and promote adoption of the racial equity toolkit process for use in departments before decisions are made.
- E. Managing the OCR RET recommendations and implementation: Maintain intentional distance to insulate the RET process from undue influence and act as a “change manager” upon any potential decision to implement changes recommended in the report.
- F. Advocacy for Commissions: Affirm the independent voice of the commissions and provide support as practicable to help them accomplish their missions.

The City Council looks forward to working cooperatively with you to ensure that OCR continues in its efforts to end structural racism and discrimination and advance anti-racism in Seattle.

Sincerely,



Lisa Herbold, Chair  
Civil Rights, Utilities, Economic Development & Arts Committee



Bruce Harrell, President  
Seattle City Council

cc: Jenny A. Durkan, Mayor, City of Seattle  
Seattle City Councilmembers