City of Seattle



Director Office for Civil Rights

Confirmation Packet December 19, 2018

Mariko Lockhart



December 19, 2018

The Honorable Bruce A. Harrell President, Seattle City Council Seattle City Hall, 2nd Floor Seattle, WA 98104

Dear Council President Harrell:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Mariko Lockhart as Director of the Office for Civil Rights.

The materials in this packet are divided into two sections:

A. Mariko Lockhart

This section contains Ms. Lockhart's appointment and oath of office forms, her resume, the press release announcing her appointment, and a report describing the process soliciting advice from the Office for Civil Rights staff, the Seattle Women's Commission, the Seattle Human Rights Commission, the Seattle LGBTQ Commission, and the Seattle Commission for People with disAbilities, as required by Seattle Municipal Code Section 3.14.910.B.

B. Background Checks

This section contains the report on Ms. Lockhart's background check.

Mariko Lockhart has served as the Acting Director of the Office for Civil Rights (OCR) since January 2018. Prior to joining my administration, Mariko was the National Coordinator of the 100,000 Opportunities Initiative, which coordinated efforts to prepare youth facing systemic barriers to jobs and education for employment opportunities.

Previously, Mariko directed the Seattle Youth Violence Prevention Initiative for the City, which provides a network of supportive services to approximately 1,500 youth in Seattle neighborhoods most impacted by violence.

Before her work for the City, Mariko served as state director of Communities in Schools of New Jersey, a statewide organization that works to prevent dropouts by empowering students who face challenges such as poverty, lack of access and equity. During her directorship, she helped increase the organization's presence from four communities and 2,000 students to 12 communities servicing 25,000 students.

The Honorable Bruce A. Harrell Mariko Lockhart Confirmation Letter December 19, 2018 Page 2 of 2

Mariko is a *magna cum laude* graduate of Yale University and holds a Master's in Public Administration from New York University's Robert F. Wager Graduate School of Public Service. She is a graduate of Leadership New Jersey, has served on numerous boards and volunteer organizations, and was a 2006-2007 Baldwin Fellow.

During her time at OCR, Mariko has focused on restoring stability to the Department in order to continue to fulfill its important mission to advance civil rights and removes barriers to equity in the City of Seattle. Under her leadership, the Department has undertaken strategic planning and implementation of important laws and initiatives to ensure that residents and employees have access to opportunity.

Mariko has demonstrated that she is the right person to lead OCR at this time I urge you to confirm her as Director.

If you have any questions about the attached materials or need additional information, please contact Deputy Mayor Shefali Ranganathan at 206-256-6195, or via e-mail, at shefali.ranganathan@seattle.gov.

Sincerely,

Jenny A. Durkan

Mayor of Seattle

SECTION

Α



December 18, 2018

Mariko Lockhart Seattle, WA Transmitted via e-mail

Dear Mariko,

It gives me great pleasure to appoint you to the position of Director of the Office for Civil Rights at an annual salary of \$165,457.30.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your term will be through December 31, 2021.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Office for Civil Rights will thrive under your leadership.

Sincerely,

Jenny A. Durkan

Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: Mariko Lockhart	
City Department Name:	Position Title:
Office for Civil Rights	Director
Appointment OR Reappoint	tment Council Confirmation required?
Appointing Authority:	Term of Office:
Council	City Council Confirmation to December 31, 2021
Mayor	
Other: Specify appointing authority	
Legislated Authority: Seattle Municipal Code Section 3.14.910	
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fulfill its important mission to advance civil rights	restoring stability to the Department in order to continue to as and removes barriers to equity in the City of Seattle. Under her ategic planning and implementation of important laws and les have access to opportunity.
	ure (original signature): Appointing Signatory:
12/19/2018	Jenny A. Durkan
Jenny	Mayor Mayor



CITY OF SEATTLE - STATE OF WASHINGTON OATH OF OFFICE

STATE OF WASHINGTON

COUNTY OF KING

I, Mariko Lockhart, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Office for Civil Rights; 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 *Director of the Office for Civil Rights*.

		Mariko Lockhart	
	oed and sworn to b		(affix seal)
Monica 1	Martinez Simmon	s, City Clerk	

MARIKO LOCKHART

QUALIFICATIONS

- Accomplished public sector and nonprofit leader and manager.
- Demonstrated track record in creating and sustaining complex multi-sector and public/private, community-based collaborative initiatives.
- Nationally recognized leader in youth development, youth violence prevention, coordinated school-based support services, and youth employment.

- Highly skilled facilitator, trainer and consultant on race, equity, inclusion, and organizational management.
- In-depth international experience in community education, facilitation and training in multisector collaboration, youth violence prevention, literacy, public health and civic engagement.

EXPERIENCE

SEATTLE OFFICE FOR CIVIL RIGHTS, Seattle, WA

1/18 – Present

Interim Director – Lead team of 28 staff to enforce Federal and local civil rights and anti-discrimination laws; implement the Race and Social Justice Initiative to eliminate institutional racism in City of Seattle government by providing training and technical assistance support to 13,000 employees across 30+ departments; and provide support to four commissions (Human Rights Commission, Women's Commission, LGBTQ Commission and the Commission for People with disAbilities). Represent the Office in local and national fora; drive and implement Office strategic planning.

ASPEN INSTITUTE'S FORUM FOR COMMUNITY SOLUTIONS, Seattle, WA

4/16 - 12/17

National Coordinator, 100,000 Opportunities InitiativeTM Demonstration Cities - Led national demonstration effort; support multi-sector city teams to work collaboratively, and in partnership with employers, to create and expand career pathways for young workers. Provide technical assistance to Demonstration Cities; coordinate with the nation's largest employer-led coalition of U.S.-based companies focused on opportunity youth employment.

CITY OF SEATTLE, Seattle, WA

4/09 - 4/16

Director, Seattle Youth Violence Prevention Initiative - Spearheaded the City of Seattle's comprehensive, community-based initiative to reduce and prevent youth violence. Coordinated multi-sector interdisciplinary team of public and nonprofit partners in complex systems change effort to address needs of youth most impacted by violence and decrease neighborhood levels of youth violence. During this time period, Seattle experienced six consecutive years with no juvenile homicides and consistent reduction of referrals to detention for violent offenses.

Secured more than \$1.5 million in U.S. Department of Justice funding to support violence and crime prevention. Attained competitive membership for Seattle in President Obama's National Forum on Youth Violence Prevention.

Initiated and led the Department of Justice-funded, place-based youth crime prevention initiative, Rainier Beach: A Beautiful Safe Place for Youth, using a community-led, non-arrest approach, in partnership with George Mason University's Center for Evidence-Based Crime Policy. The initiative is now integrated into City operations and receives additional support from the U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention and the National Institute of Justice - Comprehensive School Safety Initiative.

TRAINER/FACILITATOR

1/98 – present

Designed and delivered weeklong training institute on multi-sector collaboration and youth violence prevention for team of international trainer/facilitators in Managua, Nicaragua. Conducted leadership training for Microsoft Corporation managers. Provided diversity and race equity training for clients including: Montclair State University, American Civil Liberties Union – NJ, Legal Services for New York, Montclair Conversations on Race, Montclair Board of Education, and Louisiana State Bar - Access to Justice Committee.

COMMUNITIES IN SCHOOLS, INC., Alexandria, VA

2/07 - 4/08

Robert H. B. Baldwin Fellow – Competitively selected member of the inaugural class of Baldwin Fellows. Researched and evaluated racial demographics and institutional race-related factors to assess the role of race in the work and mission of Communities In Schools – one of the ten largest youth-serving organizations in the U.S. Research paper published in peer reviewed journal (see below).

NJ COMMITTEE ON NATIVE AMERICAN COMMUNITY AFFAIRS

7/06 - 3/08

Co-Chair - Appointed by Governor Jon S. Corzine, jointly led comprehensive research and public inquiry process to assess the condition of Native American tribes in New Jersey. Analyzed and presented findings and policy recommendations. Governor Corzine issued Executive Order 122 implementing 27 of the committee's 28 recommendations.

COMMUNITIES IN SCHOOLS OF NEW JERSEY, INC., Newark, NJ

9/97 - 2/07

President & State Director – Led development and expansion of local affiliate network supported by local school districts and private sector; increased students served in state from 2,000 to 25,000, maintained strong record of improving student attendance, academic performance and promotion. Services for vulnerable youth PreK-12 included case management, afterschool enrichment, family support, youth job training and employment.

Established signature youth arts employment program which received the 2006 Coming Up Taller Award from the President's Committee on the Arts and the Humanities. Developed and managed year round public/private youth employment and training program in Newark serving several hundred youth annually. Increased organization budget from \$500,000 to \$2.5 million for statewide nonprofit; managed upwards of 150-member staff.

NEWARK FIGHTING BACK PARTNERSHIP, INC., Newark NJ

1/94 - 8/97

Associate Director for Education & Youth - Managed all aspects of a complex public/private initiative to transform Newark Central High School's culture and curriculum through the implementation of

house and advisory systems; supervised and coordinated a team of professional consultants, staff and volunteers.

Co-Chair, Newark Empowerment Zone/Enterprise Community Education Task Force: Coordinated broad-based citywide public planning effort to set education goals for the City of Newark's successful application for federal designation as an Enterprise Community.

AMELIOR FOUNDATION, Morristown, NJ

7/92 - 12/93

Consultant - Researched youth entrepreneurship programs nationwide; developed proposal for citywide mentoring initiative; conducted housing needs assessment and design of housing component for educational opportunities foundation.

IRA KARASICK, P.A., ATTORNEY AT LAW, Hoboken, NJ

9/90 - 12/91

Legal Assistant/Office Manager - Managed law office, conducted legal research.

CITY OF JERSEY CITY, DEPT. OF HOUSING & ECON. DEV., Jersey City, NJ 10/87 – 6/89

Acting Director of the Office of Tenant Assistance/Legislative Monitor - Tenant Interim Lease multi-family housing program; tenant management and tenant organizing training; monitored federal legislation.

<u>CENTRO DE COMUNICACIÓN INTERNACIONAL</u>, Managua, Nicaragua 10/85 - 8/87 Co-Director – Developed and translated communications materials on social and economic issues for distribution to Nicaraguan governmental departments, foreign press and international delegations.

REGIONAL GOVERNMENT OF ZELAYA, Bluefields, Nicaragua 3/81 - 10/85

Director of Graphic Communications/Museum Project Director & Technical Advisor to the Literacy Campaign in Native Languages — Developed popular education materials for regional civic awareness campaigns; provided pedagogical and technical support to field operations for major governmental literacy initiative for English, Miskito, Sumu and Rama native speakers; collected and curated folk arts created during the campaign in the southern region of the Atlantic Coast.

PUBLICATIONS

From Where the Sun Rises, Report to the WA Legislature, December 2008, contributing author. http://www.goia.wa.gov/Links-Resources/NativeAmericanAchievementReport.pdf

Issues of Race and Representation in Working with U.S. Minority Populations: An Examination of a National Youth Serving Nonprofit, The International Journal of Diversity in Organizations, Communities & Nations, Vol. 8, 2008. http://ijd.cgpublisher.com/product/pub.29/prod.737

Report to Governor Jon S. Corzine, NJ Committee on Native American Affairs, December 2007, contributing author. Co-chair of the Committee.

SELECT PRESENTATIONS

3rd Biennial Conference, Society for Implementation Research Collaboration, September 25-26, 2015, Seattle, WA. Co-Presenter with Asia Sarah Bishop, MSW, When Readiness is a Luxury: Co-Designing a Risk Assessment and Quality Assurance Process with Violence Prevention Frontline Workers in Seattle.

"Youth Strengths and Prevention of Delinquency and Gang Involvement: Academics and Community Acting Together", Vancouver, B.C., July 23-25, 2014. Co-Presenter with Todd Herrenkohl, PhD, Sarah Walker, PhD and Asia Sarah Bishop, MSW.

Third Annual Summit on Preventing Youth Violence, National Forum on Youth Violence Prevention, September 26-27, 2013, Arlington, VA. Panelist, Engaging Local Partnerships: Effective Community-Based Responses to Youth Violence.

Joint Symposium and Congressional Briefing on Evidence-Based Policing, George Mason University Center for Evidence-Based Crime Policy-Scottish Institute for Policing Research, April 8, 2013. Panelist, Establishing Community Partnerships in Policing.

Breaking the Cycle: Creating Positive Change, Washington State Youth Violence Intervention/Prevention Summit, November 8-9, 2010. Panelist.

Crime Victims' Rights: Fairness, Dignity, Respect, Office for Victims of Crime, April 21, 2010. Presenter.

Working with Violent Youth: A Community-Based Response, Second Annual Dorpat Lecture in Psychoanalysis and Society, Northwest Alliance for Psychoanalytic Study. January 29, 2010. Panelist.

Diverse Youth in Transition: Navigating a Difficult Passage, The Office of Minority and National Affairs of the American Psychiatric Association, September 26, 2009. Panelist.

Racial Equity and Youth Development Leadership Seminar, The Aspen Institute Roundtable for Community Change, July 2008. Presenter.

EDUCATION

NORTHWESTERN UNIVERSITY, Kellogg School of Management: Leading for the Future Executive Education Programs

NEW YORK UNIVERSITY, Robert F. Wagner Graduate School of Public Service: Master of Public Administration. Specialization: Financial Management and Public Finance. Dean's Scholar; N.Y.U. Graduate and Professional Opportunity Fellow

YALE UNIVERSITY, Yale College: Bachelor of Art. Magna Cum Laude; Distinction in the Major

SKILLS & SELECT AFFILIATIONS

Engaging Schools (formerly Educators for Social Responsibility), Board of Directors Leadership Institute of Seattle, Board of Directors (former)

Montclair Civil Rights Commission, Chair (former)

Seattle Public Schools Positive Climate and Discipline Advisory Committee (former)

Yale Alumni Schools Committee

Yale Black Alumni Association of Seattle

Trained facilitator: Microsoft Management Excellence Initiative; Study Circles® (now Everyday Democracy); National Coalition Building Institute; Legal Services Corporation's Leadership and Diversity Initiative. Also trained in Undoing Racism, People's Institute for Survival and Beyond.

Fluent in spoken and written Spanish.



NEWS RELEASE FROM THE OFFICE OF THE MAYOR

Contact: Kamaria Hightower, kamaria.hightower@seattle.gov

Mayor Jenny Durkan Nominates Human Services Department Interim Director Jason Johnson and Office for Civil Rights Interim Director Mariko Lockhart to Serve as Permanent Directors

SEATTLE (December 19, 2018) – Mayor Jenny A. Durkan announced today she is nominating Human Services Department Interim Director Jason Johnson and Seattle Office for Civil Rights Interim Director Mariko Lockhart to permanent positions, pending confirmation by the City Council.

"Jason is a collaborative and experienced leader who has overseen the Human Services Department team as they have served Seattle's children, seniors, people with disabilities, and families through the City's many programs," said Mayor Durkan. "Working together, we have made our homelessness response more effective and accountable, and as we continue down the path towards a regional structure and approach to the homelessness crisis, Jason's continued leadership and support will be essential. I look forward to having Jason as the permanent director of the Human Services Department."

"For her entire career, Mariko has proven time and again that she is committed to advancing equity across education, affordability and the criminal justice system," said Mayor Durkan. "On my first day in office, I <u>affirmed our City's commitment to the Race and Social Justice Initiative</u>, and to advancing equity through all of our work at the City. With Mariko at the helm of OCR, I am confident that the City of Seattle will continue to center the voices of our most vulnerable residents, and expand opportunity for our marginalized communities."

"I want to thank Mayor Durkan for her continued support of the department and the opportunity to lead HSD on a permanent basis," said Johnson. "In the last seven months, we've accomplished a lot – but I know we can do even more in the future to make Seattle a healthier, more vibrant, and more inclusive place. I came to HSD because some of the greatest minds and hearts work here to help people in need and address racial and social inequities. I am proud to partner with them, the community, and my colleagues across the City to that same end."

Johnson began serving as Interim Director on May 2, 2018. In his role as Interim Director, Johnson helped oversee the largest emergency shelter and bridge housing expansion for people

experiencing homelessness in the City's history; coordinated with King County and community stakeholders to help lay a path towards a regional structure and approach to tackling the homelessness crisis; and oversaw a significant improvement in the City's homelessness crisis response, with HSD programs helping 30 percent more households exit homelessness to permanent housing than in the same time frame in 2017. Johnson, a licensed social worker, has managed housing and human services at the City of Kent, Washington, and has a long tenure in the nonprofit sector managing housing programs for seniors, families, and people living with terminal illness or permanent disabilities.

"I am grateful to Mayor Durkan for her commitment to the Race and Social Justice Initiative and her support of the Office for Civil Rights' critical work. Over the past year, our team at OCR has taken important steps to advance equity in Seattle, and I'm proud to continue this work as the permanent director," said Lockhart. "Working with the Mayor, City departments, and our communities, I am confident that OCR will continue to lead the City in making lasting and comprehensive advances in racial equity and social justice that prioritize those who have been historically impacted by exclusionary government practices."

Effective January 2018, Lockhart began leading the Office for Civil Rights. Under her leadership, the department has made critical contributions to the Mayor's work to reform the City's policies on harassment, discrimination, and other forms of misconduct, including participating in the Anti-Harassment Interdepartmental Team with the Seattle Department of Human Resources; has developed and held the 2018 RSJI Summit; and helped create the Domestic Worker Bill of Rights, among other significant achievements. She previously led the 100,000 Opportunities Initiative – Demonstration Cities for the Aspen Forum on Community Solutions working to connect young people with private sector employment, and served as the Director of the City of Seattle's Youth Violence Prevention Initiative.

In November 2017, the City Council passed <u>Ordinance 125470</u>, which requires the Mayor to solicit advice from Office for Civil Rights staff, the Seattle Women's Commission, the Seattle Human Rights Commission, the Seattle LGBTQ Commission, and the Seattle Commission for People with disAbilities on an appointment of a director for the Office for Civil Rights. The Mayor's Office had conversations with these stakeholders, as well as additional stakeholders from community organizations that work closely with OCR, before nominating Lockhart as OCR's permanent director.

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To: Mayor Jenny A. Durkan

Subject: Feedback on potential nomination of Mariko Lockhart as Director of the Office for Civil Rights

Date: December 11, 2018

From: Deputy Mayor Shefali Ranganathan, Senior Operations Manager Maritza Rivera

We met with Office for Civil Rights (OCR) staff, co-chairs of the Seattle Women's Commission, Seattle Human Rights Commission, Seattle LGBTQ Commission, Seattle Commission for People with DisAbilities and several community organizations that work with OCR, per the requirements of Seattle Municipal Code Section 3.14.910.B. Below is a summary of the feedback we received at those meetings.

Office for Civil Rights staff

The feedback from the civil rights staff was largely positive. They are generally supportive of Mariko Lockhart as Director. Staff felt that essential leadership qualities for the permanent Director should include good management skills, a deep grounding in racial equity analysis, conflict resolution abilities, commitment to listening to the community and someone who invests in staff growth. Staff felt that under Mariko's leadership the team was strong, there was clarity in vision and mission and better work-life balance. They emphasized the importance of the department continuing deep community engagement and the need to build external and internal capacity to do so.

Seattle Women's Commission

The Settle Women's Commission is supportive of the work of OCR. They believe that the office is broadly doing good work. The Commission would like to see more support for the office so that they can get further along in their RET work, as well as, more outreach to the communities they assist.

Seattle Human Rights Commission

The Seattle Human Right Commission emphasized the importance of the director role in being a bridge builder with the community. They wanted to see increased accountability around investigations and stronger proactive outreach. They appreciated the work of the department and want to see the department build capacity.

Seattle LGBTQ Commission

The Seattle LGBTQ Commission had positive comments to share regarding OCR. They believe the staff to be responsive and supportive. In their opinion, the most important qualities of a director in this role should include: a deep understanding of the racial equity issues in Seattle, a strong connection to the city and the communities OCR serves, and strong managerial and communication skills.

Seattle Commission for People with DisAbilities

The Seattle Commission for People with DisAbilities views Mariko Lockhart as approachable and open. In general, they have concerns regarding the work of OCR in terms of what they perceive to be a hyper-focus on the part of OCR on physical disabilities versus cognitive disabilities within the disabilities community. Overall, they believe that OCR should take into better consideration the varied ways that people with disabilities communicate. The key interest is that the permanent director for OCR be someone that has experience with issues related to marginalized communities.

Community Passageways – Dominique Davis

Community Passageways has a great relationship with OCR. They currently receive a grant from OCR to do their work in establishing safe communities. They found OCR to be supportive in the guidance they provided when Community Passages was going through the granting process. Community Passageways believes that this support has continued under Mariko Lockhart's leadership and that Ms. Lockhart has not changed the office's focus on ensuring that OCR is working for the community. In general, they believe the most important qualities specific to the director position include: relationship building in underserved communities, approachability, and a knowledge of the work of the community-based organizations.

Disability Rights WA - Mark Stroh

Disability Rights WA has limited experience working with OCR but did engage on the work for the reentry program. In this regard, Disability Rights WA's experience was very positive. They believe that OCR did a great job of keeping the lines of communication open and worked to understand the needs of people with disabilities. They also believe that OCR did a great job bringing all the parties together in getting through the process. The qualities they believe to be most important to the director position are: strong relationship and communication with underserved communities and the groups that serve them, strong knowledge of the culture of the community/knowledge about the work of the community groups and ensuring that the OCR services are inclusive of all underserved communities in the city.

Urban League – Michelle Merriweather

The Urban League had positive comments to share about the work of OCR. They were part of two fair housing surveys: the survey on individuals with disabilities and the survey on rental rights. They have also participated in RSJI trainings. All of these experiences have been very positive. One area where they would encourage improvement is on the RET process and engaging the Urban League in the racial equity discussions. Urban League feels connected to HSD and DEEL and would like a similar relationship with OCR. The qualities that the Urban League would like to see in the director of OCR include: experience in the civil rights field, strong relationship with the Urban League and other community groups, and someone who is not afraid to challenge the leadership at City Hall.

Casa Latina - Marcos Martinez

Casa Latina has appreciated the work OCR has done in reaching out to community-based organizations. In general, they believe OCR has a good understanding of the issues in the community and believe OCR has done great work in keeping housing and employment support services on track to help prevent recidivism. They would like to see improvements in the area of enforcement. They feel OCR should be stronger in dealing with landlords that commit housing violations and should collaborate with the Office of Labor Standards in enforcing protections for domestic workers. The qualities they believe to be most important to the director role include: experience defending civil rights and the ability to prioritize the work of the office. Casa Latina also shared that they have heard positive feedback from the communities they work with regarding Mariko Lockhart's leadership.

Filipino Community Center - Velma Veloria

The Filipino Community Center does not have much experience with OCR and believes that outreach to the communities in the South End of Seattle is needed. They believe that outreach to organizations that represent communities of color, LGBTQ, and women, be part of the hiring process for the director position. They believe the director position be advertised in ethnic media outlets.

Columbia Legal Services - Nick Allen

Columbia Legal Services has engaged with OCR on the reentry program work. In that capacity, their experience with OCR has been very positive. They would like to be better engaged with OCR and the Mayor's office in general. They believe the qualities necessary for the director position should include experience with the communities impacted by OCR's work, engagement with community members during a time and place convenient to community members, and strong relationships with community-based organizations such as Columbia Legal Services.

SECTION

В



Seattle Department of Human Resources

Susan McNab, Acting Director

DATE: December 17, 2018

TO: Adam Schaefer, City Budget Office

FROM: Sue McNab, Acting Director

SUBJECT: Background check for Mariko Lockhart

The Seattle Department of Human Resources has received a copy of Mariko Lockhart's background check run by A-Check Global. There were no finds that would impact her employment eligibility.

Cc: Personnel File

