

City of Seattle



Director Office for Civil Rights

**Confirmation Packet
January 30, 2014**

Patricia Lally



City of Seattle
Mayor Edward B. Murray

January 30, 2014

The Honorable Tim Burgess
President, Seattle City Council
Seattle City Hall, 2nd 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 Patricia Lally as the Director of the Office for Civil Rights.

The materials in this packet are divided into two sections:

A. Director name

This section contains Patricia Lally'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 Patricia Lally's background check.

Patricia (Carrasco) Lally worked as an Assistant United States Attorney in Seattle for eleven years. Before joining the U.S. Attorney's Office, Patricia was an associate at the national law firm of Perkins Coie, where she participated in a number of complex civil litigation cases. Prior to her legal career, Patricia practiced as a Certified Public Accountant in California and Washington.

In 2012, Patricia became an adjunct professor at Seattle University School of Law where she taught pre-trial advocacy. Patricia is a Past President of the Latina/o Bar Association of Washington where she has served as a director from 2007 to 2011. For years, Patricia has served as a mentor to both Seattle University and the University of Washington law school students. In 2009, Patricia was appointed to the Washington State Minority and Justice Commission where she served for one year. She works with community-based organizations such as El Centro De La Raza, Casa Latina, as well as multi-organization coalitions to serve community members in the civil rights arena.


The Honorable Tim Burgess
January 30, 2014
Page 2

Patricia was born and raised in Los Angeles, California, and is the fourth child of Mexican-American parents who themselves never had the advantage of higher education. As the first generation to attend college, Patricia understands that education is the "great equalizer."

Patricia's rich background, experience and commitment to equal opportunity for all provides a keen understanding of the civil rights issues confronting Seattle. I believe Patricia will be an asset to the City and I urge you to confirm her as Director of the Office for Civil Rights.

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 uriel.ybarra@seattle.gov.

Sincerely,



Edward B. Murray
Mayor, City of Seattle

cc: Honorable Members of Seattle City Council

SECTION

A



**Edward B. Murray
Mayor of Seattle**

January 2, 2014

Patricia Lally
Seattle, WA 98116

Dear Patricia,

It gives me great pleasure to appoint you to the position of Director of the Office for Civil Rights (Executive 2) at an annual salary of \$151,000 effective January 3, 2014.

Your term of office is at the discretion of the Mayor. Also, your appointment as Director is subject to City Council confirmation. Therefore, you will need to attend the confirmation hearings of the full City Council.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave. If you have questions about your employment with the City of Seattle please contact Latrice Ybarra at (206) 684-4539.

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


Sincerely,

Edward B. Murray
Mayor of Seattle

cc: Human Resources

City of Seattle

Notice of Appointment

Name: Patricia Lally	<input checked="checked" type="checkbox"/> Executive Appointment <input type="checkbox"/> Legislative Appointment
Appointed to: Director, Office for Civil Rights	Date of Appointment: 1/3/2014
Authority (Ord., Res.): SMC: 3.14.910	Term of Office From: City Council Confirmation To: Serves at the discretion of the Mayor
<p>Comments: Patricia (Carrasco) Lally worked as an Assistant United States Attorney in Seattle for eleven years. Before joining the U.S. Attorney's Office, Patricia was an associate at the national law firm of Perkins Coie, where she participated in a number of complex civil litigation cases. Prior to her legal career, Patricia practiced as a Certified Public Accountant in California and Washington.</p> <p>In 2012, Patricia became an adjunct professor at Seattle University School of Law where she taught pre-trial advocacy. Patricia is a Past President of the Latina/o Bar Association of Washington where she has served as a director from 2007 to 2011. For years, Patricia has served as a mentor to both Seattle University and the University of Washington law school students. In 2009, Patricia was appointed to the Washington State Minority and Justice Commission where she served for one year. She works with community-based organizations such as El Centro De La Raza, Casa Latina, as well as multi-organization coalitions to serve community members in the civil rights arena.</p> <p>Patricia was born and raised in Los Angeles, California, and is the fourth child of Mexican-American parents who themselves never had the advantage of higher education. As the first generation to attend college, Patricia understands that education is the "great equalizer."</p>	
Authorizing Signature: 	Name and Title of Officer Making Appointment: Edward B. Murray, Mayor



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

STATE OF WASHINGTON

COUNTY OF KING

I, Patricia Lally, swear 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*.

Patricia Lally

**Subscribed and sworn to before me
this _____ day of _____, 2014**

(affix seal)

Monica Martinez Simmons, City Clerk

PATRICIA C. LALLY

EXPERIENCE Legal

UNITED STATES ATTORNEY'S OFFICE – Assistant U.S. Attorney

2002 - Present, Seattle, Washington

Assistant United States Attorney in the Criminal Division for the Western District of Washington. Responsible for prosecution of federal crimes with an emphasis on criminal enterprises. Collaborate with and lead multi-law enforcement agencies in complex multi-year investigations. Duties include all aspects of criminal prosecution, including but not limited to: pre-indictment investigations and legal analyses; seeking indictments; conducting plea negotiations to resolve cases pretrial; and preparing for and representing the United States in criminal trials. Admitted to practice in Washington State, United States District Court in the Western District and United States Ninth Circuit Court of Appeals.

SEATTLE UNIVERSITY, SCHOOL OF LAW – Adjunct Instructor

Fall Quarter, 2012 - 2013, Seattle, Washington

Taught and coached lawyering skills for effective legal advocacy to second and third year law school students.

PERKINS COIE – Litigation Associate

1998 - 2002, Seattle, Washington

Represented corporate and individual clients in all types of commercial litigation. Responsibilities included legal research; document review and discovery including, motions to compel; prepared pre-trial motions including, motions for summary judgment; conducted and participated in settlement negotiations; communication with clients related to all aspects of litigation; legal and financial analysis related to complex litigation; and oversight of administration of class action settlements.

Certified Public Accountant

PATRICIA LALLY COMPANY, CPA

1988 - 1995, Thurston County, Washington

Responsible for assisting companies with business valuations, cost-benefit analyses, profitability studies, cost control procedures and internal control audits. Prepared corporate, partnership and individual income tax returns.

COMMUNITY AND CIVIC ACTIVITIES

- Board Member, Casa Latina, Seattle, Washington, 2013-present
- Capital Campaign Steering Committee Member, El Centro De La Raza, Seattle, Washington, 2013-present
- Moderator, Immigrant, Refugee and Communities of Color, Candidates' Forum, October 26, 2013
- Master of Ceremonies, El Centro De La Raza Annual Gala, 2012, 2013 (850 attendees)
- Yakima Pre-Law High School Conference Committee Member, 2008-present
- Selection Committee, UW Law School Gates Public Service Scholarship, 2012
- Member, Washington State Minority and Justice Commission, 2009-2010
- Volunteer mentor, Legacy Leadership Initiative Mentoring Programs, Bellevue School District, 2010-2011
- Volunteer speaker to high school students and parents regarding truancy laws and the importance of high school graduation, King County, multiple sessions, 2011
- Presenter, Latina Leadership Summit, Seattle, Washington, September 25, 2004

LEADERSHIP ROLES

Latina/o Bar Association of Washington

- Past President, 2011, President, 2010 and President-Elect, 2009
- Co-Chair of Judicial Evaluation Committee, 2008–2009
- Coordinated and invited MALDEF President Thomas Saenz to a Seattle Town Hall meeting (reached capacity) regarding Arizona's Anti-Immigration law, June 6, 2010
- Coordinated Minority Bar Associations' response to SPD's excessive use of force incidents, multiple dates, 2010

Latina/o Bar Association of Washington Scholarship Foundation

- Chair of Foundation dedicated to raising funds for scholarships to Latina/o law school students, 2010-present
- Key Fundraiser

United States Attorney's Office – Seattle, Washington

- Coordinated Hispanic Recognition month office-wide events, multiple years
- Member of Diversity Committee; Responsible for coordinating office-wide cultural competency training, 2012-present

NATIONAL HISPANA LEADERSHIP INSTITUTE

In 2011, I was one of 22 emerging leaders from across the nation selected as a National Hispana Leadership Institute Fellow to participate in a four-week comprehensive program created to develop Latinas as ethical leaders through training, professional development, relationship building, and community activism. Attended executive and leadership training at Center for Creative Leadership in Colorado Springs and at Harvard Kennedy School.

CONTINUING LEGAL EDUCATION PRESENTER

- Speaker, The Value of Lawyering, Seattle University, September 28, 2013
- Presenter, Civility in the Legal Profession, Seattle, Washington, March 1, 2013
- Speaker, Lawyering in a Diverse World, Seattle, Washington, September 25, 2012
- Speaker, Public Interest Legal Careers, University of Washington, February 15, 2012
- Co-presenter, Civility in the Legal Profession, Hispanic National Bar Association Annual Convention, August 23, 2012
- Co-chaired CLE, Education Equality, WA State Bar Association/Access to Justice Conference, June 5, 2010

EDUCATION: LEGAL AND UNDERGRADUATE

University of Washington, School of Law, 1995-1998

Juris Doctor Degree

- Moot Court Honor Board
- Regional Jessup Int'l Law Moot Court Competitor and Champion, 1998, 1997
- UW Best Oralist, Jessup International Law Competition, 1997
- Recipient of Perkins Coie Minority Fellowship, 1996

California State University, Long Beach, 1981-1985

Bachelor of Science, Business with option in Accounting

In spare time, I enjoy community events, hiking, tennis and cooking for family and friends. In 2013, I hiked over 250 miles along Spain's historic Camino de Santiago. A "weekend" runner, I completed the 2010 New York City 26.2 Mile Marathon crossing five bridges and five boroughs.

Patricia Lally

2217 44th Avenue SW, Seattle, Washington, 98116; Mobile: 206.850.9993, Office: 206.553.2619

FOR IMMEDIATE RELEASE:

December 11, 2013

Contact: Jeff Reading, Office of the Mayor-elect
(206) 684-3952, Jeff.Reading@Seattle.gov

Murray announces key 'staffing innovations' and staff hires

SEATTLE – Seattle Mayor-elect Ed Murray today announced key staff roles and hires within the Office of the Mayor, outlined three major 'staffing innovations' and named several new City department head appointments.

"My administration, as with any administration, will be judged on how we serve Seattle residents, and my standard will be one of excellence," said Murray. "To me, excellence means an administration that functions with a high level of inclusiveness, transparency, responsiveness and collaboration – and that brings innovation to solving problems for the people of Seattle."

At a press conference today, Murray was flanked by his selections for his executive leadership team, his newly-created Office of Policy & Innovation, and his proposed appointments for interim and permanent department head positions.

"For my administration to serve with excellence, my surrounding team must be excellent," said Murray. "This is an excellent team, an innovative team, a *winning* team. These are highly capable individuals who are ready to bring their energy, experience and expertise with them on Day One of my administration."

Murray also emphasized his commitment to a Mayor's Office and an Administration that reflects the diversity of the Seattle community, both in today's announcement and in future announcements.

Mayor's executive leadership team

Murray detailed the make-up of his executive leadership team, which begins with an innovative concept for two Deputy Mayors: "one with a focus on what's going on in our communities, and one with a focus on what's going on within city government."

The external-facing Deputy Mayor will function as Murray's 'chief liaison' and will maintain a "systematic engagement with the many diverse communities and groups throughout Seattle and beyond." To the position, Murray named Hyeok Kim, Executive Director of Interlm Community Development Association, calling her "an incredibly well-respected voice in our community, and someone known near and far for her integrity."

The internal-facing Deputy Mayor will function as Murray's 'operations lead,' and will assist in managing "how the city delivers on our commitment to serve the residents of Seattle." Murray said the role will focus on breaking down silos and promoting cross-department collaboration. To fulfill the position on an interim basis, Murray coaxed out of retirement Andrea Riniker, who previously served as Bellevue City Manager and director for the Port of Tacoma, the Sea-Tac airport and the state Department of Ecology. Riniker "will help assess the status of departments while helping to provide a clearer picture of how this position can best function," Murray said. "She will also help define the profile of the person who will take this role on permanent basis – and I'm happy to have a former administrator of her stature, with her talent and regional focus to help me craft this critical role."

As a second staffing innovation, Murray announced that he is bringing the Budget Director back into the Mayor's Office "to reflect the nature of the budget and the importance of the Budget Director role." He named Ben Noble, current Director of Seattle City Council Central Services, to the role, describing Noble as someone "widely respected for his competence and professionalism." Murray also said he will bring the Communications Director into his executive leadership team "to help ensure that our communications and policy strategies are aligned," and named Jeff Reading, formerly his Deputy Chief of Staff with the Democratic Caucus in the state Senate, to the role. And, in what he described as 'a real coup,' Murray announced that Robert Feldstein, current Chief of Staff in New York City Mayor Michael Bloomberg's Office of Policy and Strategic Planning, will be the Director for the newly-created Office of Policy & Innovation.

Office of Policy & Innovation

As a third major staffing innovation, Murray laid out his plans to create the Office of Policy & Innovation within the Mayor's Office, calling it a 'new model' that will function as an "in-house consultancy to the Mayor." Murray said that his approach to policy aims to break down the silos that tend to form around issue areas, and will instead "place a premium" on analytic and strategic skills, on the ability to identify and scope out a problem, on talent in facilitating and assessing and communicating solutions, on excellence in project management, and an ability to deliver clear and measureable results.

Staff under this model will be interchangeable among policy areas, Murray said, and announced several early hires for the Office. Mike Fong, currently an analyst with the Seattle City Council Central Staff, will be Deputy Director of the Office. Former City Council member and current Community Police Commission member Tina Podlodowski will be the project lead on police reform issues. Jared Smith, head of Northwest Operations for the planning, engineering and construction management firm Parsons Brickerhoff, will be the director for the Waterfront and Seawall project. Steve Lee, former project management consultant to the White House, will be project lead for organizational effectiveness. And Andrew Glass Hastings, current Government Relations Officer for the King County Department of Transportation, will be project lead on transportation and transit issues.

"I'm very excited about this approach to policy," said Murray. "It puts the emphasis on an ability to drive progress – which is a dynamic thing – rather than domain knowledge, which is a static thing. Our emphasis needs to be – and will be – on the clear, compelling and measurable progress we are able to deliver."

Permanent department heads

Murray announced three new City department head appointments, subject to confirmation by the City Council. For the Office of Civil Rights, Murray has selected Patricia Lally, a civil-rights leader in the community who has served an Assistant U.S. Attorney and as a member of the Washington State Minority and Justice Commission. For the Office of Housing, Murray has selected Steve Walker, former division director for the Washington State Housing Finance Commission and advisor for the City of Seattle's Department of Housing and Human Services, the Family Emergency Shelter Coalition in the San Francisco Bay Area, and New York City's Department of Housing, Preservation and Development. And for the Office of Personnel, Murray has selected Susan Coskey, a former US House of Representatives Judiciary Subcommittee and private practice labor and employment lawyer, human resources executive, and organizational and human resources consultant in the private, public and not-for-profit sectors.

Interim department heads

Murray also appointed two interim heads to City departments for which he has said he will conduct a national search to identify his permanent hires. To the Seattle Department of Transportation, Murray has named Goran Sparrman, current deputy director at SDOT and the former director of transportation at the City of Bellevue and at Portland's Bureau of Traffic Management, as Interim Director. To the Office of Immigrant and Refugee Affairs, Murray has named Aaliyah Gupta, founding Executive Director of Chaya, a community based nonprofit working on domestic violence issues in the South Asian community, as Interim Director.

"My vision is of a city that gets results in addressing our common challenges in public safety, in transportation, in making sure that ours is a growing city at the same time that it's a fair and affordable city," said Murray. "I have confidence in the ability of the individuals announced today to help me carry out this vision successfully."

Murray also directed people to his transition website, where application from people interested in joining the administration are still being accepted. The website can be found at www.seattle.gov/mayoraltransition.

A complete list of positions announced today and attendant salaries can be found below. Biographies are listed in attachment.

###

SECTION

B



City of Seattle
Department of Finance & Administrative Services

January 2, 2014

To: Uriel Ybarra, Mayor's Office
From: Galen Mauden, Human Resources, FAS
Subject: **BACKGROUND CHECK – PATRICIA LALLY**

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

cc: FAS Mayor's Transition File

**Initial Council Questions for the Appointment of the
Director of the Seattle Office for Civil Rights**

Patricia Lally

1. *One of the duties of the SOCR includes advising the Chief, Mayor and Council on policies and procedures related to a) the operations of the Seattle Women's Commission, the Human Rights Commission, the Seattle LGBT Commission, and the Seattle Commission for People with Disabilities and b) making recommendations concerning statements, reports and complaints relative to problems of civil rights. (See Municipal Code section 3.14.910.)*

In your view, how will you handle the situation where one or more of the commissions have a legislative or budgetary recommendation that the Executive may not intend to propose to the Council? How will you handle an instance where the Executive may propose a legislative or budgetary recommendation that one or more of the commissions don't support?

SOCR serves these Commissions by:

- Offering organizational/administrative/event planning services.
- Providing policy and research support.

Our staffing role gives us ongoing opportunities to advise the Commissions and to share the Mayor's and/or City Council's perspective on particular issues. We also advise the Mayor and City Council regarding the Commissions' positions when appropriate.

That said, I can foresee situations when one or more of the Commissions may have legislative or budgetary recommendations that the Mayor does not support; or when the Mayor proposes a legislative or budgetary recommendation that one or more of the Commissions do not support.

Neither of these situations lends itself to neat, theoretical solutions. My actions would depend on the specific nature and details of the situation, but they would be guided by the following principles:

- **Transparency:** As much as possible, I would convey to all parties the positions that each of us hold on the proposal in question. I regard it as critical to provide the best communication and policy advice to all parties.
- **Clarity:** I would make it clear to all parties my own position and situational responsibilities. I do report directly to the Mayor's Office and I do have reporting responsibilities to City Council.
- **Respect for institutional roles and positions:** I have great respect for the statutory independence of the Commissions, and I would not stand in the way of their conveying their own recommendations to Council, even if they contradicted the Mayor's position. At the same time, I would take appropriate steps to inform the

Commissions of the Mayor's position. I also would safeguard the Commissions' ability to communicate directly with Council regarding their positions on issues, regardless of the Mayor's stance.

2. *Another responsibility of the SOCR Director is to administer all ordinances pertaining to the Office for Civil Rights and take appropriate remedial action where necessary. How much do you think the Director should emphasize the duty to oversee investigation of complaints, in comparison to the Director's policy role?*

OCR serves at least three functions. We are an enforcement agency that investigates allegations of discrimination and violations of two labor ordinances. Our enforcement unit conducts full and thorough investigations, negotiates settlements when possible, and issues findings and conclusions to the Charging Party and Respondent. Enforcement operates in a neutral, unbiased manner; it plays no role in advocacy, except to uphold the ordinances and the laws it enforces.

In addition, SOCR advises the Mayor and City Council on a variety of policy issues concerning discrimination and social justice that impact both City of Seattle employees and the community at large. SOCR also coordinates the City of Seattle's Race and Social Justice Initiative (RSJI), which works to achieve racial equity within Seattle City government and in partnership with the community.

I regard these three key roles (enforcement, policy and RSJI) as complimentary, not in competition or conflict with one another. In practice, the enforcement unit's work is ongoing and not affected by policy initiatives and developments. In the same way, SOCR's policy and RSJI roles and workloads are determined by factors that are not related to the specific work of the enforcement unit. I see myself as responsible for ensuring that all three functions move forward smoothly, productively and that the enforcement unit remains, as it should, a neutral operation.

3. *The Office of the Auditor issued a recent report that responds to the 2013-2014 City Council Statement of Legislative Intent in which the report reviews the adequacy of the Seattle Office for Civil Rights' investigation and enforcement functions and provides information about its technical assistance to businesses.*

Will you seek standards for improvement as noted in the City Auditor's SOCR Enforcement and Outreach Audit?

SOCR has taken steps to implement all of the recommendations suggested by the Auditor's Office, and I look forward to reporting on this in detail on March 19, 2014.

4. *What is an example of your past leadership and achievement with SOCR or in general with civil rights?*

My leadership interests are both formal and informal. For example, I am a Past President of the Latina/o Bar Association of Washington where I served as a director from 2007 to 2011. During my tenure as President, I led a local response to Arizona State's Immigration law and need for global immigration reform. During that same time, LBAW, under my direction, responded to allegations of Seattle Police Department's excessive use of force in the Monetti case - this response resulted in a multi-community coalition that addressed the need for police reform.

In 2011, I was selected as a National Hispania Leadership Institute Fellow. NHLI is a non-profit organization designed to address the disparity of representation of Latinas in leadership positions. As a fellow, I attended a four-week program in the span of nine months that included, a week-long leadership program at the Harvard Kennedy School, a week at the Center for Creative Leadership, one week in Washington D.C. meeting with elected and appointed officials and a week of leadership team building. This intensive program served to focus my interest in community advocacy and provided me with an enhanced skill set for such work.

In 2009, I was appointed to the Washington State Minority and Justice Commission which considered the impact of race, implicit bias and inequities of the criminal justice system. I have also been and remain active with community-based organizations such as El Centro De La Raza, Casa Latina (recently resigned as a board member), as well as multi-organization coalitions that serve community members in the human services and civil rights arenas.

As the first generation in my family to graduate from college, I am a keen believer that education is the great equalizer. To that end, for years I have participated in education pipeline programs designed to keep students of color in school (both in Yakima, Bellevue and Seattle, Washington). I have also served as mentor to both Seattle University and the University of Washington Latina law school students.

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 for the next three years include:

- Enforcement:
 - Lead the enforcement unit to develop a system of more proactive case resolutions, settlements and closures, i.e. more effectively offer facilitated

resolution opportunities before the parties to a charge become obligated to respond to time-consuming requests for information. I believe this would satisfy some respondents' concerns that the investigative process is too time-consuming, particularly when the final outcome is readily apparent. It will also improve the pace of case closures, and increase our percentage of cases that result in settlements for Charging Parties.

- Upgrade our enforcement unit technology to increase automation that will standardize investigative processes and better manage case information and achieve greater efficiencies.
- Policy and outreach:
 - Center SOCR's policy function within the department, to serve and be seen as the "social justice experts" both internally to City government and also externally to other jurisdictions. Our policy work should support best practices in City government, and also be the place where other departments can receive policy assistance and learn about best practices and innovations at the national level.
 - Improve the depth, breadth and quality of SOCR's community outreach. Our outreach plans should include clear identification of goals, the communities we strive to reach, and rigorous quality control to ensure effectiveness.
 - Expand SOCR's business outreach to ensure a diverse pool of businesses are recruited and invited to participate proactively in SOCR's process as key stakeholders. I see the advisory group created by the Job Assistance Ordinance as a model for this type of transparent participation.
- Race and Social Justice Initiative:
 - This year marks the last year of RSJI's current three-year strategic plan. In 2014 SOCR will assess RSJI's progress and develop a new RSJI three-year plan. The project will launch on April 19, 2014, with the first of several community focus group discussions. SOCR will inform the conversation with information gathered from the first RSJI Community Survey (conducted in Q4 2013). The focus group discussions are intended to ensure that we: 1) fully understand the community's identified challenges; 2) construct targeted strategies to address the identified barriers to equity and 3) incorporate the appropriate measurement strategy to allow for meaningful measurement and/or success of the targeted strategy. I will work closely with the Mayor's Office and Council to seek input on elected officials' vision for RSJI, as well as to ensure alignment with Citywide goals and initiatives.

6. *Can you describe and discuss what you see as the top challenges and complexities facing the SOCR? How might you address those challenges and complexities?*

Our challenges:

Measures of success: SOCR must continue to develop and use clear measures to gauge our success, in enforcement, policy and RSJI. While measuring the performance, productivity and quality of the enforcement unit is relatively straightforward and easy to assess, measuring the effectiveness of community outreach and RSJI is much more challenging. For example, one RSJI goal is to serve as a culture change agent, however, measuring the effectiveness of RSJI's strategies to accomplish this goal is not as clear cut. Previously, RSJI created the Racial Equity Toolkit to create greater equity in City programs and policies. At first glance, one may wonder, how do we measure the effectiveness of the Toolkit. But we know the use of the Toolkit has assisted numerous City departments in developing appropriate programs and policies. In that instance, we can measure the Toolkit's usefulness by its positive impact on a Department program, such as the SDOT's use of a RSJI lens to develop its Pedestrian Master Plan or the City Attorney's Office decision to seek 364 days (rather than 365 days) for gross misdemeanors to avoid a potential deportation trigger for some non-citizen defendants. In other words, selecting the appropriate measurement is key to a meaningful assessment.

In sum, we must be able to clearly demonstrate the impact of our work. To this end, SOCR is wrestling to determine key measurements that will guide our future assessment analysis. We must be clear about what measures we choose as quantifiers of our success. How we frame our query plays a powerful role in determining our current and future strategies. We are currently working with the Mayor's Office to develop meaningful measurement tools to apply to our strategies.

Coordination of City services: How do we break down silos among departments to develop coordinated solutions to larger, more structural issues? This problem reaches beyond a small department like SOCR, but it impacts our work nonetheless. For example, SOCR frequently deals with housing, employment and mental health issues, but our mandated scope of action can be much narrower than what customers actually require. How can we coordinate with other departments to develop better, more comprehensive ways to serve Seattle residents?

Resources: SOCR struggles with a shortage of resources. As a new director, I bring fresh eyes to the Office for Civil Rights. SOCR staff accomplishes extraordinary things from week to week, but we creatively scramble to keep up, especially in areas of work that are essentially unfunded. For example, SOCR is responsible for the City's ADA coordination (non-facilities), yet we do so without funding for this position. We have re-allocated internal resources to satisfy our ADA Coordinator responsibilities, but these types of solutions are not sustainable options.

7. How can you demonstrate your commitment to diversity in hiring, workplace operations, contracting, and constituent services?

SOCR is one of the most diverse departments in the Seattle City government. We attract individuals who are committed and passionate about civil rights, including those who have personally experienced the challenges and pain of discrimination. I anticipate that our next new-hires likely will be bilingual community advocates who have the interest, aptitude and ability to conduct RSJI trainings to City employees and community members, who will assist in outreach and engagement, including outreach to minority owned businesses and who will bring their unique perspectives to our department.

8. How can a director of SOCR maintain good employee morale and motivation?

It's my promise to support SOCR's talented, dedicated employees in their work, to help them grow, to communicate freely, and to be fair and respectful. I also pledge that I will give them the recognition they deserve, go to bat for them, and have fun while we work hard.

The demand to serve is strong: many in our City and in our communities rely on the services SOCR offers. I trust that all of us at SOCR will continue to meet this demand with professionalism, dedication and passion for justice.