

Mayor Franklin

Transition Team Report Short & Long-Term Priorities *December 2017*

Prepared by



MARKETING SOLUTIONS
research-based growth strategies

Table of Contents

MARKETING RESEARCH	3
RESEARCH OBJECTIVE.....	3
SURVEY METHODOLOGY	3
SAMPLE METHODOLOGY	3
REPORTING	3
EXECUTIVE SUMMARY	4
AGGREGATED RESULTS FOR ECONOMIC DEVELOPMENT	4
AGGREGATED RESULTS FOR PUBLIC SAFETY	4
AGGREGATED RESULTS FOR CIVIC ENGAGEMENT.....	5
AGGREGATED ADDITIONAL COMMENTS.....	6
TEAM #1 RESULTS FOR ECONOMIC DEVELOPMENT	6
TEAM #1 RESULTS FOR PUBLIC SAFETY.....	6
TEAM #1 RESULTS FOR CIVIC ENGAGEMENT	7
TEAM #2 RESULTS FOR ECONOMIC DEVELOPMENT	8
TEAM #2 RESULTS FOR PUBLIC SAFETY.....	8
TEAM #2 RESULTS FOR CIVIC ENGAGEMENT	9
TEAM #3 RESULTS FOR ECONOMIC DEVELOPMENT	10
TEAM #3 RESULTS FOR PUBLIC SAFETY.....	11
TEAM #3 RESULTS FOR CIVIC ENGAGEMENT	11
TRANSITION TEAM DEMOGRAPHICS	13
#1 FOCUS GROUP RESPONSES (N=16) DECEMBER 6, 2017	19
ECONOMIC DEVELOPMENT	19
PUBLIC SAFETY	21
CIVIC ENGAGEMENT.....	23
OPEN COMMENTS:	25
#2 FOCUS GROUP RESPONSES (N=17) DECEMBER 7, 2017	28
ECONOMIC DEVELOPMENT	28
PUBLIC SAFETY	29
CIVIC ENGAGEMENT.....	31
OPEN COMMENTS:	33
#3 FOCUS GROUP RESPONSES (N=20) DECEMBER 13, 2017	36
ECONOMIC DEVELOPMENT	36
PUBLIC SAFETY	38
CIVIC ENGAGEMENT.....	40
OPEN COMMENTS:	42
ATTACHMENTS.....	45



Marketing Research

Research Objective

The research objective was to better understand transition team members' attitudes as they relate to short and long-term priorities for City of Everett as a means of guiding Mayor Franklin's administration. The three focus groups were held December 6th, 7th, and the 13th 2017. Note: "short-term" is defined as within the first 180 days in office; "long-term" refers to priorities in the second half of Mayor Franklin's first term.

Survey Methodology

The facilitator guide was designed to collect preferences, perceptions and attitudes from transition team members. Three focus groups were conducted to collect feedback and opinions. The facilitators guide was approved by the Mayor-elect Franklin. The guide, as well as focus group exit survey, are in the Attachment section in the back of this report.

Sample Methodology

The sample goal was to evenly breakout the 55-member transition team into three focus groups. A total of 53 of the members attended a breakout focus group.

- > Team #1 – N=16
- > Team #2 – N=17
- > Team #3 – N=20

Reporting

The data is presented in two formats: 1) key findings (executive summary), and 2) written summary with verbatim responses broken out by focus group.

Executive Summary

The key findings in this executive summary are presented initially as aggregated data from all three breakout groups, followed by key findings from each separate group. Among the priorities listed, the numbers in parentheses represent the number of votes each top priority received.

Aggregated Results for Economic Development

Concerns & Challenges

City's brand image, affordable housing, aesthetic curb appeal in retail and downtown corridors, lack of transportation infrastructure and skilled workforce rounds out the top aggregated concerns...from the most to least dominant themes across all three groups.

Short-term Priorities

1. Establish/restructure Economic Development Team/Office (40)
2. Develop a City branding strategy to attract and retain more businesses (37)

Long-term Priorities

1. Develop city-wide strategy for affordable housing (18)
2. Develop/advocate for education access for all...P-20 (14)
3. Improve transportation infrastructure (13)

Aggregate Priorities

1. Establish/restructure Economic Development Team/Office (54)
2. Develop a City branding strategy to attract and retain more businesses (40)

Aggregated Results for Public Safety

Concerns & Challenges

Addiction, homelessness and mental health are seen as the primary reason for crime and feeling unsafe; communications, in terms of telling the story on what is being done; and more police presence represent the top concerns.

Short-term Priorities

1. Various version of dealing with the homelessness issue (35)
2. Fully staff police department (17)

Long-term Priorities

1. Various version of dealing with the homelessness issue (20)

Aggregate Priorities

1. Create Homelessness & Streets Commission/Reinvigorate Streets
Initiate/develop coordinated approach to deal with homelessness (50)
2. Improve mental health services (22)

Aggregated Results for Civic Engagement

Concerns & Challenges

Communications through outreach on the positive things the City is doing, with the use of technology and social media for multimodal communications...make two-way connections; engaged and visible leadership to increase trust in government.

Short-term Priorities

1. Various versions of “Inclusion” (23)
2. Research and utilize best City practices (15)
3. Establish a City vision for an engaged community (15)

Long-term Priorities

1. Citizen engagement campaign/use technology (21)
2. Various versions of “inclusion” (16)
3. Establish an Office of Neighborhoods/Civic Engagement (16)

Aggregate Priorities

1. Inclusion, e.g. develop position, add staff or an office (31)
2. Develop citizen engagement campaign/use technology/communicate opportunities (26)
3. Establish a City vision for an engaged community (22)

Aggregated Additional Comments

An overarching theme was that transition team members are excited about the new leadership, being engaged in the process, and for the opportunities for a City that has great assets, in addition to current challenges. There was great enthusiasm for the open dialogue, and the group wants to be kept apprised and to meet again.

Team #1 Results for Economic Development

Concerns & Challenges

The groups top three concerns were affordable housing, poor City brand and Everett's lack of appeal visually and economically. Congestion, lack of skilled workforce and density in downtown are viewed as challenges. Along with lack of infrastructure planning and management.

Short-term Priorities

1. Invest in an economic development team (21)
2. Develop a clear attraction and brand strategy (17)

Long-term Priorities

1. Focus on, improve the transportation infrastructure...all of it (13)
2. Create incentives for women and minority owned businesses (7)
3. Incentivize, attraction and retention of talent (6)

Aggregate Priorities

1. Invest in an economic development team (21)
2. Develop a clear attraction and brand strategy (19)
3. Focus on, improve the transportation infrastructure...all of it (13)

Team #1 Results for Public Safety

Concerns & Challenges

There is a strong sense from the group that the community is unaware of what the City is doing to address public safety. They want to see an increase in communication and awareness, share the positive impact of Safe Streets and other public safety programs. Tell the "story" of what is being done, share the outcomes and demonstrate how these programs make the City and its citizen's safer. Share the successes and look at what other cities are doing that is working and take those strategies into consideration.

Short-term Priorities

1. Need to share the positive stories (9)
2. Revisit/reinvigorate the Streets Initiative (9)
3. Police department should be fully staffed (9)

Long-term Priorities

1. Be perceived as a model city for public safety (13)

Aggregate Priorities

1. Need to share the positive stories (13)
2. Be perceived as a model city for public safety (13)
3. Revisit/reinvigorate the Streets Initiative (10)

Team #1 Results for Civic Engagement

Concerns & Challenges

Create connection through strong, inspiring and engaged leadership with the community. Be transparent, be in their neighborhoods and do what you say. Use digital communications to do more outreach and share what the City is doing, share positive results. Foster more connection through those communications and create a welcome environment for citizens to speak at Council meetings. Update the website platform to make it easier to use and access to information in just a few clicks.

Short-term Priorities

1. Communicate opportunities to engage the entire community (9)
2. Add a Diversity and Inclusion Office to the staff (9)
3. Cassie needs to be an engaged and inspiring civic leader (8)

Long-term Priorities

1. Develop a citizen engagement campaign (11)
2. Research local best practices (8)
3. Increase staff for the Office of Neighborhoods (8)

Aggregate Priorities

1. Develop a citizen engagement campaign (11)
2. Cassie needs to be an engaged and inspiring civic leader (10)
3. Communicate opportunities to engage the entire community (9)

4. Add a Diversity and Inclusion Office to the staff (9)

Additional Comments Summary

There is a positive buzz present in the group related to economic and community engagement opportunities for the City. The group sees the City as having great assets that can be building blocks to the next level of positive economic development and community connection.

Team #2 Results for Economic Development

Concerns & Challenges

The aesthetic appeal of the City is a concern. Rundown buildings, vacant homes and lack of beautification of main corridors have contributed to the poor brand image of Everett. The group is also concerned about the lack of transportation infrastructure, traffic congestion and business development. These areas need coordination to manage and encourage economic growth.

Short-term Priorities

1. Establish an economic development group of between 5 and 7 people (14)
2. Deal with the traffic and transportation issues (7)
3. Re-brand City to deal with negative perceptions (4)

Long-term Priorities

1. Facilitate education access for all (9)
2. Incorporate all of Everett (9)
3. Focus services on underserved communities (6)
3. Develop an urban renewal area (6)

Aggregate Priorities

1. Establish an economic development group of between 5 and 7 people (15)
2. Facilitate education access for all (9)
3. Incorporate all of Everett (9)

Team #2 Results for Public Safety

Concerns & Challenges

Drug addiction, homelessness and mental health issues are contributing to increases in crime and citizens feeling unsafe in their neighborhoods. The group believes more



needs to be done to address these issues before they get worse. They want to see more opportunities available to help these populations and restore a sense of safety to their streets. Increased police presence and better lighting in the downtown areas will also help to make people feel safer in Everett.

Short-term Priorities

1. Create a Homeless & Streets Commission (11)
2. Develop a Police Foundation (10)
3. Establish a binding interlocal body to address homelessness and drugs (6)

Long-term Priorities

1. Create a Homeless & Streets Commission (10)
2. Need a pre-jail preventative facility (6)
3. Facilitate equity and access to opportunities (5)
3. A Community Service Officer program (5)

Aggregate Priorities

1. Create a Homeless & Streets Commission (21)
2. Develop a Police Foundation (11)
3. A Community Service Officer program (8)

Team #2 Results for Civic Engagement

Concerns & Challenges

The group wants to see more engagement, communication and contact from the City, the Council and its leaders. Get out into the community and promote “open government.” Increase communications and connection through sharing positive impacts from City programs and outreach. Use social media and other electronic communications to make meetings, town halls and information more readily available to voters. Be in regular communications with them and build trust through relationship.

Short-term Priorities

1. Develop a clear position on inclusiveness (14)
2. Create a student rep on the City Council (7)
3. Create job opportunities through apprentices (6)
3. Establish a City Ombudsman position (6)

Long-term Priorities

1. Establish a leadership development pathway (12)
2. Develop a clear position on inclusiveness (8)
3. Redistrict for access onto City Council (5)

Aggregate Priorities

1. Develop a clear position on inclusiveness (22)
2. Establish a leadership development pathway (12)
3. Establish a City Ombudsman position (10)
4. Redistrict for access onto City Council (5)

Additional Comments Summary

The open discussion among the group was synergistic around Cassie's level of engagement and their invitation to be a part of that process with her. They like the idea of continued group meetings and want to be updated on the outcomes and how issues are addressed and unfold over the next four years. The energy of the open discussion was empowering for the whole group, very positive and impactful. They are genuinely excited about a new direction for the City and Cassie's leadership. They feel valued that she has engaged them to support a higher vision for Everett.

Team #3 Results for Economic Development

Concerns & Challenges

Revitalized retail corridors and improved curb appeal are viewed by the group as important elements to improve economic development. Everett needs to define its brand and be an attractive place that people want to live, work and shop. Incentivize business to come here and hire locally. Engage the business community with the education community for pathways to living wage jobs and stable economic development. If leadership can focus in these areas the group believes this will have a positive impact on economic development.

Short-term Priorities

1. Create a City Brand that attracts and retains businesses (16)
2. Restructure Economic Development Office to match opportunities (15)
3. City Leadership stance in early learning & youth employment (7)

Long-term Priorities

4. Develop City-wide affordable housing strategy (18)

5. Incentivize retail to move to downtown center (6)
6. Create a City Brand that attracts and retains businesses (5)
3. Promote and advocate for P-20 Education (5)

Aggregate Priorities

1. Create a City Brand that attracts and retains businesses (21)
2. Develop City-wide affordable housing strategy (19)
3. Restructure Economic Development Office to match opportunities (18)

Team #3 Results for Public Safety

Concerns & Challenges

More robust and comprehensive approaches need to be employed to deal with the drug addiction, mental health and homelessness that are plaguing the City. The issues are complex and need engagement from both the private and public sectors to collaborate on further solutions.

Short-term Priorities

1. Develop a coordinated approach to deal with homelessness (9)
2. Police training – cultural competency and de-escalation (8)
3. Fully staff police department (8)

Long-term Priorities

1. Improve mental health services (22)
2. Develop a coordinated approach to deal with homelessness (10)
3. Improve City Brand image (5)

Aggregate Priorities

1. Improve mental health services (22)
2. Develop a coordinated approach to deal with homelessness (19)
3. Police training – cultural competency and de-escalation (12)

Team #3 Results for Civic Engagement

Concerns & Challenges

Engagement was a popular word throughout the group discussion. Residents don't feel heard or valued, which has contributed to mistrust of government. A multimodal communications strategy focused on leveraging electronic communication was

suggested to increase connection and engagement. Create communication loops that demonstrate what is being heard, done and accomplished based on resident feedback. Share the outcomes to create value and connection.

Short-term Priorities

1. Research and utilize best City practices (15)
2. Establish a City vision for an engaged community (15)
3. Expand Library services (6)
3. Support cultural celebrations (outside of downtown), e.g. free concerts (6)

Long-term Priorities

1. Use technology to increase engagement (10)
2. Establish an Office of Civic Engagement (8)
3. Emphasis diversity and inclusion (8)

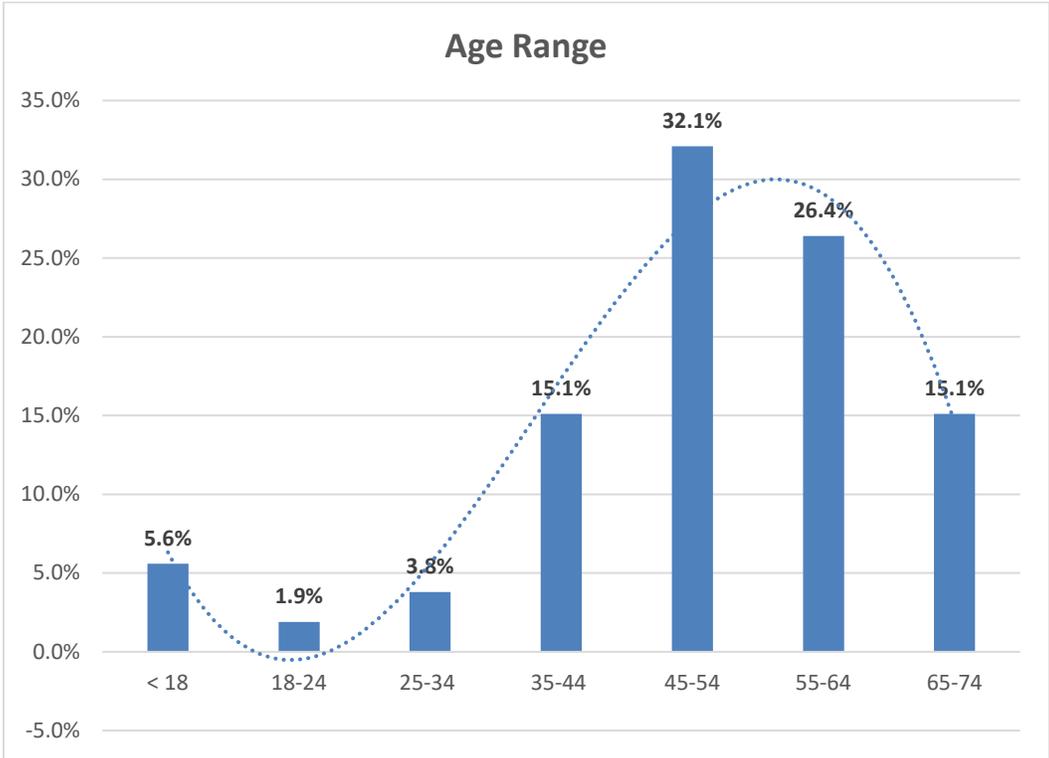
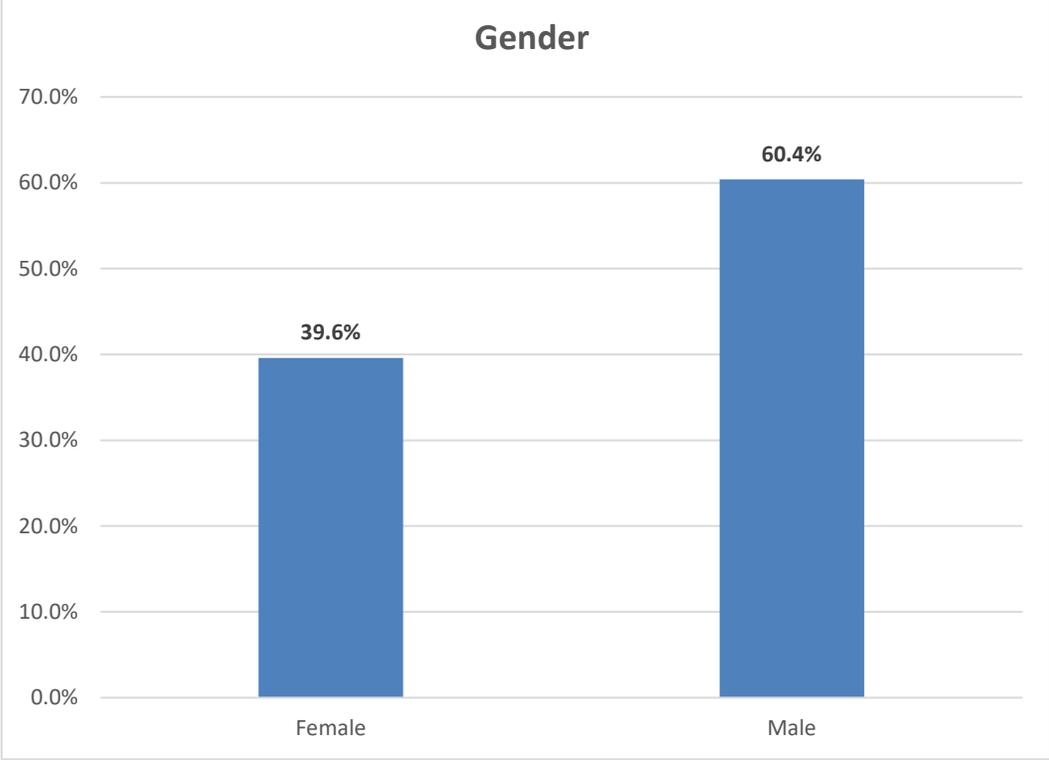
Aggregate Priorities

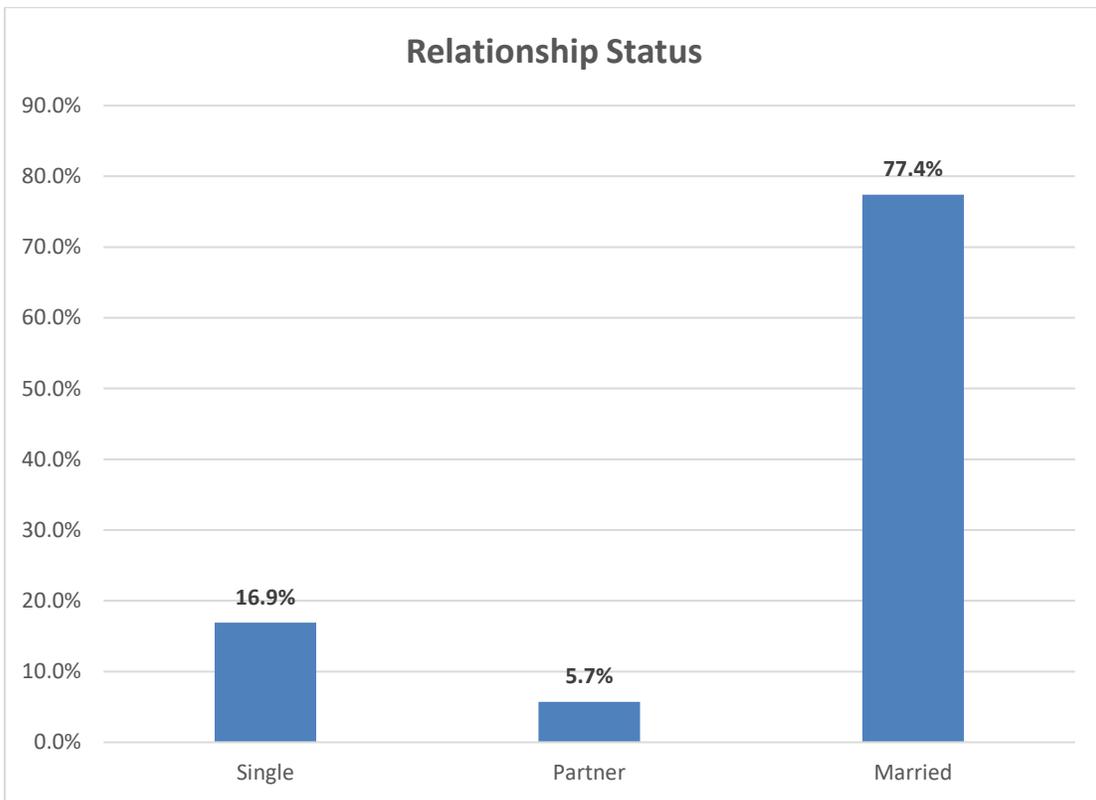
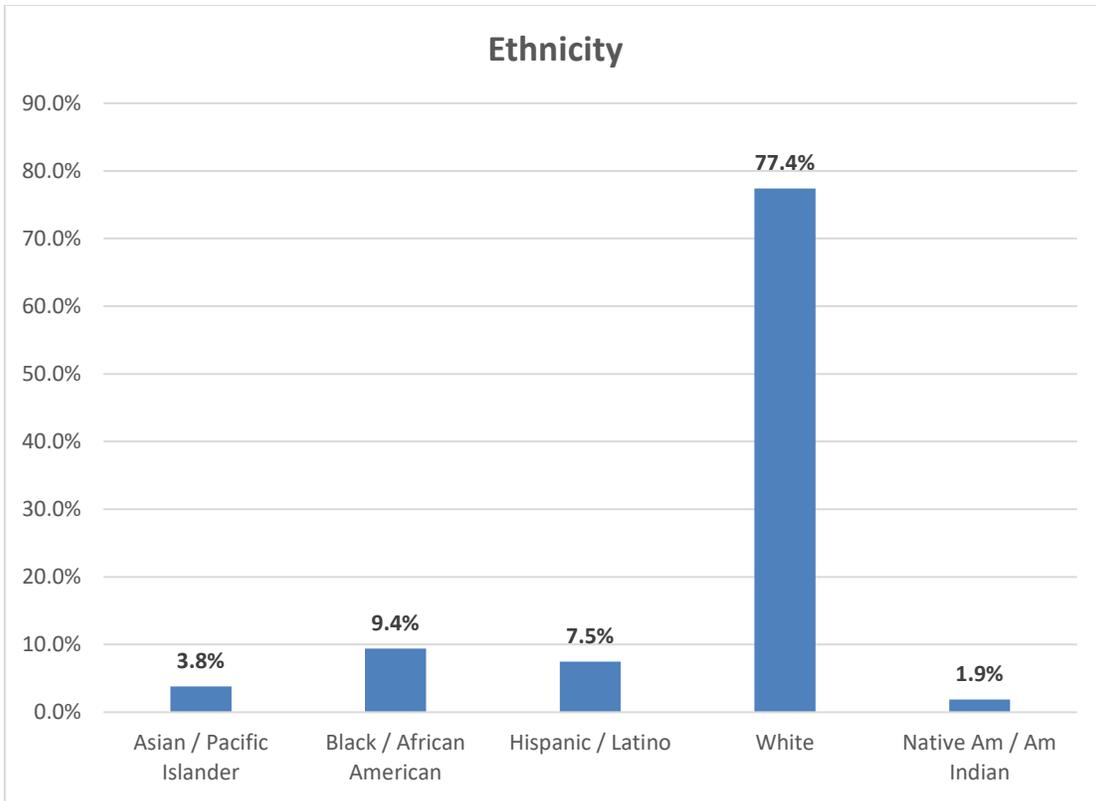
1. Establish a City vision for an engaged community (22)
2. Use technology to increase engagement (15)
3. Research and utilize best City practices (15)

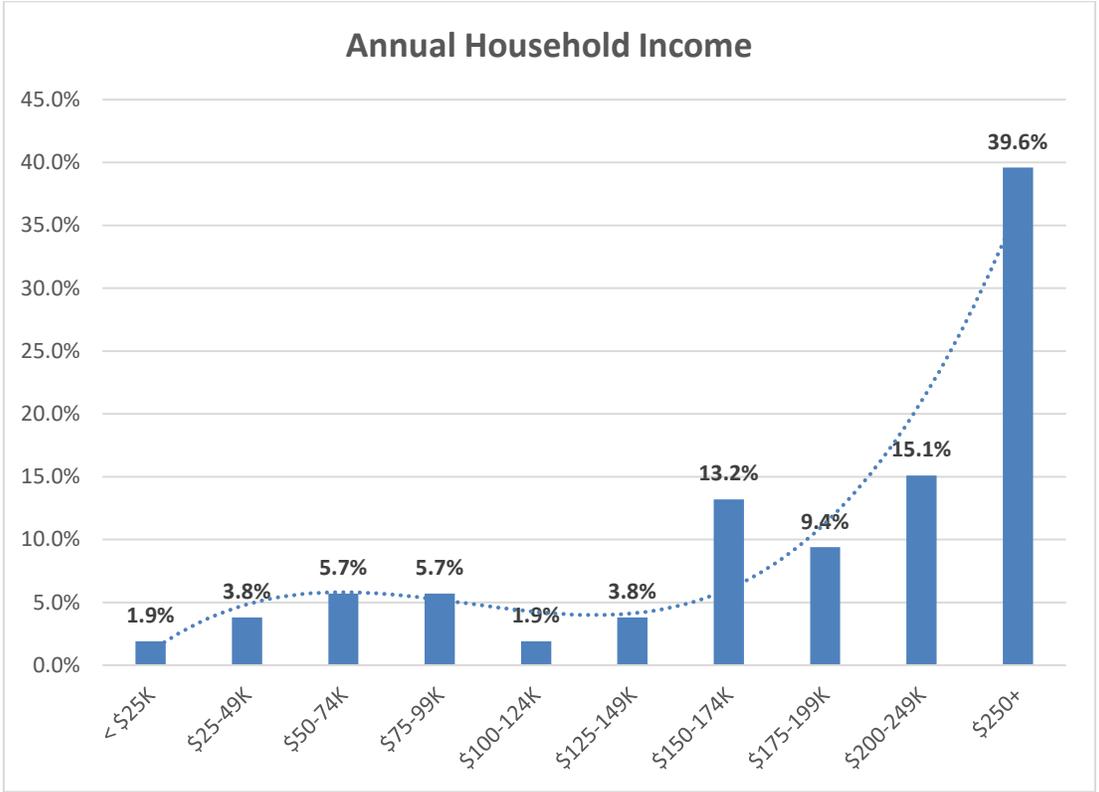
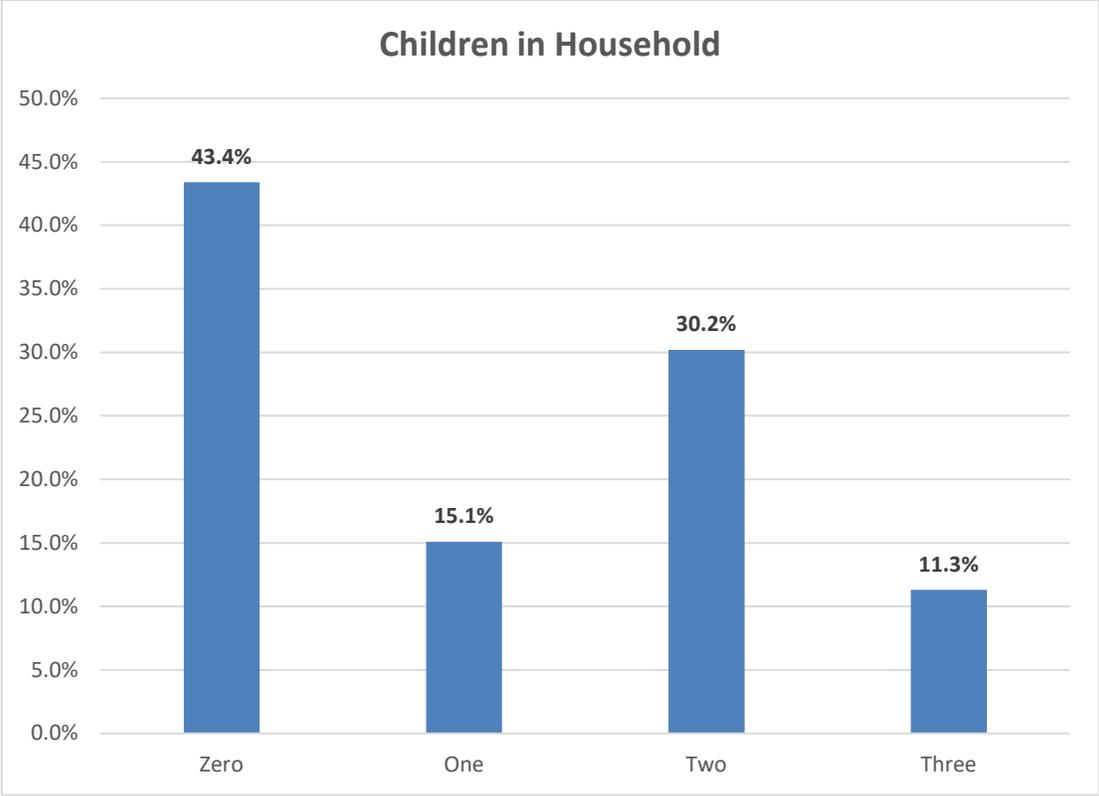
Additional Comments Summary

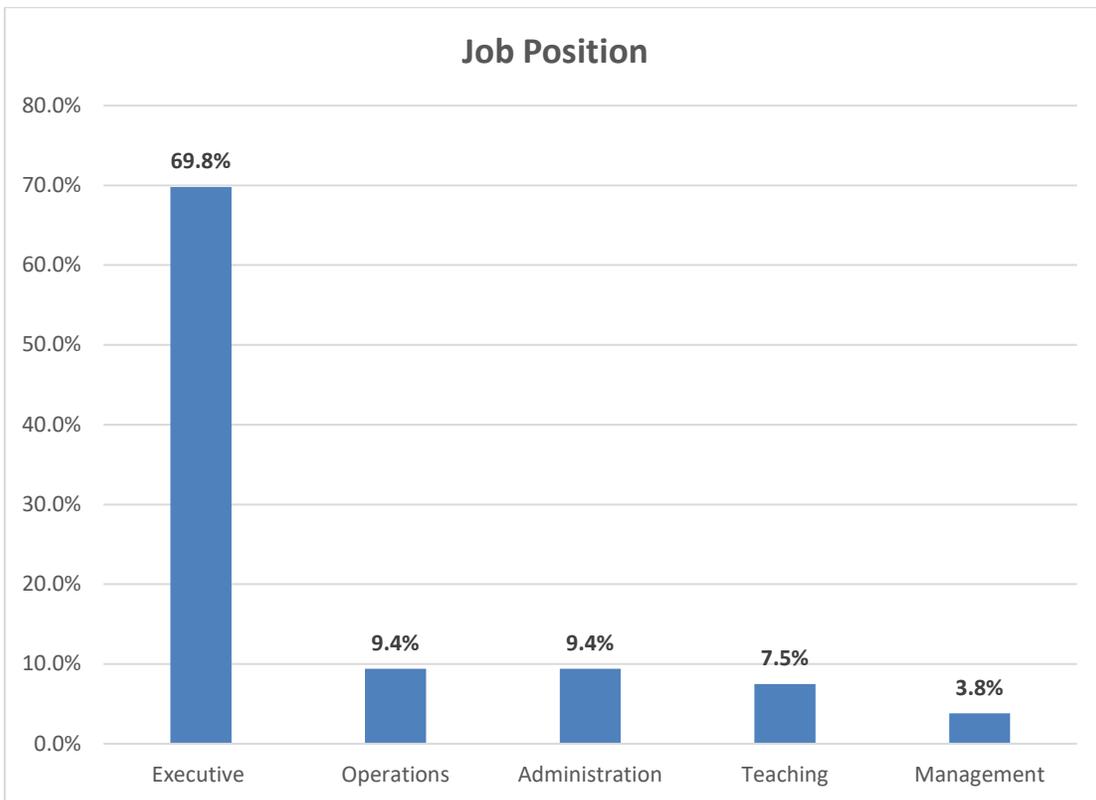
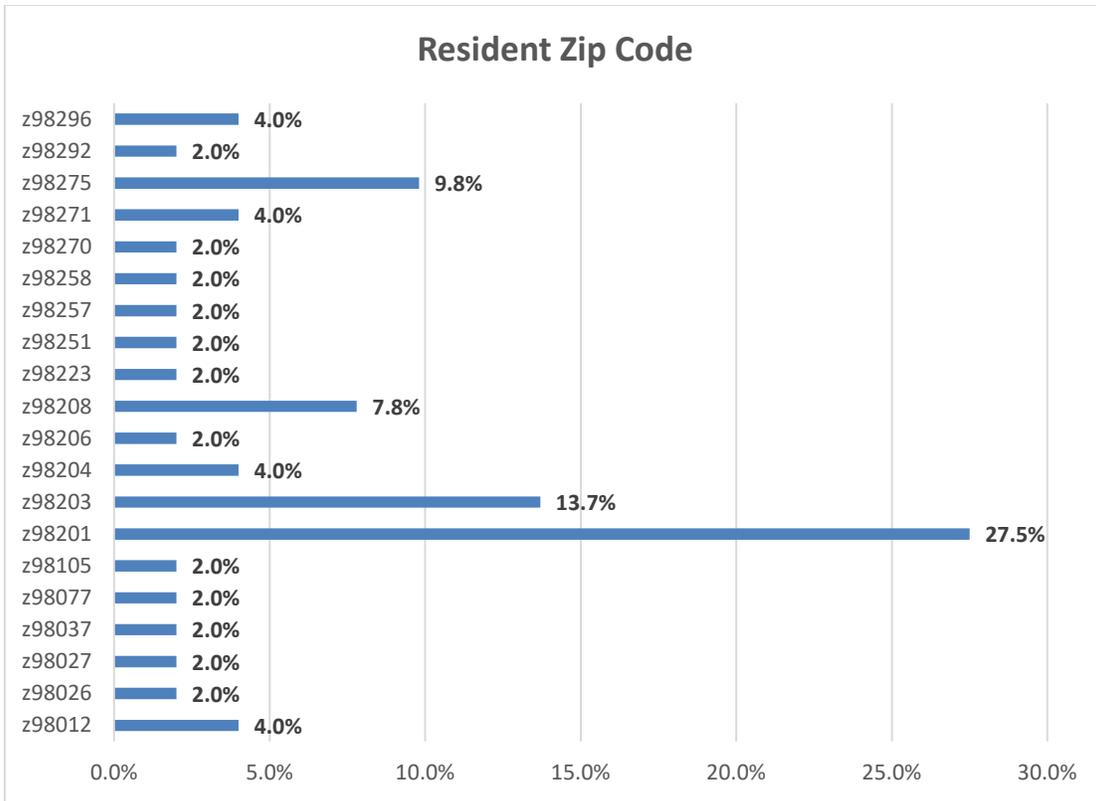
A clear City-wide vision was the focus of the open discussion. Everett has so many great assets to build on and the group is genuinely excited and engaged with the possibilities they see for Everett's vision.

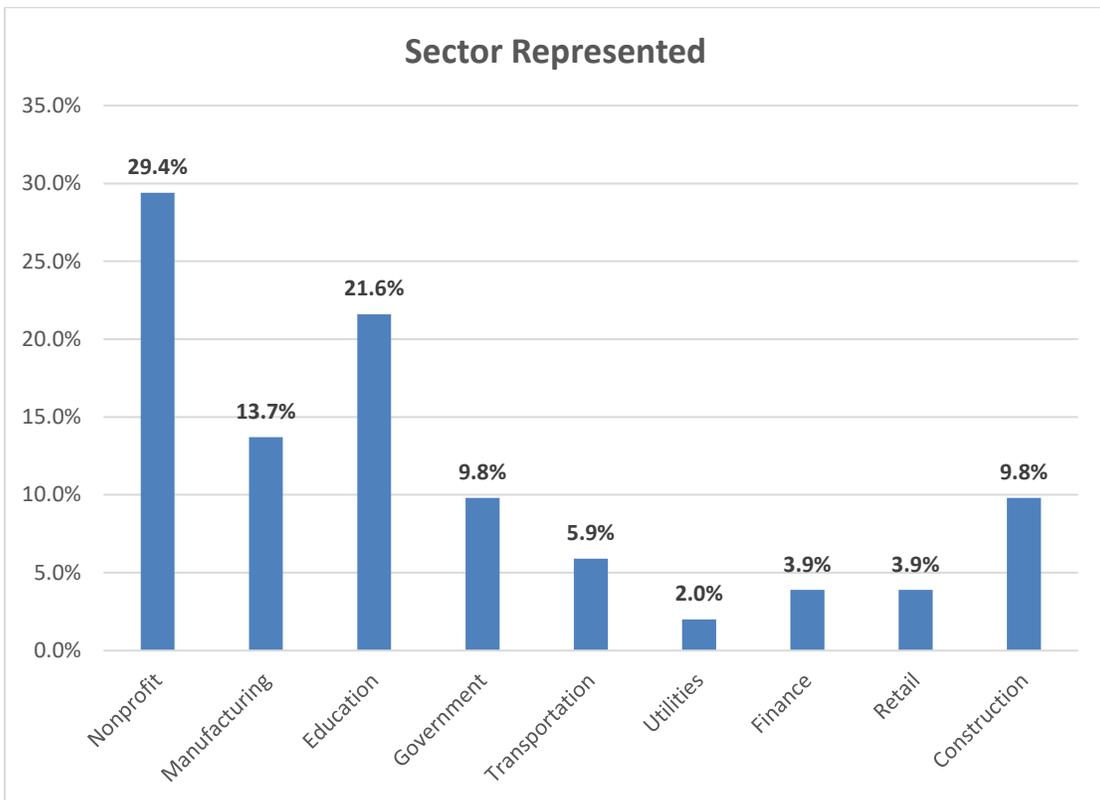
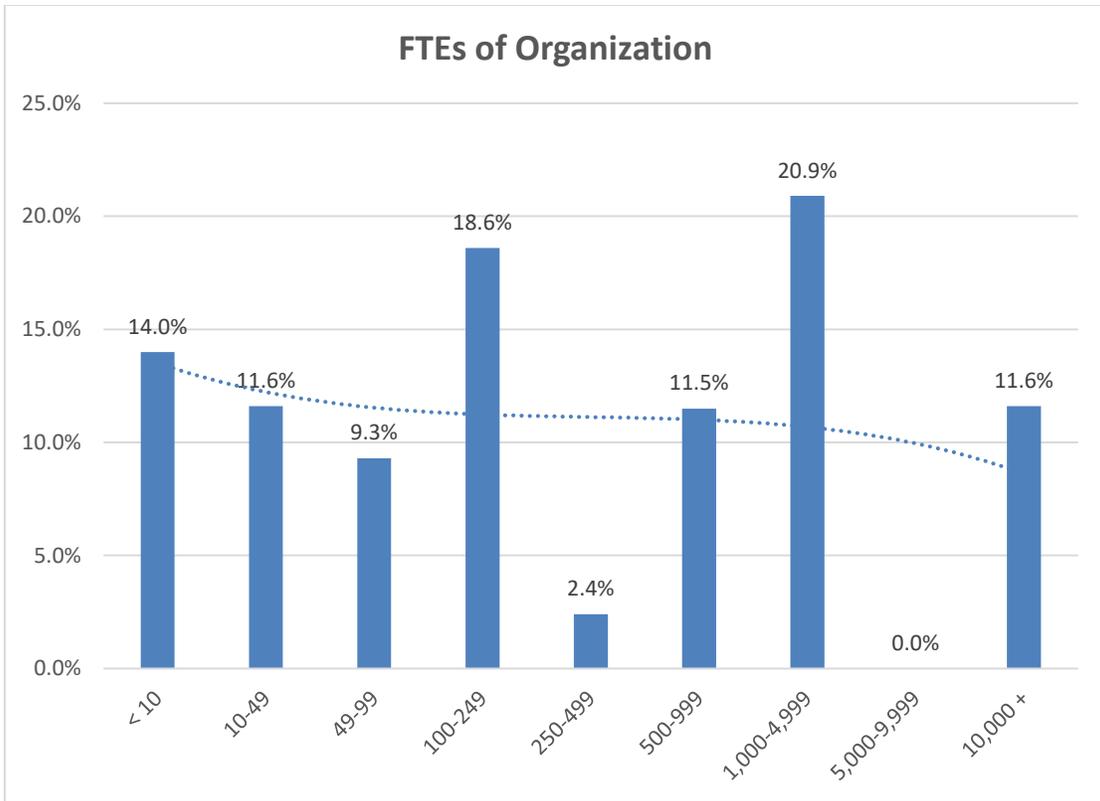
Transition Team Demographics

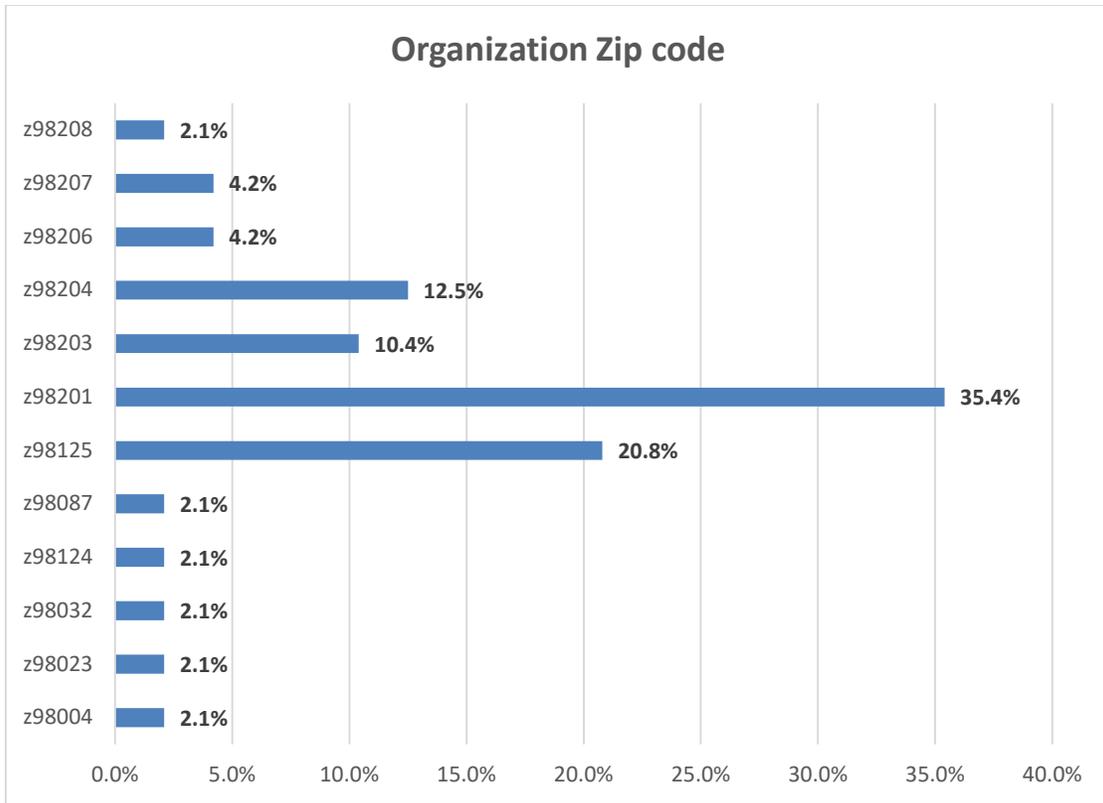












#1 Focus Group Responses (N=16) December 6, 2017

Economic Development

Concerns/Challenges

- > We have a staff of one currently running the Economic Development for the City.
- > Loss of individual land for development.
- > Lack of road and transportation infrastructure and planning.
- > Underutilized business space all over the City. Everett Mall has large unutilized space. We have many open/vacant business spaces that need to be utilized and they are sitting unused.
- > The lack of Economic Development within Snohomish County and lack of diversity in Economic Development.
- > The lack of competition. We need more developers looking to come here. Developers aren't coming here to compete for business.
- > Living wage jobs and affordable housing, the lack there of.
- > Affordable housing. The market rates are increasing, we need more affordable and income restricted housing.
- > Rapidly rising housing costs in the existing economy.
- > Small businesses are lacking a qualified and skilled workforce. They need help. There is a lack of skilled workforce in the County and it's impacting small businesses.
- > The visual attractiveness and curb appeal of the City is suffering and needs to be addressed.
- > Manage growth.
- > Lack of marketing the City's assets and curb appeal. Get people off I-5 and get them coming to Everett.
- > Expand on infrastructure and the quality of life of this community. Generate new business, get businesses to want to come here. Draw businesses and people to Everett. We can promote our quality of life and community and what we have to offer and make it more appealing.
- > Lack of economic growth in construction and development. Who is getting the construction jobs, are they hiring locally? Are they qualified enough to be developing here? We need local developers employing a local workforce that supports economic growth.

- > We have builders that are not skilled in quality, our history and reputation, bidding on jobs in our area. We need to take a closer look at who we are attracting and who is bidding and who is getting those jobs among construction firms. We need to keep quality high and utilize local companies to create jobs and promote economic growth.
- > Not enough people here to develop a skilled workforce. We need more in the downtown area. We need more people. When businesses look at where they want to go they look at density. Downtown Everett needs more density.
- > Poor brand. We have a reputation as an economic backwater, we need to improve our reputation.
- > The 405 and I-5 corridors and the traffic congestion cut us off from economic activity South of us. Traffic is a barrier to getting people to our City.
- > The lack of density downtown. Businesses look at density in downtown areas to decide where they want to go. We need more density in downtown.
- > Lack of an economic growth plan. We need this to guide us to improve Everett's brand.
- > Lack of economic development that helps people living here with affordable housing, transportation and jobs within the City.
- > I think when people drive down Broadway and see the people that gather outside Compass Health it is a concern.
- > Businesses see the homeless and drug addicted people on our streets and they don't want to come here.

Summary: The groups top three concerns were affordable housing, poor City brand and Everett's lack of appeal visually and economically. Congestion, lack of skilled workforce and density in downtown are viewed as challenges. Along with lack of infrastructure planning and management.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Invest in an economic development teams (0) (21)
- > Develop a clear attraction/brand strategy (17) (2)
- > Focus on transportation infrastructure (1) (13)
- > Partner and coordinate with the County and other Cities (4) (4)
- > Create incentives for minority and women owned businesses (0) (7)
- > Incentivize attraction and retention of talent (1) (6)
- > Develop an actionable sub-area plan throughout City (2) (4)



- > Develop apprenticeship programs (0) (3)
- > Responsible bidder award language in contracts (0) (2)
- > Continue regional leadership (1) (1)
- > Maintain existing relationships with large employers (0) (1)
- > Maintain relationships with public and higher education (0) (1)
- > Maintain relationships with neighborhoods in South Everett (0) (1)
- > Waterfront beautification (1) (0)
- > Refer back to the Vision Everett documents (no votes)
- > Enhance metro growth management plan (no votes)
- > Revisit/reinvigorate Everett Streets Initiative (no votes)

Public Safety

Concerns/Challenges

- > Too many families don't feel safe in their own neighborhoods.
- > We need to address the addicts and opioid issues in our neighborhoods.
- > We have a lack of low barrier solutions.
- > There is increased homelessness due to restricted incomes.
- > Lack of affordable housing, shelters and services to help people.
- > Lack of teen programs and services.
- > Increase in violent crime, people don't feel safe.
- > Balancing the budget and operational cost side of public safety, our first responders.
- > Lack of awareness about what is being done help the community address concerns. Citizens are unaware of what is being done to make them safer in their community.
- > They need to share the impact of the Safe Streets Initiative, how it has a positive effect on our schools, the downtown area and the community.
- > Gang activity is high.
- > Neighborhood attitudes about methadone clinics, halfway houses, homeless shelters and the challenges of where to locate those services. There are some great ideas out there, but implementation can be tough. The community wants solutions, but not next door to them.
- > Mistrust of law enforcement.
- > Our brand, there are so many negatives. We need to share about the positive impact of Safe Streets. Share the achievements so people are aware of the successes.

- > Lack of education regarding gang violence and drugs and how the City is addressing these issues.
- > The lack of awareness in the community about what the City is doing to address safety issues. Demonstrate the positives, show us what's working.
- > People in the community don't see all the work behind the scenes that goes on regarding public safety.
- > We need to look to other cities and "best practices" that they are employing for public safety. Olympia is doing a program right now that we should be looking at. Look at Chicago and their anti-crime programs, let's find out what's working for other cities and put the best strategies to work here.
- > We have transportation issues along the I-5 corridor from Everett to Seattle, we need better solutions for that corridor.
- > There is a lack of awareness about what's being done to keep the City and citizen's safe. The City needs to share what they are doing to address safety and what more needs to be done.
- > Improve the City's brand. Lack of promotion is a barrier to new business and attracting more visitors. We need to be a welcome environment for business and attract more people to come live and spend time and money here.
- > I think there is a real challenge in balancing a budget and public safety.
- > We need to look at "best practices" in public safety.
- > Lack of a fully staffed police department and the long hiring process for those positions.
- > Increasing gang violence and recruitment. Increase in overall violence.

Summary: There is a strong sense from the group that the community is unaware of what the City is doing to address public safety. They want to see an increase in communication and awareness, share the positive impact of Safe Streets and other public safety programs. Tell the "story" of what is being done, share the outcomes and demonstrate how these programs make the City and its citizen's safer. Share the successes and look at what other cities are doing that is working and take those strategies into consideration.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Need to share the positive stories (9) (4)
- > Be perceived as a model City for public safety (0) (13)
- > Revisit/reinvigorate Everett streets Initiative (9) (1)



- > Police Department should be fully staffed (9) (0)
- > Balance the budget for first responders (2) (4)
- > Increase affordable housing (2) (4)
- > Improve administrations relationship with police and fire (2) (3)
- > Anti-gang recruitment program (0) (5)
- > Institution of safe injections sites (4) (0)
- > Research anti-violence best practices, e.g. MASK (0) (4)
- > Provide the right kind of training for police (4) (0)
- > Equity training for all city staff (0) (4)
- > Provide safe shelters (3) (0)
- > Pursue cross-sector partnerships, e.g. Comus Health (0) (3)
- > Dispel myth between poverty and crime (1) (1)
- > Adopt best practices for community policing (2) (0)
- > Promote a safe and welcoming environment in business districts (0) (2)
- > Promote block watch program (1) (0)
- > Create an information process for community communications (no votes)
- > Everett leadership walks the talk (no votes)

Civic Engagement

Concerns/Challenges

- > Transparent civic engagement, where to start?
- > Lack of diversity in our Police Department, City, City Council, staff and elected.
- > We lack engagement ethnically and geographically across the City.
- > There is more power and influence in North Everett vs. South Everett. South Everett is disengaged.
- > The lack of staff in the Office of Neighborhoods. It needs to grow.
- > Parents of young children are challenged to participate in City Council meetings. They have no time or can't get there because of their work and family obligations.
- > Create a welcoming environment at the City Chamber for Council meetings. Make them accessible and welcoming to citizens.
- > Low voter turnout.
- > Language barriers.
- > Low barrier housing. There is a lack of outreach from the City and a lack of a coordinated plan. They need to engage the citizens with a plan and work on increasing civic engagement in the process.

- > Be the change you want to see in the world. There is a large degree of cynicism. Cassie needs to have a high level of engagement and be an incredible leader. Inspire us through trust, do what you say, be a leader we can trust to follow through. If she can inspire us and build trust she will be the antidote to cynicism and lack of engagement.
- > Part of making City Council more accessible is improving website access to Council meetings. Make the information easy to find on the website.
- > What are we doing to address safety for minorities? What are we doing for those neighborhoods and minority communities.
- > Where can people engage with opportunities in the community? Where can they go if there are language issues, what does help for those people look like? ESL help?
- > Push/Pull approach- there is a lack of public promotion about what the City does. Use a Push/Pull approach to educate and engage. Share what the City is up to, like “here’s your tax dollars at work, here’s how we are using your money”.
- > Lack of digital training for all departments. Engage more citizens through social media and digital platforms. Tell them what you’re doing, tell them what’s going on currently in the City. Keep them engaged with digital updates and information so they feel informed and connected.
- > Lack of transparency. Leaders need to get out there and be transparent and brand positive. Get the community involved by engaging them in the “Community Vision”.
- > Lack of staffing for the Office of Neighborhoods.
- > Lack of vision. Cast the “Vision” and engage the community in co-creation for community development. Connect them to the “Vision, encourage ownership and utilized those assets.
- > We lack the 3-legged stool: Economic Development, Public Safety and Civic Engagement. We need Economic Development and Public Safety to build on Civic Engagement.
- > Lack of an approachable platform for citizens to comment at Council meetings. Make it welcome for all. Make access to agendas and meeting notes, simple. The website is cumbersome, make it simple and easy to use.
- > Have interpreters or language aides at Council meetings. ESL-people might not speak because of a language barrier.
- > We need to follow Lynnwood’s model. Mayor Smith is engaged with her City and “Best Practices”, “One City”.

- > Get more youth involved.

Summary: Create connection through strong, inspiring and engaged leadership with the community. Be transparent, be in their neighborhoods and do what you say. Use digital communications to do more outreach and share what the City is doing, share positive results. Foster more connection through those communications and create a welcome environment for citizens to speak at Council meetings. Update the website platform to make it easier to use and access to information in just a few clicks.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Develop a citizen engagement campaign (0) (11)
- > Cassie needs to be an engaged civic leader (8) (2)
- > Communicate opportunities to engage entire community (9) (0)
- > Add a Diversity & Inclusion Office to staff (9) (0)
- > Research local best practices (0) (8)
- > Publicize successes (5) (3)
- > Increase the staff for the Office of Neighborhoods (0) (8)
- > Support Council districts (3) (4)
- > Further incorporate youth in leadership (5) (2)
- > Reach out in multiple languages (2) (4)
- > Establish a set of core values to drive process (2) (2)
- > Train key staff in social media management (1) (1)
- > Voter education programs (0) (2)
- > Decentralize City meetings (2) (0)
- > Establish a vision for co-creation (0) (1)
- > Provide alternative ways for citizens to comment to Council (no votes)
- > Be supportive of our LGBTQ community (no votes)
- > Make City Council meeting agenda more accessible (no votes)
- > Promote block parties (no votes)

Open Comments:

- > We have a great opportunity ahead with commercial air service coming to Paine Field. We need to be thinking about and be ready to benefit from this opportunity.

- > The education community in this City needs to be aligned with each other and engaged with the City. All sectors, and we need to be thinking about how we can grow that alignment. We have a 4-year University, a great community college, those leaders need to be engaged with the City.
- > I'd like to see some quick wins and an increase in park spaces throughout the City.
- > Economic development around commercial air service. Hotels, golf courses. We need places closer to the airport to offer and promote more hospitality and tourism in our City. Restaurants, hotels, the waterfront, etc.
- > Cassie has an opportunity to create a strong sense of pride among our 230 City employees. There are 230 ambassadors that will go back to their lives every day and can have a positive impact in this community. If she is transparent and improves the reputation of this City, that pride will follow.
- > Have an economic development liaison or special advisor with airport experience on the team. We need help understanding what the airport can do for us. We need to know what opportunities are there. We need to have someone with that kind of experience advising us how to benefit from those opportunities.
- > Brand- the City brand is negative, poor and uninspired. We are disconnected from Seattle. Drugs, violence and lack of positive attributes is the image we currently have.
- > Economic development- we need more engagement with and understanding of the current climate in the business community. We have underutilized vacant businesses spaces. We need to attract more developers and businesses. We need to know what will attract them. The airport is an opportunity to improve our transportation infrastructure, we need to be talking about this with the business community.
- > Let's build on what the previous administration has established and take it to the next level. Build on the positives already established. Engage and inspire co-creation with citizens/community to create a positive "Vision"/Brand for Everett.
- > We have so many great assets in the City of Everett. A 4-year college, Paine Field, transportation infrastructure opportunities, the Port expansion. Let's keep building on these.
- > Let's leverage our current assets and get more companies/businesses interested in coming to Everett. Let's create jobs and engage our community in the process.

- > Relationships matter. It's important that we talk about everybody and sustain relationships with all of Everett. Not just Old Everett.
- > Appreciate where we come from. Engage new stakeholders, younger ones. Keep existing stakeholder engaged.
- > Let's address hate groups through community gatherings and outreach.

Summary: There is a positive buzz present in the group related to economic and community engagement opportunities for the City. The group sees the City as having great assets that can be building blocks to the next level of positive economic development and community connection.

#2 Focus Group Responses (N=17) December 7, 2017

Economic Development

Concerns/Challenges

- > Lack of infrastructure.
- > Traffic is slow, congestion on our roads.
- > Managing quality of life with growth.
- > Affordable living, affordable housing.
- > Living wages, the lack of.
- > Lack of redevelopment and beautification of main City corridors, they need attention.
- > Lack of zoning and incorporation with the parts of Everett that back up against other cities like Mill Creek. There are pockets that don't belong to Mill Creek or Everett. Incorporate them into Everett.
- > What can the City do to help businesses keep up their old tired looking store fronts and buildings? They need updating and repairs. Nothing is getting done to improve the look of these buildings.
- > Lack of a lively night life in the downtown area.
- > Lack of density downtown. We need to increase it and attract more people to the downtown area.
- > We need small business development opportunities for diverse communities.
- > The traffic issues. I-5 is so congested and it overflows onto to our streets and spills that congestion into our community. Everett roads are being used to avoid the congestion on I-5.
- > Incorporate all of Everett.
- > Lack of redevelopment with the Casey site, the Everett Mall and train station.
- > Finish the waterfront project in a timely manner. Those of us that are aging would like to see it finished while we can still enjoy it.
- > Revitalization of North Broadway, we need to continue improving this area.
- > The perception of Everett as "Tweakerville", we have a terrible brand/image.
- > How are we aligning public transportation to business development? We need to balance growth with transportation that works.
- > I think Everett Transit should merge with Community Transit.
- > We need an "Urban Renewal Act" to help clean up dilapidated homes and vacant building. They are not helping the image of Everett or the drug and homeless issues in our communities.

Summary: The aesthetic appeal of the City is a concern. Rundown buildings, vacant homes and lack of beautification of main corridors have contributed to the poor brand image of Everett. The group is also concerned about the lack of transportation infrastructure, traffic congestion and business development. These areas need coordination to manage and encourage economic growth.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Create an Economic Development group (5 to 7 people) (14) (1)
- > Facilitate education access to all (0) (9)
- > Incorporate all of Everett (0) (9)
- > Attract businesses appealing to citizens (3) (5)
- > Deal with traffic and transportation (7) (0)
- > Concentrate on family wage jobs (3) (4)
- > Economic development subject matter expert (2) (4)
- > Serve underserved communities (0) (6)
- > Develop an urban renewal area (0) (6)
- > Rebrand the City to address perceptions (4) (0)
- > Increase sales tax (0) (4)
- > Merge Everett and Community Transit (3) (0)
- > Uniform signage and beautification (3) (0)
- > Establish walking district (2) (1)
- > Reorganize code enforcement and accountability (2) (0)
- > Create economic development corridors (0) (2)
- > Create a park improvement district (1) (1)
- > Raise minimum wage (1) (0)
- > Bring in more small business (0) (1)
- > Pedestrian bridge over evergreen (no votes)

Public Safety

Concerns/Challenges

- > Increasing gang violence.
- > Establish a CSO (Community Services Officer) within the Everett Police Department.
- > We don't feel fully safe in our neighborhoods.
- > We need diversity in our workforce.

- > Heroin addiction and mental health issues.
- > Immigrants feeling safe and protected.
- > The police department is understaffed.
- > Traffic from I-5 is spilling into our neighborhoods.
- > Poor lighting in the downtown areas makes them feel unsafe. We need more illumination.
- > We need more prevention and other opportunities to offer drug addicts. More options than what we are currently doing. We need to be addressing mental health issues. We must address both sides to deal with these issues effectively.
- > We need to be addressing the mental health and safety issues that come with the drug addicted and homeless populations. We need to deal with the current issues and offer more opportunities for help and prevention. What we are doing now isn't enough.
- > We are the County seat. Our jail is used as the overflow. We need our own jail. We have a lot of people coming here to our jail from the surrounding areas.
- > We need Police substations throughout the City.
- > Since the County seat is here we could use our own jail that doesn't take overflow.
- > The downtown area needs to be well lit and have well lit areas. The new LED lights face straight down. The old lights had a flood effect, which cast better light.
- > The lack of a CSO (Community Service Officer).
- > Traffic, City Council should be following the Growth Management Act.
- > Lack of a "Homeless and Streets" Commission.

Summary: Drug addiction, homelessness and mental health issues are contributing to increases in crime and citizens feeling unsafe in their neighborhoods. The group believes more needs to be done to address these issues before they get worse. They want to see more opportunities available to help these populations and restore a sense of safety to their streets. Increased police presence and better lighting in the downtown areas will also help to make people feel safer in Everett.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Create a homeless and streets commission (11) (10)
- > Develop a police foundation (10) (1)



- > Outlaw panhandling (5) (3)
- > A Community Service Officer program (3) (5)
- > Binding interlocal body addressing homelessness and drugs (6) (1)
- > Need pre-jail preventative facility (0) (6)
- > Facilitate equity and access to opportunities (1) (5)
- > Change municipal code on deadly force (4) (1)
- > Need a City jail (0) (4)
- > Diversify workforce (4) (0)
- > Comprehensive community policing model (2) (2)
- > Re-evaluate Everett lighting strategy (1) (3)
- > Well lit urban area with night life (0) (3)
- > Institute a sobering center (3) (0)
- > Cops walking neighborhood beats (0) (2)
- > Develop a pedestrian first philosophy (0) (2)
- > Re-examine Everett Gospel Mission (0) (2)
- > Volunteer youth in police and fire (1) (1)
- > Follow the Growth Management Act (2) (0)
- > Better crosswalk maintenance (no votes)

Civic Engagement

Concerns/Challenges

- > Lack of trust.
- > Poor voter turnout.
- > Apathy, citizens don't feel heard.
- > Poor Neighborhood Association turnout. Lack of engagement with neighbors.
- > Lack of self-promotion from the City.
- > Lack of representation for marginalized neighborhoods and districts.
- > Cultivate more leaders for an "open government".
- > Lack of job creation and diversification of our workforce. We need apprenticeships. We need a CWA (Community Workforce Agreement) that mandates a percentage of minorities and women be a part of the workforce.
- > Lack of student representation on the City Council.
- > Lack of training and apprenticeship programs.
- > The City needs to reinvigorate communications with voters. They need to be marketing to the voters. Tell us about what they are doing that is having a positive impact on the City. What programs are having a positive impact.

- > They should do TV ads to communicate with voters.
- > The City Council should do walkabouts. Get them out into the neighborhoods and walking around the City.
- > Form a Citizen Oversight Committee.
- > Offer telephonic Town Halls to engage voters.
- > Develop a “Clarity Statement” that helps people understand their position in the community.
- > We are becoming a bedroom community. The Herald is getting smaller and smaller. Everett needs to reevaluate its news media.
- > The Herald is becoming obsolete. My daughters don’t read the paper. Everything is online.
- > Use social media to connect with citizens and keep them updated and engaged.

Summary: The group wants to see more engagement, communication and contact from the City, the Council and its leaders. Get out into the community and promote “open government.” Increase communications and connection through sharing positive impacts from City programs and outreach. Use social media and other electronic communications to make meetings, town halls and information more readily available to voters. Be in regular communications with them and build trust through relationship.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Develop a clear position on inclusiveness (14) (8)
- > Leadership development pathway (0) (12)
- > Establish a City Ombudsman position (6) (4)
- > Re-district for access on Council (5) (5)
- > Create a student rep on City Council (7) (0)
- > Create job opportunities through apprenticeships (6) (0)
- > Military representation, and for their families (4) (2)
- > Create a City Council that represents our community (3) (2)
- > Reinvigorate City communications and social media (2) (3)
- > Support representation of marginalized communities on Council (4) (0)
- > Rethink how we use media to engage (0) (4)
- > Council walkabouts (2) (2)
- > Cultivate more leaders by opening government to lower levels (1) (2)
- > Educational forums on government (1) (2)

- > Marketing new and existing programs (1) (1)
- > A public “get out the vote” campaign (0) (2)
- > Full-time city Council (1) (0)
- > Independent citizen oversight committee (no votes)
- > Telephonic town halls (no votes)
- > Re-evaluate Everett news media (no votes)

Open Comments:

- > Create a walking district near the children’s museum that incorporates kids and families in that area.
- > We need an Urban Renewal Area Agreement, this will help with enforcement to clean up dilapidated areas, old buildings and vacant homes.
- > How do we make this happen going forward? We need to keep these groups meeting over the next four years.
- > I want to be part of the solutions, I want to continue to be at this table. We can resolve some of the issues with civic engagement by keeping this process going. I know budget will be involved but people who can move things forward will be involved.
- > Cassie is known for engagement.
- > I would love to see Everett be the City of choice.
- > We need to compete and bring attention to our City. This is the place people want to live and work. Keep our eye on these high standards and have a positive vision to move this forward.
- > It’s so powerful to be here. I believe that if we have a City Government that is humble enough to say they don’t know it all, they don’t know everything...we will see transformation.
- > Budgeting... get someone who can get our tax dollars to work for us. Bring in an expert. Follow what Mill Creek did to recoup the tax dollars Lynnwood was taking.
- > Cassie needs to add staff without those decisions being driven by budget.
- > Law enforcement should be tied to economic development. If citizens feel safe, business will come. We need to have a goal that our police department is engaged with our community and it makes citizens feel safe and engaged.
- > We need to focus on what we want to become and approach the vision of what we want to be.
- > Let’s step back and take the blinders off. Look at what’s going on in this City.

- > Heroin and homelessness, we must fix this. It is a real issue. We can't just use the jail to fix this issue.
- > What do we want this City to look like? We must go back and redefine that and how we get there.
- > We must look at what's causing our issues and fix them with an elevated vision of preferred outcomes.
- > We need to move out of reaction mode with our issues. We need to provide more opportunities and support to these areas.
- > Who are we going to be in 10, 20 or 30 years and beyond?
- > How will we address growth and capacity?
- > We are the second fastest growing County in the Country.
- > The County seat and City must work together.
- > There is more room for us to collaborate. There are silos, protected positions and egos that are barriers we need to address.
- > I am an advocate for metro policing.
- > We need to address growth management. It was designed to move the populated centers into cities.
- > We are not experiencing that. Growth is going to the unincorporated areas.
- > Do a study on Casino Road and the density there. It's a broken system.
- > How do we hold our government accountable to the Growth Management Act?
- > Civic engagement is important.
- > Have ongoing advisories to engage with and get feedback like this.
- > We need to understand each other and how we can help.
- > I think we need to recognize that State and Federal governments are growing apathetic to our homeless and housing issues.
- > We can assume positive intent and address these issues by engaging each other in an exchange of ideas.
- > I'd like to see this group reconvene at regular intervals. Include us in updates on the headlines exercise and how things are being addressed.
- > Continue to gather this kind of feedback for the next four years.
- > This level of engagement and advisory group can help build trust and return to the community with positive outcomes. We can share what's being achieved and reinforce those positive outcomes.
- > Share the stories, tell the positives, bust the silos and build collaboration.

Summary: The open discussion among the group was synergistic around Cassie's level of engagement and their invitation to be a part of that process with her. They like the idea of continued group meetings and want to be updated on the outcomes and how issues are addressed and unfold over the next four years. The energy of the open discussion was empowering for the whole group, very positive and impactful. They are genuinely excited about a new direction for the City and Cassie's leadership. They feel valued that she has engaged them to support a higher vision for Everett.

#3 Focus Group Responses (N=20) December 13, 2017

Economic Development

Concerns/Challenges

- > Everett's Basin District needs to be an economic engine.
- > We need to create more living wage jobs. We have the lowest median incomes.
- > Business, public and private are fragmented. There is no place for them to talk, no chamber to connect them.
- > We need to incentivize contractors to come here and hire locally.
- > Economic development needs to be revitalized. We need to clean up our retail corridors and get more curb appeal. We need to revitalize our City for curb appeal that will draw more businesses here.
- > There are homeless youth issues.
- > Everett is economically dependent on Boeing. Everett is too dependent on Boeing.
- > We need more living wage jobs and affordable housing. There is a lack of home ownership. We need to increase homeownership and make it possible and within reach.
- > We need partnerships with the school districts for educational paths to living wage jobs.
- > We need economic development to impact all our communities.
- > Require property owners to reinvest and update their dilapidated buildings. We need to attract more retail. We need to attract more business to the Everett Mall corridor. We need some big retail in the down town area.
- > Retail drives budget, and economic development drives budget.
- > The community is unprepared to take advantage of the positive impact of the airport.
- > Traffic and congestion. Broadway has become the bypass for 1-5. The Department of Transportation needs to improve this situation. Public transportation needs improvement.
- > The opioid addiction and lack of a workforce has created economic development issues we need to solve.
- > Outreach to the County youth. We need to engage them in early education and workforce training.
- > Bring "attractive" back to the City. Bring attention to Everett, create an attractive brand and define who we are. Create appeal for our City.

- > Connect business with the community colleges and four-year universities.
- > Business needs to be involved in engaging and supporting the community colleges and four-year universities. Engage their students and use them to support economic development and create jobs they want.
- > Incentivize more people to come to Everett to live in the City.
- > The retail corridors need revitalizing and we need to make Everett attractive to come to.
- > We need quality neighborhoods, we need more people to come here and more density in the downtown area.
- > We need to engage more youth and homeless through the school district.

Summary: Revitalized retail corridors and improved curb appeal are viewed by the group as important elements to improve economic development. Everett needs to define its brand and be an attractive place that people want to live, work and shop. Incentivize business to come here and hire locally. Engage the business community with the education community for pathways to living wage jobs and stable economic development. If leadership can focus in these areas the group believes this will have a positive impact on economic development.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Create a brand that attracts and retains business (16) (5)
- > Develop City-wide affordable housing strategy (1) (18)
- > Restructure Economic Development Office to match opportunities (15) (3)
- > City leadership in early learning/youth employment (7) (3)
- > Develop plan to address new airport (4) (2)
- > Incentivize retail into downtown center (0) (6)
- > Clean up the retail corridors (4) (1)
- > Promote and advocate for P-12 education (0) (5)
- > Recruit King County jobs into Everett (5) (0)
- > Invest in transit, develop strategy around transit center (2) (2)
- > Move traffic from Broadway back to I-5 (0) (3)
- > Develop youth training in Casino Road area (0) (3)
- > Establish a college district (0) (3)
- > Attract sustainable (green) industries (1) (1)
- > Establish micro downtown near colleges (0) (2)
- > Make sure Boeing never leaves (2) (0)

- > Support and maintain cultural amenities, e.g. library and parks (0) (1)
- > Enforce existing apprenticeship laws (1) (0)
- > Address increases in homeless youth (work with school districts) (no votes)
- > Work with downtown property owners to revitalize (no votes)

Public Safety

Concerns/Challenges

- > Opioid epidemic.
- > Lack of community trust and interest.
- > Lack of places for homeless people to be. We need safe places for them to be.
- > The perception that many areas in our City are unsafe.
- > Lack of training for law enforcement to deal with mental health issues, opioid use and drug addicts.
- > Police department is understaffed.
- > We need deeper partnerships with social services.
- > There are not enough mental health care providers and services to meet the demands of those in need.
- > We need more private/public partnerships to address public safety.
- > We need more summer youth programs for middle school.
- > The opioid issue, we need a comprehensive approach and alternative methods to address this complicated issue.
- > Residents fear homeless people. They fear them when they see them on the street. They fear them when they see them in their neighborhoods.
- > Gang violence on the increase.
- > Our homeless people are vulnerable to attack, I worry for their safety.
- > We need more transitional services for those released from jail.
- > The perception of Everett as “Tweakerville”. It’s very negative.
- > There is a lack of coordinated approach to address homelessness.
- > The image of “Tweakerville, vs. economic development and public safety.
- > There is misinformation related to our “Safe Streets” initiative. Inform residents what’s being done, what the approach is and what’s working. They won’t feel safe if they don’t understand it is having a positive impact.
- > There is frustration in the community about “Safe Streets” and people don’t see that it’s helping.
- > We need more education and school district funding to educate kids about drugs and gangs and their impact. We also need to educate police officers on

using judgement when pulling kids over they suspect are up to something. Some of the kids in my programs get pulled over just for having 3 or 4 kids in a car together, because the police think they are a gang. It builds distrust of law enforcement. We need to help both sides so officers can do their jobs and kids won't feel targeted.

- > We need to be aware that not all homelessness is related to drugs. There is poverty and mental illness, and that needs to be understood.
- > We need to engage church leaders. We need those conversations. We need to talk about access to healthcare and public safety.
- > The Affordable Care Act has mandated help for drug addiction and mental illness. We need to be thinking strategically and working to help get the people who need treatment and want it access to it.
- > The strategies we have been employing to deal with the opioid and homeless issues aren't full and robust enough. If we clean out a homeless encampment, they just move downtown. We need more comprehensive solutions, that will get people off the street, not relocate them.
- > There is a lot of resentment that our County has just let Seattle ship their homeless population our direction and they aren't doing much to stop it.
- > We need programs that will take homeless and drug addicted people into real long-term solutions, not temporary ones.
- > Are we able to address a diverse population that's coming into Everett? Are we prepared to address that growth of cultural diversity?

Summary: More robust and comprehensive approaches need to be employed to deal with the drug addiction, mental health and homelessness that are plaguing the City. The issues are complex and need engagement from both the private and public sectors to collaborate on further solutions.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Improve mental health services (0) (22)
- > A coordinated approach to homelessness (9) (10)
- > Police training in cultural competency and de-escalation (8) (4)
- > Hire (fully staff) more police (8) (3)
- > Support and expand the Safe Streets Initiative (7) (2)
- > Coordinate affordable housing County-wide with a 10-year plan (7) (1)
- > Improve City Band Image (1) (5)

- > More security for elementary schools (5) (0)
- > Convene a community-wide forum on street issues (4) (0)
- > Establish service levels and staffing for police and fire (0) (3)
- > Coordinated emergency preparedness and location program (0) (3)
- > Coordinated approach to the opioid epidemic (2) (0)
- > Establish a gang taskforce (1) (1)
- > Address growing cultural diversity (0) (1)
- > Increase security in City's public spaces (1) (0)
- > Establish a local/regional jail (0) (1)
- > Engage the faith community (no votes)
- > Address environmental public health hazards (no votes)

Civic Engagement

Concerns/Challenges

- > Some in our community don't feel heard.
- > Lack of visibility from the Mayor. Get out into the neighborhoods.
- > Develop a broad communication plan. You need more than a newsletter. Use technology to broaden communications.
- > Low voter turnout and lack of participation.
- > If Everett can solve their low voter turnout, other cities will want to know how they did it.
- > People don't feel engaged. They think a small handful of leaders are making the decisions and they don't care about the voters.
- > Multiple downturns in the economic cycle.
- > People distrust government because they don't feel engaged.
- > Create engagement opportunities that make a difference.
- > Complete the communication loop. Show the people they are heard and return to them with a plan. "Here's how we used your feedback." Demonstrate the value of citizen input, show them you value them.
- > People don't come to Everett. We need to build a sense of Everett as a "whole" and let diversity be our asset. Demonstrate what makes Everett exciting.
- > The Office of Neighborhoods is not an engagement tool. We need to look across the Country at other cities and how they are using visioning best practices to engage their citizens. Find the top three and emulate what they are doing to communicate, engage and connect with their citizens through a city vision.

- > Meet people where they live. Go to the high crime neighborhoods and talk with them. Share how the public and private partnerships can help them.
- > Get businesses engaged in their neighborhoods.
- > Leverage technology to increase engagement. Use technology to increase communications with residents. Facebook post, texts, etc.
- > Establish neighborhood groups. Use these groups to get the word out and use these groups to connect with residents.
- > Look at crime hot spots and go talk to those areas. Listen to their concerns. Help them develop a plan for those areas by engaging the people who live there.
- > Everett has a lot of groups to communicate with and it's a lot of work.
- > Use a multimodal strategy for communication. Use this approach to connect with more groups and to create opportunities for engagement.
- > We lack a City vision. We need to engage residents with a "whole" City vision.
- > Partner with the school district for outreach to homeless and low-income families.
- > Complete the communications loop, bring it full circle. Engage residents with a plan and demonstrate outcomes.
- > Use technology, cell phones and do Facebook posts and reach the community instantly.
- > Encourage neighbors to host community BBQ's and get together to enjoy the food, meet their neighbors and get involved with their community.
- > We need to revitalize retail corridors for curb appeal. We need property owners to improve building appearances.
- > We need an engagement vision for Everett.
- > Get the mayor out into the neighborhoods to connect with residents.
- > The lack of trust in government and feeling unvalued needs to change. Increase communication and share how you are using resident feedback, share the outcomes to establish value. Residents want to feel their voices matter. Send out updates and Facebook posts that tell us what's going on and what's the impact of our feedback.

Summary: Engagement was a popular word throughout the group discussion. Residents don't feel heard or valued, which has contributed to mistrust of government. A multimodal communications strategy focused on leveraging electronic communication was suggested to increase connection and engagement. Create communication loops that demonstrate what is being heard,

done and accomplished based on resident feedback. Share the outcomes to create value and connection.

Short & Long-Term Priorities

Key: (XX) = short-term list votes; (XX) = long-term list votes

- > Establish a City vision for an engaged community (15) (7)
- > Use technology to increase engagement (5) (10)
- > Research and utilize best practices (15) (0)
- > Emphasize diversity and inclusion (2) (8)
- > Expand library services (6) (2)
- > Establish an Office of Civic Engagement (0) (8)
- > Support cultural celebrations outside of downtown, e.g. free concerts (6) (0)
- > Get businesses to be champions of engagement (2) (4)
- > More Community Centers, e.g. Casino Road (0) (5)
- > Utilize existing programs to engage diverse populations (0) (5)
- > Enhance leadership for neighborhood Councils (0) (4)
- > Support and cooperate with community organizations (3) (1)
- > Get the faith communities involved (0) (3)
- > Establish a volunteer network (1) (2)
- > Use schools to increase engagement (2) (0)
- > Develop a multimodal communications program (1) (1)
- > Commit to youth mentorship programs (1) (0)
- > Develop a plan to engage our youth (1) (0)
- > Increase business partnerships with school districts (no votes)
- > Create better City Council visibility in the community (no votes)

Open Comments:

- > We need an Everett we feel safe in and that people want to come to. We want people to come here and spend money, have fun and enjoy being in our community. The homeless people on the street, in front of the library and stores make us feel unsafe. We need to engage businesses and neighbors to make our streets and community safer and more appealing.
- > Create a pedestrian zone downtown from Pacific to Colby.
- > I'd like to see that go all the way to the high school.
- > Engage all sectors of our community to create an all-American City.
- > The Everett Port revitalization needs to focus on business development.

- > We need to focus on a best practice visioning process for Everett. We need a vision that communicates the “5 things” that Everett is all about.
- > Tie our City assets together to create an image and brand that draws people here. Be the place people want to come to, tell our story in a positive way.
- > If you stay on I-5 you won’t see our waterfront. Get people off I-5 and curious about what’s going on in Everett.
- > What will Everett look like 20 years from now? We need a vision and a sense of brand and where we are going.
- > The vision needs to be vertical and horizontal through all City departments.
- > Maximize the benefits of the Port revitalization and integrate that as part of the broader vision.
- > A high functioning Economic Development Office can help execute the vision.
- > How can we make Everett #1?
- > We need to connect North and South Everett. We have district neighborhoods and they all have different personalities. Meet them where they are.
- > Celebrate the diversity of our City. Use the Live in Everett website to intersect with residents and get the word out about cultural events, parks and community gathering events.
- > A good visioning process will help citizen engagement. If you get citizens involved, you can take the plan deeper and make it stand the test of time.
- > I think the housing and jobs issues as well as drugs and homelessness can be resolved if we stay focused on a vision and the positives. Let’s see a 5, 10 and 20-year plan.
- > I see that Everett recognizes these issues and I see growth.
- > Everett has beautiful bones, we have so many assets and a lot to build on.
- > I see great things for the waterfront project, very positive.
- > The nature of our education community has an incredibly positive reputation.
- > We all need to understand that Cassie is walking into a mess. She has inherited a broken company. Low household incomes, lack of community, lack of affordable housing.
- > We are more than just Casino Road. We need a place for youth where they can eat, get tutoring and mentorship. We need more support from the City and community for our youth. We need volunteers to go into our middle schools and connect with vulnerable kids. We need outreach programs focused on 5th-9th grade. Give these kids a place to go that they can get positive support and build trust with police and their neighbors.

- > The City needs a revenue strategy to address the friction with the fire and police departments.
- > The business corridor needs rebalancing and revitalization. This will have a direct impact on economic development and help fund the programs the City needs.
- > City strategies and business strategies are going to change over time. We need to keep that in mind when we create a vision.

Summary: A clear City-wide vision was the focus of the open discussion. Everett has so many great assets to build on and the group is genuinely excited and engaged with the possibilities they see for Everett's vision.

Attachments

- > Focus Group Facilitator Guide
- > Exit Survey

Cassie Franklin Transition FIG Guide

Introductions and guidelines: MSI: Marketing Research and growth strategies firm... independent of sponsor: Andrew & Sandra...

Purpose: To understand your perceptions and preferences regarding the important issues facing the City of Everett, as they relate to the transition of the new City administration. This is a confidential conversation, no recording devices; your responses will not be associated to your name...we're looking for candid feedback.

Guidelines and format:

- Anyone done a FIG before? Fast pace...
 - I'll get individual responses, and then we talk as a group.
 - Everyone's opinion is equally valid and valued.
 - Please participate, but do not dominate. No follow the leader
 - Don't be offended if I move on...it just means we have the information we want.
 - Bathrooms and Cell phones, etc.
- 1. Economic Development** – with regard to establishing and sustaining a vibrant economy for the City of Everett, what do you believe are the most important actions the new administration should take?
 - 2. Public Safety** – with regard to establishing and sustaining safe streets, business districts, neighborhoods and the entire City of Everett community, what do you believe are the most important actions the new administration should take?
 - 3. Civic Engagement** – with regard to establishing and sustaining consistent and effective communication and engagement with all community members, what do you believe are the most important actions the new administration should take?
 - 4. Open Comments** – aside from the economic development, public safety and civic engagement actions you all shared, what additional comments or suggestions would you like to share with your new Mayor?

Prioritization Process – you have a sheet red dots and a sheet of green dots. Place three red dots on each of the four flipcharts to indicate your most urgent short-term priorities for the new administration to address. The dots are numbered...one is for your top priority, followed by two and three. Then go through the exact same process with your green dots to indicate your long-term priorities.

Exit Survey – Please fill out this short survey...do not add your name to the survey.

Focus Group Participant Questionnaire

Because this is confidential, do not put your name anywhere on the questionnaire. Please completely fill out questionnaire and return it to Sandra before leaving.

1. Gender identity:
 Female Male

2. Age range:
 18-24 25-34 35-44 45-54 55-64 65-74 75-84 85+

3. Ethnicity:
 Asian/Pacific Islander
 Black/African American
 Hispanic/Latino
 Native American/Amer. Indian
 White
 Other

4. Which best describes your current relationship status?
 Single Married Partner

5. How many children currently in your household, enter zero if you have none? _____

6. What is your total annual household income range (before taxes)?
 Less than \$25K \$25-49K \$50-74K \$75-99K \$100-124K
 \$125-149K \$150-174K \$175K-199K \$200K-249K \$250K+

7. What is your current occupation (write NA if you do not work outside of the home):

8. Zip code of your residence: _____

Fill out the section below only if you are representing a private, public or nonprofit organization.

9. Please check the option below that most closely describes your organization's industry.
 Agriculture
 Mining
 Utilities
 Manufacturing
 Wholesale
 Transportation
 Information technology
 Finance
 Health care
 Hospitality
 Education
 Nonprofit
 Government
 Construction
 Retail



- Telecommunication
- Media

10. Please check the job position below that comes closest to your responsibility.

- Executive
- Management
- Operations
- Production
- Technology
- Human Resources
- Sales/Marketing
- Administration

11. Please check the number of team members (FTEs) in your organization.

- Fewer than 10
- 10 to 49
- 49 to 99
- 100 to 249
- 250 to 499
- 500 to 999
- 1,000 to 4,999
- 5,000 to 9,999
- 10,000 or more

12. Zip code of your organization: _____