



CITY OF EVERETT  
Mayor's Office

**Mayoral directive 2020-02: Building unity, addressing racism and promoting equity for all**

This directive builds and expands upon the work completed through directive 2018-03: community engagement and inclusion.

Everett is a beautiful and diverse city, with more than 112,000 residents speaking nearly 90 different languages at home. The strength and vitality of our community comes from our rich diversity of cultures, experiences and faiths. I am committed to ensuring Everett remains a welcoming, inclusive and safe community for all who live, work and visit here.

Since 2018, we have made meaningful progress in our efforts to achieve our vision of “One Everett. A connected and engaged community built on trust, inclusion and equity.” We formed an interdepartmental engagement team, which continues to evaluate City programs and events for their engagement effectiveness. We have made changes to our recruitment and hiring practices to make them more accessible. We have created a new youth advisory board, which advises me and my team on decisions that will impact their futures. These accomplishments are meaningful. Yet, much work remains to dismantle institutional barriers to success that impact marginalized communities, including our Black, Indigenous, people of color, LGBTQ+, people with disabilities, and low-income households.

Many opportunities remain:

- Participation in city government has historically been dominated by a small percentage of the city's population, primarily from more affluent areas of the city. We have an opportunity to broaden our reach into all communities and more effectively engage with all Everett residents, especially those historically underrepresented.
- We have an opportunity to diversify our City workforce so that it better reflects the rich diversity of our community, and specifically to diversify managerial positions. Nearly 90 percent of the City's roughly 1,060 employees identify as white, compared to 85 percent of Everett's overall labor force.
- We have an opportunity to work to embed equity as an explicit government principle in all City departments to assess how City operations, including policies and procedures, impact all Everett residents.

NOW, THEREFORE, I, Cassie Franklin, mayor of Everett, hereby direct City of Everett staff to pursue the following three initiatives:

*Mayoral directive 2020-02  
Issued Sept. 22, 2020*

**1. Initiative 1: foster engagement and mutual understanding with the Black, Indigenous people of color community (BIPOC), as well as other marginalized communities.**

- a. Build common understanding and long-term meaningful relationships with communities through listening sessions, needs assessments, and engaging with organizations and leaders.
- b. By Dec. 31, 2021 and with community input: develop a best-practices guide for improving and expanding City engagement with BIPOC and other historically-marginalized communities. This should include an understanding of the best communications modes and models for reaching different segments of the population, languages spoken, and relevant cultural sensitivities and norms.

**2. Initiative 2: improve inclusion, equity and diversity at the City and create a culture of anti-racism, which actively addresses barriers to opportunities for all.**

- a. The City's interdepartmental engagement team will continue to serve as equity champions for the City, as well as efforts to evaluate the City's current practices around inclusion, equity and diversity. The team will work closely with the Chief's Community Advisory Committee, the Diversity Advisory Board and the Civil Service Commission, and as well as other City departments and community organizations as relevant.
- b. Expand on the work of the City's Youth Advisory Board by supporting youth, and especially bringing forth the voices of young people traditionally underrepresented or missing from conversations, and youths of color and LGBTQ+. Nurture an environment where young people feel valued and have clear paths to opportunity. Create a network of adult allies with diverse experience to foster mentorship and serve as a resource to youth to help them gain the knowledge, training and skills necessary to be civically engaged and career ready.
- c. By Dec. 31, 2021: create a recruitment plan to build a workforce more representative of the diverse community we serve. This plan should include strategies for eliminating racial and other disparities within the hiring and recruitment process, as well as a training program for City recruitment teams. It should also include metrics to measure and communicate diversity, inclusion and engagement progress within the City workforce. This plan will incorporate the Everett Police Department's recruitment priorities to diversify its force.
- d. By Dec. 31, 2021: develop and implement a staff training program to engage and educate staff on how to begin to identify or eliminate barriers to equity and improve outcomes for all.
- e. Everett Police Department will continue to build on its training program on implicit bias and incorporate state curriculum on the history of race and policing.



3. **Initiative 3: identify and address inequities and bias in City systems, policies and data.**

- a. By June 30, 2021: form a City policy team to systematically review and transform City policies and procedures to actively address racism and ensure equity across all city policies, prioritizing those most needing revision or elimination. This team will also develop a set of equity values and principles to be factored into every future City policy.
- b. By June 30, 2021: create and operationalize a toolkit to integrate clear consideration of equity in decisions, including policies, practices, programs and budgets. This toolkit will be both a product and a process used to develop strategies and actions that reduce inequities and improve outcomes for all groups.
- c. The Police Chief's Community Advisory Board will begin reviewing community complaints and internal investigations involving allegations of bias-based policing, excessive force and unlawful arrest. The board will also review any changes to policies associated with bias-based policing, use of force and use of deadly force. This will not only serve to improve our complaint processes, but will provide more transparency for the community when it comes to our investigative procedures related to complaint review and our policies affecting use of force.

A report summarizing progress on these initiatives, as well as metrics that will be used to gauge impact and success, will be delivered to me twice per year.

Dated this 22nd day of September 2020



Cassie Franklin  
Mayor, City of Everett

