CITY OF KIRKLAND
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MEMORANDUM

To: Kurt Triplett, City Manager

From: Chris Thomas, Human Resources Director
Jim Lopez, Assistant City Manager
David Wolbrecht, Neighborhood Services Outreach Coordinator

Date: November 27, 2019

Subject: 2019 IMPLICIT BIAS TRAINING PROGRAM

RECOMMENDATION:

City Council receives an update on the 2019 Implicit Bias Training and other actions the City has taken in 2019 as part of the City's continual improvement following an incident stemming from a police dispatch call that involved the Totem Lake Menchie's frozen yogurt shop.

BACKGROUND DISCUSSION:

The City has taken a number of steps in 2019 to reinforce its commitment to be a safe, inclusive, and welcoming place for all people.

Implicit Bias and Diversity Training
In November 2018, the Council and City Manager asked that Diversity and Implicit Bias training be given to the City workforce by the end of 2019. We have reached that goal. Twenty-two training sessions of 4 hours each were provided throughout the year. Despite unavoidable employee absences and movement in and out of the workforce, that meant that 90% of the total workforce and very close to 100% of the Police Department participated in live training sessions. Additionally, new hires were also and will continue to be required to engage in online training in Diversity, Bias, Discrimination, and Harassment. Training was extended to our Council members, our Court system, City Leaders, our Police Department, our Fire Department, and our contracted City Prosecutors. The goal of this training was to uphold and strengthen Kirkland's commitment to its vision statement that Kirkland is a welcoming place to live, work, and play, and a place where diversity is highly valued.

The City of Kirkland workforce received excellent training from both of our trainers, Dr. Bryant Marks, a nationally recognized trainer who specializes in training for Public Safety Officers, and Chanin Kelly-Re, a well-known local trainer who has experience working with employees in large organizations. In the Human Resources Department, staff has had the opportunity to observe firsthand how the training has given employees the ability to question situations that have made them uncomfortable and led to a more responsive and supportive culture.

The trainings have stayed within the budget, costing slightly over $50,000. Along the way, Ms. Kelly-Re, our local trainer, made herself available to the City to consult on situations that have arisen that call for expertise in this field. After the training was completed, Ms. Kelly-Re met with City staff to discuss plans for moving forward on this front for the City. She will continue to

share relevant materials with staff in the coming year. She would like to help the City strengthen and empower our employee Diversity Committee and has shared her ideas on how to do that. She suggested a Diversity Committee retreat to come up with our direction for 2020 and has generously agreed to provide us with her time for the retreat. There, we plan to come up with a focus for the year and will also have "train the trainer" sessions so that department members can share materials and facilitate conversations in their own departments. Live trainings from HR will be incorporated on the subject to new managers and possibly at Department Staff meetings. City staff will revisit the plan a year from now to see where we may need a refresher. This work will put us in a good place for integrating and enhancing employee training on race, culture, and bias into our diversity plans for 2020 and beyond. Attachment A includes our progress in 2019 and our plans for 2020.

Welcoming Kirkland Initiative
The Council and City Manager also wanted to reach out to provide resources and opportunities for engagement around these issues for the greater Kirkland community. In April of 2019, the City contracted with Leadership Eastside (LE) to design, coordinate, and implement a comprehensive community engagement project, called Welcoming Kirkland. The purpose of this effort is to engage Kirkland residents, businesses, nonprofits, and City staff on how we function together for the health of the overall community. LE's statement of work, project timeline, and project deliverables documents describing the Welcoming Kirkland initiative are included as Attachment B.

The Welcoming Kirkland project is organized around the creation of three core groups: a planning group and two working groups. The planning group is made up of Kirkland community members with diverse perspectives who will guide the overall project. Kirkland's Assistant City Manager and Police Chief are part of this group. The Planning Group has been meeting on a monthly basis since April 2019. One of the principle roles of the planning group is to help identify members of the two working groups who will invite input from the broader community as they conduct their work.

One working group will develop and deliver a series of community learning sessions focused on race and equity. The second working group will collectively review and recommend updates to business and police policies and protocols (taking into account the police's updated protocols) related to the removal of people from a business location. This working group will present its progress for feedback via town hall meetings and deliver proposed updated city and business protocols and best practices, if deemed necessary.

The Planning Group is currently in the final stages of identifying members of the two working groups. LE will staff each of these working groups. In October 2019, the City and LE supplemented staffing levels by adding the Kirkland Talks program (Debbie Lacy) to help recruit, coordinate, and facilitate nine community events as part of the community learning work group. Each of the working groups are scheduled to begin engaging the community in January 2020, with an estimated project completion date of May 2020. The updated timeline with Leadership Eastside is attached (Attachment C).

Community Policing
At the same time the Welcoming Kirkland initiative's planning group had been meeting in the spring and summer of 2019, the City Manager's Office partnered with the Kirkland Police Department to engage the community to better understand the community's expectations on community policing, which is the law enforcement philosophy that emphasizes relationships between the police and community members. The City collected feedback through a variety of

civic engagement activities, including neighborhood association meetings, focus groups, and a survey. Although not directly related to the implicit bias training, this input will help inform the on-going relationship building between the Police Department and the Kirkland community. The full report of the outreach findings can be found on page nine of the September 3, 2019, Performance Management Activities report: https://www.kirklandwa.gov/Assets/City+Council/Council+Packets/090319/9h4_OtherItemsofBusiness.pdf

Inclusive Economy Webpage
In dialogue with business leaders at the City's quarterly Business Roundtable meetings, the City Manager's Office developed and published an online toolkit of resources for Kirkland's business community. The City is intentional about creating and supporting a community and economy that are inclusive and welcoming, and the resources provided on the webpage are offered in the spirit of this commitment. The directory is intended as a dynamic resource, one that will be regularly updated and amended to reflect community input, feedback, and changing circumstances. The Inclusive Economy webpage can be found on the City's website: https://www.kirklandwa.gov/Business/Economic_Development/An_Inclusive_Economy.htm

<u>NEXT STEPS:</u>

The City is committed to be a safe, inclusive, and welcoming place for all people. As part of that commitment, the City will continue to encourage an organizational culture of reflection and continuous improvement for all staff related to implicit bias, and the City will further engage in this important conversation with our community to listen, learn, and implement necessary changes.
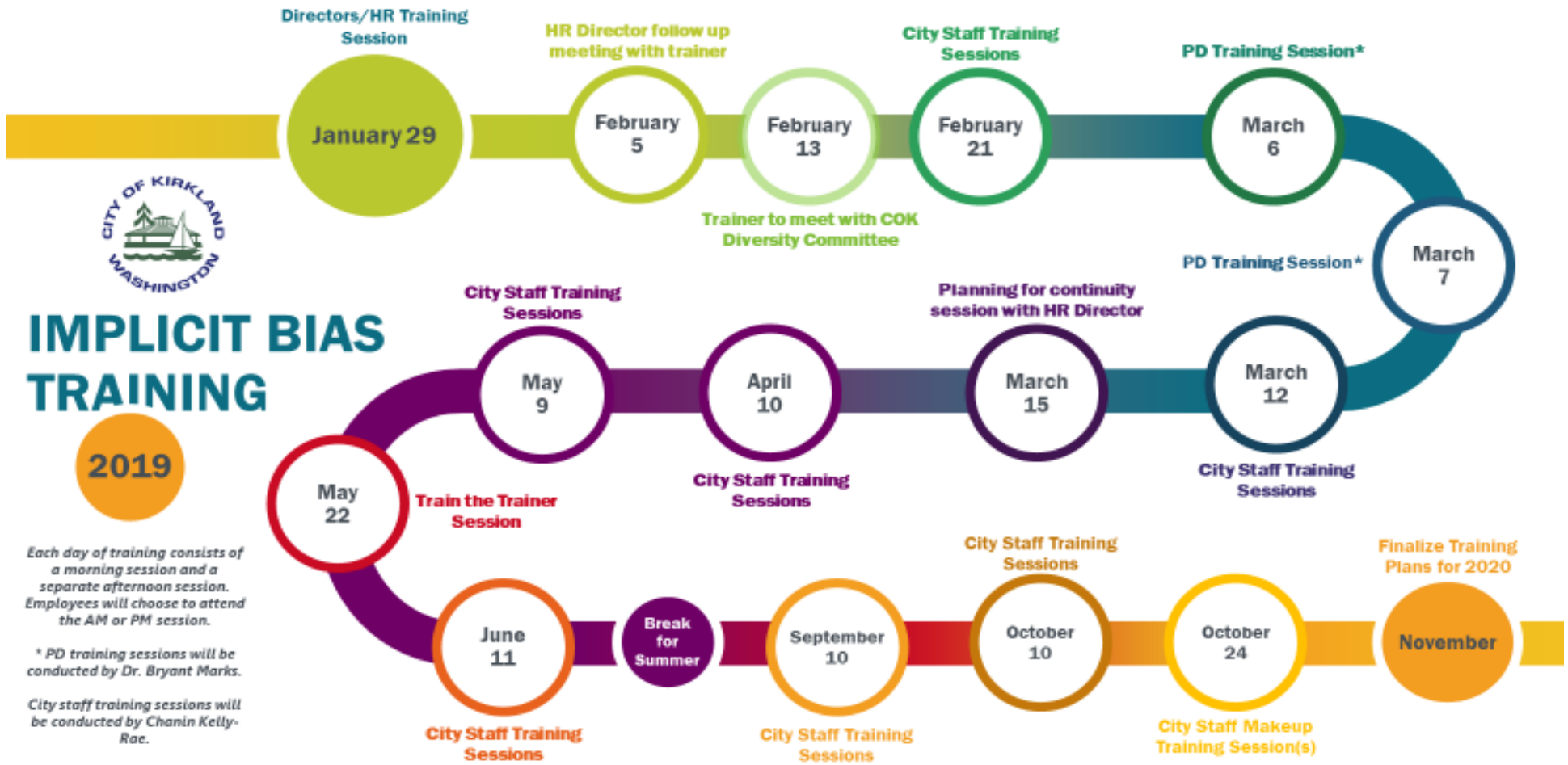

Attachment A: Implicit Bias Timeline and Data
Attachment B: Statement of Work for Leadership Eastside Welcoming Kirkland Initiative
Attachment C: Updated Timeline for Leadership Eastside Welcoming Kirkland Initiative

Implicit Bias & Diversity Training Goals

2019

2020

- Train the Trainer
- Create tool kits and resources and make them accessible through our intranet and internet
- Incorporate Management Bias Training in the Managing to Excellence Program
- Strengthen and Build our Diversity and Inclusion Committee. Explore an Advisory/Executive team that serves to connect Committee ideas with management action
- Incorporate additional LMS training/refreshers for ongoing Implicit Bias training

2 Trainers/23 Sessions:

Dr. Bryant Marks – hired to train law enforcement (initially 4 sessions. 2 more sessions added later)

- 3/6/19   am and pm total: 60 (Police only)
- 3/7/19   am and pm total: 59 (Police and some Fire)
- 6/20/19 am and pm approximate total: 30 (some Police, Fire, **Directors**, Council, Judge, **HR)**

Chanin Kelly-Rae – hired to train remaining City employees (17 sessions)

- 1/29/19   one pm session: 24 (**Directors** and **HR**)
- 2/21/19 am and pm total: 60
- 3/12/19   am and pm total: 72
- 4/10/19   am and pm total: 51
- 5/9/19   am and pm total: 43
- 6/11/19   am and pm total: 47
- 9/10/19   am and pm total: 33
- 10/10/19 am and pm total: 47
- 10/24/19 am and pm total: 65

Attendance:

- approximately 125 Police, some Fire, Directors, HR, Council, and the Municipal Court Judge, have attended Dr. Mark's Implicit Bias & Diversity Training.
- approximately 450 City employees have attended Chanin-Kelly Rae's Implicit Bias & Diversity Training
- Most Directors and HR have attended 2 trainings: 1 from each trainer

Reasons why some employees did not attend Training:

- Employee turnover
- Unexpected absence
- Unable to attend due to scheduling problems
- Separated before session came up
- Late-in-the-year new hires who couldn't sign up because sessions were full

Statement of Work
March 29, 2019

Leadership Eastside (LE) proposes to design, coordinate, and implement a comprehensive community engagement project, *Welcoming Kirkland*, to engage Kirkland residents, businesses, nonprofits, and the city - including police – on how we function together for the health of the overall community.

Specifically, LE will identify and facilitate a Planning Group made up of Kirkland community members with diverse perspectives who will guide the overall project. The Planning Group will help identify members of two Working Groups who will invite input from the broader community as they conduct their work. LE will staff each of these working groups. One Working Group will develop and deliver a series of Community Learning Sessions focused on race and equity. The second Working Group will collectively review current business and police policies and protocols related to removal of people from a business location. This working group will present its progress for feedback via town hall meetings and deliver suggested updates to the City (including police) protocols and business policies, if determined necessary. Throughout the project, community members will be invited to participate and provide input/feedback via online and other written means.

Project Plan Timeline

	April	April - continued	May	June
Project Leadership	• Finalize contract with City. • Assign LE Project Team. • Finalize Co-Facilitator job descriptions. • Contract Co-Facilitators.	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.
Planning Group	• Validate and finalize role descriptions. • Stakeholder input re: potential Planning Group members. • Identify and invite 6-8 participants. • Kick-off meeting(s).	*3-4 Planning Group meetings* • Develop and adopt Charter. • Stakeholder input re: potential Working Group members. • Identify and invite 10-12 participants to Community Learning Working Group. • Identify and invite 10-12 participants to Business & Police Working Group.	*2 Planning Group meetings* • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups. • Attend Community Learning Session.	*2 Planning Group meetings* • Debrief Community Learning Session. • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups. • Attend at least one Town Hall.
Community Learning	• Stakeholder input re: potential Working Group members.	*2 Working Group meetings* • Develop and adopt Charter based on Planning Group. • Research and stakeholder outreach.	*2 Working Group meetings* • Co-design Community Learning Session. • **Community Learning Session - open to the public.**	*2 Working Group meetings* • Debrief Community Learning Session. • Research and stakeholder outreach. • Attend at least one Town Hall.
Business & Police Protocols	• Stakeholder input re: potential Working Group members.	*2-3 Working Group meetings* • Develop and adopt Charter based on Planning Group. • Research, stakeholder outreach, and developing shared situational understanding.	*2 Working Group meetings* • Attend Community Learning Session • Research, stakeholder outreach, and developing shared situational understanding.	*2 Working Group meetings* • **2 Town Hall Meetings – Open to the Public. Provide progress report and collect feedback.**
Ongoing Input	• Selection of online portal • Develop feedback survey/questions	• Deploy online portal and City Hall suggestion box.	• Collect and distribute input/feedback from online portal and suggestion box.	• Collect and distribute input/feedback from online portal and suggestion box.

Project Plan Timeline

	July	August	September	October
Project Leadership	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.
Planning Group	*1 Planning Group meeting* • Debrief Town Halls. • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups.	*1 Planning Group meeting* • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups.	*2 Planning Group meetings* • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups. • Attend Community Learning Session.	*2 Planning Group meetings* • Debrief Community Learning Session. • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups. • Attend Community Learning Session.
Community Learning	*1 Working Group meeting* • Debrief Town Halls.	*1 Working Group meeting* • Research and stakeholder outreach. • Co-design Community Learning sessions.	*2 Working Group meetings* • Co-design Community Learning sessions. • **Community Learning Session - open to the public.**	*2 Working Group meetings* • Debrief Community Learning Session. • Research and stakeholder outreach.
Business & Police Protocols	*1 Working Group meeting* • Debrief Town Halls.	*1 Working Group meeting* • Research, stakeholder outreach, and developing shared situational understanding.	*2 Working Group meetings* • Attend Community Learning Session. • Prototype draft of protocols for stakeholder feedback.	*1 Working Group meeting* • Prototype draft of protocols for stakeholder feedback. • **2 Town Hall Meetings – Open to the Public. Provide progress report and collect feedback.**
Ongoing Input	• Collect and distribute input/feedback from online portal and suggestion box.	• Collect and distribute input/feedback from online portal and suggestion box.	• Collect and distribute input/feedback from online portal and suggestion box.	• Collect and distribute input/feedback from online portal and suggestion box.

Project Plan Timeline

	November	December
Project Leadership	• Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Co-Facilitator prep, monitoring, and QA. • Fina Report to City.
Planning Group	*1 Planning Group meeting* • Debrief Town Halls. • Oversight of Working Groups, including Charter. • Input/feedback to Working Groups.	*1 Planning Group meeting* • Debrief Community Learning Session. • Debrief Town Halls • Final meeting.
Community Learning	*2 Working Group meetings* • Co-design Community Learning sessions. • **Community Learning Session - open to the public.**	*1 Working Group meetings* • Debrief Community Learning Session. • Final meeting.
Business & Police Protocols	*2 Working Group meetings* • Debrief Community Learning Sessions. • Prototype draft of protocols for stakeholder feedback.	*1 Working Group meeting* • **2 Town Hall Meetings – Open to the Public. Final consensus recommendations and implementation plan.** • Final meeting.
Ongoing Input	• Collect and distribute input/feedback from online portal and suggestion box.	

Project Plan Deliverables

- **LE Project Team**
  - Team members will lead, facilitate, guide, and coach group members through the various activities and deliverables.

- **Planning Group**
  - Steering committee that designs, guides, and oversees the project as a whole.
  - Activities
    - Outreach to Stakeholders and consensus invitations to Working Groups.
    - Co-Design baseline "Safe Space" rules for Working Groups.
    - Ongoing guidance and feedback to LE Project Team to ensure design and delivery of the project is consistent with stakeholder needs.
  - Membership of 6-8 people total
    - Kirkland: City staff, City commission (i.e. Human Services Commission or Planning Commission), business, non-profit, and community group representatives including multiple people of color.

- **Two Working Groups – One for Race and Equity Community Learning, One for Business and Police Protocols**
  - LE will collaborate with the Planning Group to develop the scope, agenda, and protocols for the Working Group meetings and decision-making processes. LE will facilitate all Working Group meetings.

- **Design and Implement Online Feedback mechanisms**
  - Design and implement social media and/or a web page to collect community feedback data as input to the progress reports and group decisions.
  - Provide an off-line (i.e. suggestion box at City Hall) process available to those community members who do not have access to the internet or social media.

- **Progress Reports for the City Council**
  - LE will provide monthly progress reports on the *Welcoming Kirkland* initiative for the duration of the project.
  - Will provide a final progress report and presentation to City Council as the project concludes.

Fee Proposal

Because LE is proposing an organizational, rather than individual, approach to this consulting, we propose billing on a project basis deliverable rather than by hour. The work program (calendar of deliverables) supporting the schedule of payments is listed below. By avoiding an hourly billing approach, we hope to avoid creating any disincentives for the Planning Group or the City to access additional input and support. LE will also provide coaching and conference calls to the City and Planning group as needed to support deliverable success.

Work	Scope	Cost

Project Leadership
• LE CEO James Whitfield
• Co-Lead Facilitator
• Administrative/communications support
• Meeting scheduling and meeting logistics
• Planning Group recruitment, design, and facilitation
• Town Hall design and facilitation
• Deploy and monitor ongoing input process
	• Projected up to 16 Planning Group Meetings
	• Monthly reporting to The City
	• Collect and distribute input/feedback from online portal and suggestion box.
		$50,000
		• $30,000 start-up cost:
		  o Contract Co-facilitator
		  o Contract Project Manager
		  o Recruit Planning Team members
		  o Secure on-line portal
		  o Subject to invoice of costs incurred
		• $20,000 apportioned monthly approx. May 1 through December 31, 2019

Working Group Leadership for Race and Equity Community Learning • Working Group Co-Facilitator • Working Group Co-Facilitator	• Projected up to 13 Working Group Meetings • Facilitate/Emcee Community Learning Sessions, if necessary.	$10,000 apportioned monthly approx. May 1 through December 31, 2019
Community Learning Sessions Training • Budget for additional trainers and/or facilitators (i.e., Inclusive Dialogue) as selected by the Working Group	3 Community Learning Sessions	$9,000 apportioned monthly approx. May 1 through December 31, 2019
Working Group Leadership for Business and Police Protocols • Working Group Co-Facilitator (Equity/Policing Lead) • Working Group Co-Facilitator (Adaptive Community Leadership Lead)	• Projected up to 15 Working Group Meetings	$15,000 apportioned monthly approx. May 1 through December 31, 2019
Maximum Engagement Cost	**$84,000** • $30,000 start-up cost: • $54,000 ongoing project costs	

LE looks forward to working with the city and community of Kirkland to facilitate a productive *Welcoming Kirkland initiative* that engages Kirkland residents, businesses, nonprofits, and the city - including police – on how we function together for the health of the overall community.

We are available to start work on this effort immediately upon project approval.

LEADERSHIP EASTSIDE

Project Plan Timeline

	April	May (Contract Begins)	June	July
Project Leadership	• Finalize contract with City. • Assign LE Project Team. • Finalize Co-Facilitator job descriptions. • Contract Co-Facilitators.	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with Planning Group Members	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with existing Planning Group Members • Meet with potential Planning Group Members	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with existing Planning Group Members • Meet with potential Planning Group Members
Planning Group	• Validate and finalize role descriptions. • Stakeholder input re: potential Planning Group members. • Identify and invite 6-8 participants. • Kick-off meeting(s). • Stakeholder input re: potential Working Group members.	*Kick-off Planning Group meeting* • Orientation and training re: equity • Begin identification of participants of Community Learning Working Group. • Begin identification of participants to Business & Police Working Group.	*Planning Group meeting* • Training re: Equity • Develop and adopt Charter. • Begin identification of addition People of Color to add to Planning Group.	*Planning Group meeting* • Training re: Equity • DETERMINATION: Re-constitute Planning group to "Center People of Color". Requires updating Charter to feature re-imagined principles and practices and ID, invite additional People of Color (especially Black People) to participate.
Ongoing Input	• Communicate with community groups.	• Communicate with community groups.	• Communicate with community groups.	• Communicate with community groups.

Project Plan Timeline

	August	September	October	November
Project Leadership	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with existing Planning Group Members • Meet with potential Planning Group Members	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with existing Planning Group Members • Meet with potential Planning Group Members • Progress Report to City.	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with existing Planning Group Members • Meet with potential Planning Group Members • Progress Report to City.	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Meet with existing Planning Group Members • Meet with potential Planning Group Members • Progress Report to City.
Planning Group	*Planning Group meeting* • Training re: Equity • Re-visit Charter to center People of Color • Identify additional People of Color to participate in Planning Group	*Planning Group meeting* • Training re: Equity • Re-visit Charter to center People of Color • Orientation for additional People of Color to participate in Planning Group	*2 Planning Group meetings* • Integration meeting – Kick-off including additional People of Color. • Charter Meeting: Revise and adopt Charter to Center People of Color	*Planning Group meeting* • Oversight of Work Groups, including Charter. • Input/feedback to Working Groups. • Training Re: Equity.
Community Learning	• Prep and Planning	• Prep and Planning	*2 Working Group meetings* • Orientation, adopt charter. • Input on initial Community Learning sessions options • Research and stakeholder outreach.	*Working Group meeting* • Co-design Community Learning sessions. • Input on initial Community Learning sessions options • Community Learning Session - open to the public.
Ongoing Input	• Communicate with community groups.	• Communicate with community groups.	• Selection of online portal, and establish suggestion box. • Collect and distribute input/feedback from online portal and suggestion box.	• Collect and distribute input/feedback from online portal and suggestion box.

	December	January	February	March
Project Leadership	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Progress Report to City.	• Project planning and coordination • Administration and scheduling • Co-Facilitator prep, monitoring, and QA. • Progress Report to City.
Planning Group	*Planning Group meeting* • Oversight of Work Groups, including Charter. • Input/feedback to Working Groups. • Training Re: Equity.	*Planning Group meeting* • Oversight of Work Groups, including Charter. • Input/feedback to Working Groups. • Training Re: Equity.	*Planning Group meeting* • Oversight of Work Groups, including Charter. • Input/feedback to Working Groups. • Training Re: Equity.	*Planning Group meeting* • Oversight of Work Groups, including Charter. • Input/feedback to Working Groups. • Training Re: Equity.
Community Learning	• Debrief Community Learning Session. • Co-design Community Learning sessions.	*Working Group meetings* • Co-design Community Learning sessions. • Community Learning Session - open to the public.	• Debrief/Co-Design Community Learning Session. • Community Learning Session - open to the public.	• Debrief Community Learning Sessions • Prepare recommendations for ongoing Community Learning
Business & Police Protocols	• 2 Town Hall Meetings – Open to the Public. Provide progress report and collect feedback.	• Prototype draft of protocols for stakeholder feedback.	*Working Group meetings* • Debrief Community Learning Sessions. • Prototype draft of protocols for stakeholder feedback.	• 2 Town Hall Meetings – Open to the Public. Final consensus recommendations and implementation plan.

Project Plan Timeline

	April	May
Project Leadership	• Co-Facilitator prep, monitoring, and QA. • Final Report to City.	• Monitor implementation plans and recommendations.
Planning Group	*Planning Group meeting* • Oversight of Work Groups, including Charter. • Input/feedback to Working Groups. • Training Re: Equity.	• Individual Planning Group members follow-up/monitor adoption of recommendations
Community Learning	*Working Group meeting* • Confer recommendations for ongoing Community Learning • Final meeting.	• Individual Work Group members follow-up/monitor adoption of recommendations.
Business & Police Protocols	*1 Working Group meeting* • Debrief Town Hall Meetings. • Final Work Group meeting.	• Individual Work Group members follow-up/monitor adoption of recommendations.
• **Ongoing Input**	• Collect and distribute input/feedback from online portal and suggestion box. • Communicate final report via online portal and paper copies at suggestion box.	• Community groups follow-up/monitor adoption of recommendations.