



CITY OF KIRKLAND
City Manager's Office
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MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager for External Affairs
Andreana Campbell, Special Projects Coordinator
David Wolbrecht, Communications Program Manager

Date: May 7, 2022

Subject: DRAFT DIVERSITY, EQUITY, INCLUSION, AND BELONGING FIVE-YEAR ROADMAP UPDATE

RECOMMENDATION:

That the City Council review the recommended edits to the draft Diversity, Equity, Inclusion, and Belonging (DEIB) Five-Year Roadmap (Roadmap) that are based on feedback from the community, internal staff survey, and prior Council meetings.

Based on Council direction at the May 17 Study Session, staff will return with a final updated Roadmap for consideration and adoption by Council at a future meeting.

BACKGROUND DISCUSSION:

On August 4, 2020, the City Council adopted Resolution R-5434 to ensure the safety and respect of Black people and dismantle structural racism in Kirkland (Attachment A). Section 3b of R-5434 called for “Contracting for a comprehensive City organizational equity assessment to identify gaps in diversity, equity and inclusion in all areas of City policy, practice and procedures, and to identify proposed actions steps to address these gaps.” The City contracted with Chanin Kelly-Rae Consulting LLC to conduct this assessment, which occurred between January and October 2021. Ms. Kelly-Rae compiled executive summary findings of her diversity, equity, and inclusion gap analysis and recommendations, which she presented for Council review and discussion at the October 19, 2021, City Council Study Session. As part of that work, Ms. Kelly-Rae worked closely with City staff on a preliminary draft DEIB Five-Year Roadmap (Roadmap), which was included in the Council packet materials for the October 19 Study Session and discussed by the Council during its January 4, 2022, Study Session.

After the October 19 Study Session, staff reached out to all the active groups that staff met with on R-5434. Since that time, staff has met with all the groups that responded for feedback on the draft Roadmap, as well as other community groups, including:

- The Right to Breathe Committee
- Eastside Race and Leadership Coalition
- Movement of Advocacy for Youth
- Kirkland Promotoras
- Indivisible Kirkland
- African American Student Advocacy Program (AASAP) – Juanita High School
- Gay Student Alliance (GSA) – Juanita High School
- Kirkland Alliance of Neighborhoods

Additionally, staff posted the Roadmap to the R-5434 landing page and solicited feedback from the general community via various This Week in Kirkland articles, Inclusion Network and R-5434 listserv emails, and social media posts. Staff also received feedback from the Human Services Commission, as well as internal feedback from a request sent to all City staff.

In addition to community and staff input received on the preliminary draft Roadmap, the Council reviewed and provided feedback to staff on the draft Roadmap at its January 4, 2022, Study Session. Some Councilmembers also provided direct feedback to staff outside of the January 4 Study Session.

A synthesis of feedback received from all sources is included in Attachment B.

Below is a summary of major themes from the community, internal staff, and Council.

Major Themes from the Community, Internal Staff, and Council

1. Accountability

This theme related to results and goals of the Roadmap being clear, meaningful, and having performance measures. This included being accountable to the community as well as to the staff across the organization. A subtheme also included an operational element of Council holding the City Manager, directors, and managers accountable for following through on recruiting, hiring, and promoting candidates and employees from diverse backgrounds, especially when it comes to public safety positions.

2. Expanding the Scope for Equity

Council provided direction during the January 4, 2022, meeting to have the focus of the Roadmap be on equity more broadly defined than just on race. This direction generally aligned with the organizational equity gap assessment that included analysis of gender and organizational status in addition to race.

3. Staff Support

This theme related to various aspects of staff support, including ensuring existing and new staff are being heard, prioritized, and provided options for further training around empathy, explicit bias, inclusion, and other DEIB related topics. This theme also included the importance of hiring the City's DEIB Manager to support internal organizational changes. A couple other less prominent subthemes included to document staff's pronouns and creating opportunities for mentorship outside the chain of command.

4. Ongoing Engagement with the Roadmap

This theme related to the City taking the time to implement this Roadmap meaningfully by regularly checking in with the community for feedback and to provide ongoing feedback. This is captured in Objective 15.2 - Ongoing Feedback Process to the Roadmap. The feedback acknowledged the potential need to extend deadlines if necessary to ensure a successful implementation. Lastly, this theme included language access and having the document translated into multiple languages for engagement with various communities of English language learners throughout Kirkland.

5. Decreasing Barriers to Emerging City Leaders

There was a clear emphasis from the Council on removing barriers to entry for community members to run and serve on City Council, as well as serve on Boards and Commissions. A few options raised were to continue hybrid or virtual meetings, begin paying stipends, and offering childcare. The Council also expressed the importance of encouraging more diversity on future Boards and Commissions, as they tend to be a major part of the civic pipeline which feeds potential City Council candidates.

Structural Updates to the Roadmap

Based on community, staff, and Council feedback, the updated Roadmap for the May 17 Study Session incorporates the following structural updates:

- **Document Purpose**
Staff drafted a purpose statement to help convey the intent of the Roadmap document. One key theme for the purpose statement is that the Roadmap objectives are intentionally high level and do not generally include specific details.
- **Definitions**
Staff also drafted a section to provide definitions of some terminology used throughout the Roadmap. One definition that staff included was for "Marginalized Communities," intended to encompass various demographic categories of community members that have been historically underrepresented in civic life. The inclusion of this term was intended to be responsive to Council's direction to have the Roadmap focus on equity across various demographic categories beyond race.

Staff would like to highlight that the term "marginalized" in this context is staff's understanding of best practice at this time and is the term recommended by the City's consultant for the equity gap assessment. Other terms that have been used in similar contexts in government, academic, and professional settings include "underrepresented" and "underprivileged." However, there does not appear to be consensus on a preferred or otherwise best practice term based on staff's research. As such, staff is proposing the use of "marginalized" but welcomes Council and community feedback. Staff will also seek guidance from the forthcoming DEIB Manager on this topic.
- **Headers for each objective**
Just as the six goal areas of the Roadmap serve as the descriptor for each of the 18 goals, the headers act as a descriptor for each of the 67 objectives. These headers allow the reader more insight into the larger subcategories of the goals as well as snapshot of the information contained in the objective.
- **Two-Page Summary**
Staff will be creating an initial draft two-page summary of the Roadmap and will have a draft ready for Council review at the May 17 Study Session. This document is intended to give community members a brief but substantial overview of the City's DEIB goals over the next five years.
- **Acknowledgement Page**
Similar to other Master Plans, Neighborhood Plans, and Strategic Plans used across City departments, staff will prepare an Acknowledgement Page expressing gratitude to those groups, organizations, and individuals that have contributed to the creation of the Roadmap. This page will be included in the next version of the Roadmap.

Recommended Edits

Based on the feedback mentioned above, staff have incorporated edits to the Roadmap in tracked changes for Council's discussion (Attachment C). A clean version of the Roadmap with all track changes "accepted" is included as Attachment D.

In general, staff incorporated community and staff feedback that aligned with either the existing policy position of the City or the intended direction of the Roadmap objective within its draft scope. Some feedback provided by the community, staff, and/or Council was not immediately incorporated by staff if it

was inconsistent with existing policy or – more commonly – expanded the scope of an objective or proposed to create a new objective. Staff have highlighted three such policy decisions below for Council direction during the Study Session:

Housing Objective

Some community members and some Councilmembers suggested the addition of an attainable/affordable housing objective. The City's Housing Strategy Plan and Sustainability Master Plan both contain several goals and actions related to affordable housing in the city. **Does the Council think an objective in the Roadmap is needed for attainable/affordable housing?**

Equity Cabinet

Like a housing objective, some community members and some Councilmembers suggested the addition an "Equity Cabinet" as an additional objective. Although the definition somewhat varies, the general idea of an Equity Cabinet would either: be an advisory board like the City's current Boards and Commissions; be a standing group of community members utilized for various planning and outreach efforts; or an ad hoc entity created for various planning and outreach efforts (e.g. consisting of new members for each effort). **Does the Council want to proceed with adding an Equity Cabinet objective?**

Youth Focused Objective

Finally, some community members and some Councilmembers suggested the adding a youth-focused objective. **Does the Council want an objective centered on youth to be included in the Roadmap?**

NEXT STEPS

Staff seek Council direction on the questions mentioned above and copied here, as well as the other proposed edits:

- Does the Council think an objective in the Roadmap is needed for attainable/affordable housing?
- Does the Council want to proceed with adding an Equity Cabinet objective?
- Does the Council want an objective centered on youth to be included in the Roadmap?
- Does the Council concur with the proposed edits to the Roadmap?
- Does the Council have additional suggestions or edits for the Roadmap?

Based on Council's direction at the May 17 Study Session, staff will return to a future meeting with an updated Roadmap for Council's consideration.

Staff will complete the hiring process of the DEIB Manager, anticipated to be complete in May. Among the first assignments for the DEIB Manager will be to become familiar with the DEIB 5-Year Roadmap, including viewing prior Council discussion on it from the October 19, 2021 and January 4, 2022 Council meetings. Staff will include any updates to the Roadmap based on the DEIB Manager's feedback when the Roadmap is presented for final adoption this summer. The Roadmap will be a "living document" that will be updated both on a regular cycle and "as needed" when new issues are identified.

Attachment A: Resolution R-5434

Attachment B: Synthesized Feedback on Draft Diversity, Equity, Inclusion, and Belonging Five-Year Roadmap

Attachment C: Draft Diversity, Equity, Inclusion, and Belonging Five-Year Roadmap (legislative edits)
Attachment D: Draft Diversity, Equity, Inclusion, and Belonging Five-Year Roadmap (clean)

RESOLUTION R-5434

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AFFIRMING THAT BLACK LIVES MATTER AND APPROVING THE FRAMEWORK FOR KIRKLAND TO BECOME A SAFE, INCLUSIVE AND WELCOMING COMMUNITY THROUGH ACTIONS TO IMPROVE THE SAFETY AND RESPECT OF BLACK PEOPLE IN KIRKLAND AND END STRUCTURAL RACISM BY PARTNERING WITH THOSE MOST AFFECTED

1 WHEREAS, On February 21, 2017 the City Council adopted
2 Resolution R-5240 declaring Kirkland a Safe, Inclusive and Welcoming
3 Community for all people; and

4
5 WHEREAS, following adoption of Resolution R-5240, the City has
6 taken many budgetary and policy actions to make progress towards this
7 goal but recognizes there is still much more to be done to achieve
8 equity, justice and inclusion for everyone; and

9
10 WHEREAS, since the tragic killing of George Floyd by a police
11 officer on May 25, 2020 in Minneapolis, Minnesota, there have been
12 dozens of protests, marches and rallies in Kirkland calling for an end to
13 structural racism and for the City to demonstrate that Black lives matter;
14 and

15
16 WHEREAS, at the June 16, 2020 City Council meeting, the
17 Council issued a formal statement to the community on issues of
18 structural racism and injustice and requested that the City Manager
19 develop "a framework for a citywide response to the issues of bias and
20 racism towards our Black and brown community members" to be
21 presented at the July 7, 2020 Council meeting; and

22
23 WHEREAS, the June 16 statement also asked the City Manager
24 to bring to the July 7, 2020 Council meeting "a request for necessary
25 resources for early implementation actions and community-wide
26 conversations on these critical topics"; and

27
28 WHEREAS, the Eastside Race and Leadership Coalition has for
29 several years brought together local stakeholders from across the
30 community in pursuit of a vision in which the diversity of leaders in local
31 government, social service and non-profit organizations, commerce and
32 education sectors reflect those living in the communities, and that the
33 decisions they make respect the cultural and social differences of those
34 living, working, learning and growing in these communities and
35 eliminate barriers that would otherwise keep them from achieving their
36 fullest potential; and

37

38 WHEREAS, several notable Black leaders from the Eastside Race
39 and Leadership Coalition formed a group called the Right to Breathe
40 Committee, and since June 12, 2020 have been engaging the City in
41 discussions and have called upon the City to abolish systemic Anti-
42 Blackness to ensure equal justice, provide oversight and accountability
43 through equitable shared decision-making that embodies the phrase
44 "nothing about us without us", and de-escalate encounters involving
45 people enforcing laws and rules against Black people; and
46

47 WHEREAS, community members have encouraged the City to
48 evaluate police policies against the national Campaign Zero's "8 Can't
49 Wait" campaign to end police violence, and to commit to President
50 Barack Obama's four part "Mayor's Pledge", which includes: reviewing
51 the City's police use of force policies; engaging the Kirkland community
52 by including a diverse range of input, experiences, and stories in the
53 review; reporting the findings of the review to the community and
54 seeking feedback; and reforming the City's police use of force policies;
55

56 WHEREAS, this resolution incorporates elements of the "8 Can't
57 Wait" and "Mayor's Pledge" initiatives and is also intended to create a
58 path to progress on the goals of community stakeholders seeking
59 change;

60 NOW, THEREFORE, be it resolved by the City Council of the City
61 of Kirkland as follows:

62 Section 1. The City Manager is hereby directed to develop
63 Transparency strategies to allow the community and the Council to
64 understand how the City as an organization is performing. These
65 strategies shall include but are not limited to:

- 66 a. Developing a police "use of force" public dashboard;
- 67 b. Evaluating enhancements to the existing police dashboard
68 that help guard against bias in police action;
- 69 c. Developing a School Resource Officer public dashboard;
- 70 d. Developing a Human Resources public dashboard;
- 71 e. Developing a Human Services public dashboard; and
- 72 f. Other strategies identified by the community and the
73 Council.

74 Section 2. The City Manager is further directed to develop
75 Accountability strategies to allow the community and the Council to
76 understand the City's current police use of force policies and identify
77 possible changes to such policies. These strategies shall include but are
78 not limited to:

- 79 a. "8 Can't Wait" police use of force policy review;
- 80 b. Contracting for third party policy use of force review and use
81 of force data evaluation and analysis;
- 82 c. Structured Council use of force policy and data deliberations;
- 83 d. Evaluating options for independent civilian oversight of
84 police use of force.
- 85 e. Developing a police body camera pilot program; and
- 86 f. Review of national best practices for alternatives to police for

90 serving those experiencing homelessness, behavioral health
91 issues, drug addiction and other community challenges.
92

93 **Section 3.** The City Manager is further directed to develop
94 further Accountability strategies to allow the community and the Council
95 to understand and identify possible changes to other City organizational
96 structures, programs, and policies. These strategies shall include but
97 are not limited to:

- 98 a. Evaluating implementation of a community court to reduce
99 disproportional impacts on traditionally marginalized
100 populations;
- 101 b. Contracting for a comprehensive City organizational equity
102 assessment to identify gaps in diversity, equity and inclusion
103 in all areas of City policy, practice and procedure, and to
104 identify proposed actions steps to address these gaps;
- 105 c. Conducting a comprehensive review of City procurement and
106 contracting processes and documents to eliminate barriers
107 for disadvantaged businesses enterprises to compete for City
108 projects;
- 109 d. Evaluating whether public art, public symbols, special events
110 and City programming in Kirkland are welcoming to all
111 community members;
- 112 e. Expanding the diversity of public art, symbols, events and
113 programming to be more inclusive; and
- 114 f. Other strategies identified by the community and the
115 Council.

116
117 **Section 4.** The City Manager is further directed to develop
118 Community Engagement strategies to facilitate citywide conversations
119 about structural racism and policy and program solutions. These
120 strategies shall include but are not limited to:

- 121 a. Community engagement process centered around Black
122 people;
- 123 b. Targeted additional stakeholder engagement including
124 Indigenous people and people of color, with a focus on
125 including intersectional voices;
- 126 c. Town Halls, virtual meetings and small group discussion;
- 127 d. Surveys, mailers and social media campaigns;
- 128 e. Council retreat and public hearings; and
- 129 f. Other strategies identified by the community and the
130 Council.

131
132 **Section 5.** The City Manager is further directed to develop
133 Funding strategies to implement the entire framework set forth in this
134 resolution. These strategies shall include but are not limited to:

- 135 a. Funding an outside review of police use of force;
- 136 b. Funding a body camera pilot project;
- 137 c. Funding community engagement strategies;
- 138 d. Reserving additional funding to implement ideas from
139 community engagement, a national best practices review,
140 and the equity assessment; and
- 141 e. Meeting other funding needs identified by the community

142 and the Council.

143

144 Section 6. The City Manager is hereby directed to return to the
145 Council by August 4, 2020 with funding recommendations for Council
146 authorization to implement the elements of the framework resolution.

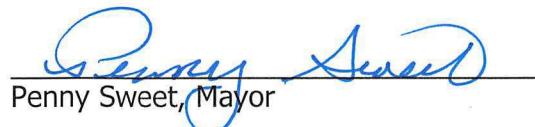
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148

149 Passed by majority vote of the Kirkland City Council in open
150 meeting this 4 day of August, 2020.

151

152 Signed in authentication thereof this 4 day of August, 2020.


Penny Sweet, Mayor

Attest:


Kathi Anderson, City Clerk

Synthesized Feedback on Draft Diversity, Equity, Inclusion, and Belonging Five-Year Roadmap:

Received feedback from:

- Kirkland City Councilmembers
- City of Kirkland employees
- Community members at-large
- The Right to Breathe Committee
- Eastside Race and Leadership Coalition
- Movement of Advocacy for Youth
- Kirkland Promotoras
- Indivisible Kirkland
- African American Student Advocacy Program (AASAP) – Juanita High School
- Gay Student Alliance (GSA) – Juanita High School
- Kirkland Alliance of Neighborhoods
- Human Services Commission

Themes Presented in the Feedback:

Major themes seen in the feedback were equity as it relates to Boards, Commissions, and the Council, equity in the workplace, and equity in the Community. One broader theme was wanting to see action and measurable outcomes. There was a large emphasis on making sure the City gathers data and reports on the progress of the Roadmap's objectives.

- Boards, Commissions, and the Council
 - o Emphasis on removing barriers to entry to run and serve on City Council, as well as serve on Boards and Commissions. A few options raised were to continue hybrid or virtual meetings, begin paying stipends, and offer childcare. There were also themes around encouraging more diversity by building out the civic pipeline by providing the benefits listed above as it might allow community member to "see" themselves as Councilmembers, and/or Board members and Commissioners.
- Support for equity in the workplace
 - o Emphasis on holding leadership accountable whether it's to fulfill diversity hiring goals, ensure staff are being heard, prioritized, and provided options for more training around empathy, implicit bias, and inclusion.
- Equity in the Community
 - o Emphasis on housing affordability and accessibility. A focus on continual community feedback on the roadmap as being of the utmost importance especially as this is a living document that will continue to change and improve. Relatedly, was the emphasis on including the creation of intentional channels of communication and outreach, building partnerships, and fostering relationships within the community.

Specific goal areas and feedback on objectives

I. Leadership, Operations, and Services

Leadership at all levels of the government contribute to the internal organizational culture as being rooted in diversity, equity, inclusion, and belonging

- 1.1 ORGANIZATIONAL POLICY STATEMENT

- Create a shared understanding of “structural racism”
- Equality based

- 1.2 NEW HIRE MATERIALS

- Policy guidance on LGBTQ inclusive practices at work, such as guidance for employees to use preferred names and pronouns and HR to document the preferred pronouns/use them in distributed documentations (or goal III objective 9.4)
- Addition of external communications, board and commission work plans and related materials
- Not race all the time
- Keep the roadmap focused on bettering the lives of Black people. When you help the lives of those furthest from justice, you help all lives.

- 1.3 DIVERSITY, EQUITY, INCLUSION, AND BELONGING MANAGER

- Top priority to hire this position soon
- Don’t make this job about finding racism in Kirkland
- Extensive hiring process that includes a diverse hiring panel
- Mentions internal and with community groups, what about the public at large?

- 1.4 DIVERSITY SERVICES TEAM

- Diversity Services Team to work in partnership with Human Services
- “Art and décor” should be a separate objective and add within it to examine our current art for microaggressions, cultural appropriation, etc. Give the public a chance to let us know if they are seeing something the City is not.
- Best practices for supporting staff of color

- 1.5 PERFORMANCE MEASURES

- Requires measurable and quantifiable goals

City services are accessible, inclusive, equitable, and responsive to community input

- 2.1 OMBUD PROGRAM

- Expand objective beyond KPD
- Routine follow up on public comments made at Council meetings
- Focuses on public complaints about personnel, what about other types of complaints about programs and services related to DEIB?

- Must be able to do more than just say “in policy” or not “in policy. Should be able to make value judgements on whether the action was wrong and also propose rule and policy changes.
- 2.2 COMMUNITY RESPONDER PROGRAM
 - Mention our intention of siting a crisis stabilization center, landing zones, collaboration with NORCOM
- 2.3 PARK USAGE GUIDELINES AND PROCEDURES
 - Include the more equitable approach to signing up for recreational programs
 - Examine existing programs and services
- 2.4 SCHOOL RESOURCE OFFICER PROGRAM EVALUATION
 - Collaborate with Lake Washington School District
 - Recenter black voices as “meet varied community interests” is not equity.
 - Need clarity around why these changes are recommended
 - Include student opinions
- 2.5 COMMUNITY COURT PILOT PROGRAM

Kirkland is a trusted regional partner and leader in racial and social equity initiatives

- 3.1 REGIONAL COORDINATION
 - Meaningful/measurable results
 - How will the City engage with new groups?
- 3.2 SUPPORT NATIONAL RACIAL JUSTICE INITIATIVES
- 3.3 WELCOMING AMERICA CERTIFICATION
 - Outline the benefit beyond showing the City’s commitment
 - In addition to Community Business Organizations (CBOs), partner with human services providers, small businesses, arts community, events, and public engagement
- 3.4 HOUGHTON COMMUNITY COUNCIL
- 3.5 NATIVE HISTORY DOCUMENT AND LAND ACKNOWLEDGEMENT
 - Consider where we can give back land, rename public parks and other land
 - Involve tribes earlier in the planning process in projects involving water resources
 - Protect natural resources that are being utilized by local tribes under their tribal treaty rights

II. Plans, Policies, and Budgets

Department and agency business plans, including line of business and other planning processes, include analyses of equity impacts from their operations, services, and programs.

- 4.1 EQUITY IMPACT ASSESSMENT TOOL

- How will we measure the success of it and its assistance to Council's decision making?
 - Initial kick-off is important, who will oversee this?
 - Scope is unclear
- 4.2 COMPREHENSIVE PLAN AND OTHER LONG-RANGE PLANNING PROCESSES
- 4.3 EMERGENCY PLANNING

- Very important for the City to prioritize providing public health related resources to underrepresented communities, including emergency management related resources such as shelter availability, protective masks and other related items.
- Underrepresented community members tend to not be in the loop as much during times of crisis and need, and that the City needs to make sure its communications and resource delivery systems are highly functional and ready to go when needed.

Equity and social justice initiatives are synchronized across City departments and with other government entities, such as County, State, and Federal

- 5.1 KING COUNTY: LEAD WITH RACE PROCESS
- Expand on what it means to “lead with race”
 - Add intersectional identities
- 5.2 CITY WORK PROGRAM
- 5.3 2021 LEGISLATION IMPLEMENTATION
- Include implementation of legislative action around human services and fire department staff

Financial decisions include equity impact assessments and considerations

- 6.1 BIENNIAL BUDGET PROCESS
- 6.2 PERSONNEL FUNDING IMPACT ANALYSIS

III. Workplace & Workforce

The workplace culture is one of empathy, respect, and engagement with social and racial equity issues

- Add “trust” to this goal
- 7.1 EMPLOYEE FEEDBACK PROGRAM
- Do this work by creating safe spaces by race (and gender, LGBTQIA+), such as with community conversations
- 7.2 SUPERVISOR TRAINING

- 7.3 ENHANCEMENT OF EXISTING TRAINING
 - Provide ongoing trainings around cultural competence, empathy, implicit bias, inclusion, communication, and self-awareness
 - Include Councilmembers, Boards and Commissions, Neighborhood Associations, and Ad Hoc working groups in these trainings
 - Include businesses and provide recognition that they completed it (mentioned was a sticker in their window)
 - Is “cultural competence” politically correct?

- 7.4 360 DEGREE FEEDBACK REVIEWS
 - Tie in the satisfaction survey mentioned in objective 7.1

- 7.5 ORGANIZATIONAL CONFLICT MANAGEMENT PROGRAM
 - Contract with a third party to create an anonymous intake option for staff concerns and provide an “ethics hotline” that staff can call with questions

Employee knowledge and talent is intentionally developed through training, coaching, and mentoring

- 8.1 EMPLOYEE DEVELOPMENT PLANS
 - Addition of mentorship outside of the chain of command

- 8.2 CAREER PATH DEVELOPMENT

- 8.3 ATTRITION ANALYSIS
 - Review rejected applications to make sure the reason wasn’t inadvertently or advertently rooted in discriminatory hiring practices/blind spots (or 9.4)
 - Not just what data the City collects, but how the City does it is important.

Talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels

- 9.1 HIRING PANEL GUIDELINES
 - Consider adding a civilian to the hiring panel/process
 - Does this mean we'll look past promoting from within if we have a great internal candidate? Or does it mean we'll work on updating our policies and procedures?
 - Doesn't go far enough to reduce the burden on underrepresented employees
 - Same holds true for promotion decisions.
 - Explore intentionally inclusive recruiting/hiring processes, such as Microsoft's neurodiversity hiring program

- 9.2 DEIB INTERVIEW QUESTION REQUIREMENT
- 9.3 PUBLIC SAFETY RECRUITMENT
 - Deeper vetting process of new police hires
 - Build in accountability/consequences for reaching/not reaching the roadmap goals around hiring, retention, and promotions such as compensation bonuses for City leadership for meeting diversity goals; include intersectionality to hiring goals
 - Add LGBTQIA+ and people with disabilities
- 9.4 DIVERSITY HIRING AND TRACKING SOFTWARE
 - Prioritize BIPOC hires
 - Policy guidance on LGBTQ inclusive practices at work, such as guidance for employees to use preferred names and pronouns and HR to document the preferred pronouns/use them in distributed documentations (or goal I objective 1.2)
 - Confirm identities are self-reported

IV. Community Partnerships

The City's equity and social justice values and policies are expressed in contracts and other agreements

- 10.1 EQUITY IN CONTRACTING POLICY AND PROGRAM
 - I-200 holds the City back from set-asides: Add language for us to advocate/support legislation to allow us to have additional abilities to support these businesses in the future
- 10.2 FUNDING COMMUNITY BUILDING ACTIVITIES
 - Funds should go toward organizers and events that tend to be marginalized in our community, amplify the diversity with these grants
- 10.3 SHARED APPLICATION FOR HUMAN SERVICES
 - Simplify grant application process for community orgs that serve Kirkland residents, Community-Based Organizations (CBOs), and small nonprofits
 - Expand opportunities for Human Services funding
 - Include follow up reporting and a simplified process for smaller agencies
 - Help with or alleviate from data reporting for smaller nonprofits and CBOs

City partnerships with community-based organizations contribute to building their internal equity practices and capacities

- 11.1 TECHNICAL ASSISTANCE TO BUSINESSES
- 11.2 COMMUNITY GROUP TRAINING

- Must go hand in hand with underrepresented groups otherwise it's similar to white people telling POC how to "do government"
 - Include youth participants, partner with schools, and organizations that serve BIPOC students, students with disabilities, LGBTQIA+ students, etc.
- 11.3 DIVERSITY REPRESENTATION ON NEIGHBORHOOD ASSOCIATION BOARDS AND GENERAL MEMBERSHIP
- Neighborhood associations seem to uphold a current system of power and access – are they necessary to maintain?
 - Provide examples of what this might look like

On-going relationships, both contractual and informal, contribute to a continual improvement of City services to better meet the needs of all Kirkland community members

- 12.1 RELATIONSHIP BUILDING WITH COMMUNITY GROUPS
 - Create relationships with groups without an end goal of knowledge or feedback from them, and compensate if we do ask for those things (and goal VI objective 16.2)
 - What types of community groups?
 - How can the City connect with individuals who may not be part of these groups?
- 12.2 COALITION AGAINST HATE AND BIAS
- 12.3 DIVERSITY ON BOARDS AND COMMISSIONS
 - Not enough to emphasize diversity of B&Cs (Council pipeline), need to develop talent; Implement candidate generation strategist
 - Stipend, childcare, other benefits (applies to Council as well)
 - Look at Sound Cities' governing in racial equity efforts for guidance
 - Encourage public input and engagement with Boards and Commissions
- 12.4 EQUITABLE AND WELCOMING THIRD PLACES
 - Include examples of third places
 - What related policy can/should the City consider if businesses are creating hostile environments for community members?
 - Leverage existing third places like Fire Station meeting rooms, and promote the existence of all City-owned facilities with public meeting rooms
 - City Parks are an excellent place for City leadership to meet with members of the community in situations that don't immediately involve policy feedback. This is a 3rd place capacity building strategy.

The City can effectively communicate with limited English proficiency¹

- 13.1 CITYWIDE LANGUAGE ACCESS
 - Provide recreational program information and classes in other languages
 - Provide community events with translators available
 - Ensure the translator is a native speaker
 - Should we accommodate inclusion of community members who are deaf and blind?
- 13.2 TITLE VI VITAL DOCUMENT TANSLATION
- 13.3 EMPLOYEE BILINGUAL PAY PROGRAM
 - Why a pay boost and not part of the hiring process? Why 5%? Language skill does not qualify someone to do technical translation
 - Extend this program across departments

V. Communications & Education

Community member engagement with City services and opportunities embodies values of equity, inclusion, and belonging

- 14.1 CROSS DEPARTMENTAL OUTREACH AND ENGAGEMENT
- 14.2 CIVIC ACCELERATOR PROGRAM
 - Explain how this differs from other outreach methods and community group training (objective 11.2)
 - Leverage to develop future leaders
- 14.3 DEIB INTEGRATION INTO COMMUNITY MEETINGS

City initiatives are clearly communicated and foster effective dialogue between both internal and external stakeholders

- 15.1 CULTURALLY COMPETENT COMMUNICATION PLANS
 - Focus more on engaging through social media
 - Is “culturally competent” politically correct?
- 15.2 ONGOING FEEDBACK PROCESS TO THE ROADMAP
 - Include input from Boards and Commissions as appropriate
- 15.3 CULTURALLY EFFECTIVE OUTREACH METHODS

¹ Community feedback suggests this term implies there are limitations on individuals whose primary language is something other than English. Staff is recommending English language learner

- Adjust our outreach style to get feedback from the most impacted community members (also applies to 15.4)
 - What does “culturally sensitive and effective methods” mean?
 - Who receives the training?
- 15.4 PROACTIVE COMMUNITY ENGAGEMENT NETWORK
 - Develop more intentional channels of communication and cultivate an open invitation to youth through clubs and organizations
 - How does this differ from the diversity cabinet?
 - Should also be compensated for input (see objective 16.2)
- 15.5 HOST, SPONSOR, AND SUPPORT DEIB LEANING OPPORTUNITIES
- 15.6 CLOSING THE PARTICIPATION GAP
 - How does this differ from third places?
- 15.7 DEIB DASHBOARDS
 - Use of force – ensure progress is being tracked

VI. Facility & System Improvements

The City's Capital Improvement Program includes clear strategies to advance equity, which are informed by underserved communities

- 16.1 CIP FEEDBAK AND PARTICIPATION PLAN
- 16.2 COMMUNITY PARTICIPATION COMPENSATION POLICY
 - Create relationships with groups without an end goal of knowledge or feedback from them, and compensate if we do ask for those things (also see goal IV objective 12.1)
 - How can Council and Boards and Commissions participate with the community feedback process.
 - Be clear that “renters” means “low to moderate income renters”
- 16.3 BODY WORN CAMERA PILOT PROGRAM
 - Update messaging – based on old data

Capital Improvement projects are mindful of historically underserved areas and seek to remedy any existing inequities

- 17.1 STARDIZED DATA SOURCES
- 17.2 EQUITY IMPACT ASSESSMENT FOR THE CIP
 - Tie into ADA plan
- 17.3 EQUITY ANALYSIS IN THE CITY'S PLANNING DOCUMENTS AND PROCESSES

- Provide language for facilities about guaranteeing access to gender neutral bathrooms

Anticipate facility needs related to issues from climate change, future pandemics, and other large-scale events, with an emphasis on meeting the needs of disproportionately vulnerable communities

- 18.1 COOLING AND WARMING CENTER ACTIVATION
 - Provide transportation to/from heating and cooling centers
- 18.2 MAINTAINING AND ENHANCING THE CITY'S INFRASTRUCTURE
 - Include an option for blind or low vision constituents
- 18.3 MAINTAINING AND EXPANDING OPPORTUNITIES TO INTERNET ACCESS

Broader Roadmap Focus Feedback:

- PRIORITIES OUTSIDE OF EXISTING OBJECTIVES
 - Create a diverse equity cabinet (racial, financial, age, sex, homeowner/renter)
 - Work toward accomplishing these goals and saying “we accomplished what we set out to do”
 - Provide opportunities for people to create their own affinity groups
 - Include a value statement
 - Include an objective of environmental Justice
 - Include an objective around youth
 - Include an objective of affordable Housing/socioeconomic diversity, and accessibility to homeownership
 - Conduct regional research for removing barriers to entry for Council
 - Address the history of racially-based exclusionary housing covenants and zoning in the City of Kirkland that have created greater opportunities for generational wealth created by home ownership for white families and individuals than for BIPOC families and individuals.
 - Ensure that Kirkland renters are able to stay housed without discrimination and retaliation, by exploring tenant protections related to equity, to address gaps such as social security number requirements, inflexibility of rent due dates for those on a fixed income, and children and those with disabilities being forced to sign leases where the tenant of record is already a signatory. Note that these are different from the affordability-specific tenant protections that ARCH is recommending cities adopt.
 - Establish a sufficiently empowered civilian body for police oversight
 - Acknowledge the role and contributions on people of color in civic life.
 - Create a values section at the beginning that emphasizes WHY we are doing this.
 - Acknowledge loss that comes from these changes
 - Acknowledge the contributions of people of color to the process and the documents themselves in presentations and the documents.

- Equity analysis is used throughout the document. Equity = Shared ownership. So the equity analysis needs to include those partners.
 - All digital information needs to be “screen readable” -- easy to understand -- and that information needs to be presented to everyone with “equal standing.”
 - The critical importance of providing multiple language options and making sure that information was provided in physical documents in public spaces.
 - Physical signs including the message of belonging are very important.
 - Youth programs are an essential part of building a welcoming community.
 - City of Bellevue’s youth program effectively integrates students with City projects interactively.
 - Students should be able to come into City Hall and work on real projects and feel connect to the City.
 - Connect with the school district to find additional ways to provide these types of opportunities. Tap into the school districts communication program to make students more aware of City outreach efforts so they can be more involved with the City’s engagement strategies.
- CONCERN/GAPS OF EXISTING OBJECTIVES AND GOAL AREAS
- Highlight/acknowledge a deeper internal equity reflection with clear action items as a high-priority next step and outline a plan for it.
 - Roadmap is not as comprehensive with external facing objectives as it is with internal facing objectives (examples: evaluate recreation classes the City offers/doesn’t offer, provide neurodiversity training for ALL, evaluate our low-income support programs – trash services)
 - Make these objectives about the whole community, not just focused on one race or one underrepresented group
 - Need more objectives around policing, and racism and anti-racist work.
 - Disconnect between this document’s effects inside City Hall vs. the community – more to do with internal than external
 - Gap analysis uncovered dissatisfaction within the City workforce, especially around POC feeling bullied by their supervisors
 - Black community members’ and students’ concerns for SROs.
 - Quarterly open houses
 - Rapid and robust response plan to incidents in the community such as hate crimes
 - Be realistic with the proposed timeline for objectives and extend it to do get feedback and implement this well
- MISC.
- How does the City plan to monitor implementation and track progress?
 - Categorize objectives into bigger v smaller lifts and prioritize major impacts
 - Expand definition of equity
 - More direct language: replace "should," "shall," and "cans" with "wills" and "musts"
 - Stop the DEIB work and solve “real” problems
 - Don't use the term "limited English proficiency"

- Add a “what’s next” section to the roadmap and plan for what’s needed to revise the roadmap including equity assessment to do a comprehensive analysis of the City’s programs, could include policy discussions (housing reparations, rename/gift park space back to native people)
- Tailor recruitment strategies specific to public safety, city staff, boards and commissions
- Ask for community feedback on the Spanish translation of the Roadmap
- Create a better visual/graphic representations for each of the action items. Something that says “Value/Problem statement” and then solution/action and how it addresses it.

CITY OF KIRKLAND DIVERSITY, EQUITY, INCLUSION, AND BELONGING FIVE YEAR ROADMAP

DRAFT

PURPOSE

The use of the term “roadmap” for this document is intentional. As stated in Objective 1.5, “[e]mbarking on a commitment to an enterprise-wide culture of diversity, equity, inclusion, and belonging is a journey.” This Roadmap can be seen as a “map of the territory” for where the City will travel as it embarks on an intentional and focused path of DEIB work.

This Roadmap sets forth many objectives for the City to achieve over the coming years. Each objective can be thought of as a milestone on the City’s DEIB journey. Many of the objectives influence all departments across the organization, while other objectives are narrowly focused on particular programs, processes, or practices.

By design, the Roadmap does not define the exact path the City will travel to arrive at the objective. DEIB work is rarely technical, with clear answers and steps to success. Often, meaningful DEIB work challenges assumptions, calls for new ways of thinking, and relies on collaboration for lasting change. This Roadmap articulates an intentional map for deep and thorough change. It defines a robust work program that will manifest over several years and will help shape Kirkland’s future. Although expansive, this journey of what feels like a thousand miles – like all such journeys – begins with a single step.

VISION

(draft language forthcoming)

DEFINITIONS

Diversity, Equity, Inclusion, and Belonging

In the work of DEIB, there are various definitions for diversity, equity, inclusion, and belonging (DEIB). For the purposes of the City’s work in DEIB – both through outcomes derived from the 5-Year Roadmap and work outside of the Roadmap’s scope – the City will use the DEIB definitions from the Association of Washington Cities Equity Resource Guide:

Diversity

Diversity refers to the state of being different. Specifically, how a group of people differ from one another rather than how they are similar to one another. Diverse groups can vary in race, age, ethnicity, nationality, language, religion, gender identity, sexual orientation, physical/mental ability, socioeconomic status, and more. It is important to note that an individual person is not diverse, only groups of people can be diverse.

Equity

Equity is defined by the Washington State Office of Equity as the process of developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to those who have been historically and currently marginalized. Equity-centered practices thus give considerable attention and resources to low-income and Black, Indigenous, and People of Color (BIPOC) communities.

Inclusion

Inclusion means to intentionally collaborate with people from all backgrounds. It means putting aside any biases, learning who is excluded, and proactively reaching out to invite them into the group.

Belonging (heading added)

Inclusive communities create a culture of belonging for all and look for opportunities to invite and welcome

everyone. The key to creating a sense of belonging is empathy—it requires desire, work, and a willingness to put yourself in someone else's shoes to understand them.

Marginalized Communities

Kirkland includes a diversity of community members who share a common interest in Kirkland being the best place to live, work, play, pray, and learn. Black, Indigenous, and people of color (BIPOC); immigrants and refugees; English language learners; LGBTQIA+ people; renters; people of lower income; people with disabilities; older adults; youth – Kirkland community members who identify as one or more of these demographic categories have valuable perspectives, lived experiences, and insights that strengthens Kirkland's civic life.

Historically, the processes and practices of the City of Kirkland government have contributed to challenges in many communities in Kirkland to feel welcome and that they belong. Several of the objectives in the Roadmap are intended to identify and dismantle systemic barriers to meaningful inclusion of community members who identify as one or more of the above demographic categories. The Roadmap includes use of the term "marginalized communities", "marginalized community", and "marginalized community member" to describe the above communities – and others – who have historically been marginalized from full participation in civic life, specifically regarding public participation with City government.

HOW THIS DOCUMENT IS STRUCTURED

This Diversity, Equity, Inclusion, and Belonging (DEIB) Five Year Roadmap is organized around 6 Goal Areas:

- I. Leadership, Operations, and Services
- II. Plans, Policies, and Budgets
- III. Workplace & Workforce
- IV. Community Partnerships
- V. Communications & Education
- VI. Facility & System Improvements

Each **Goal Area** has multiple **Goals**, each of which have two or more **Objectives**. Each Objective has an identified **Next Action**, which includes the responsible department(s), a deliverable, and a due date. The due date includes both a quarter of the year (for example, Q1 is January through March) and the year. The formatting for this structure is as follows:

1. Goal.

1.1 Objective.

→ *Next Action.*

Goal Area I

LEADERSHIP, OPERATIONS, AND SERVICES

OVERVIEW

The Leadership, Operations, and Services goal area identifies pro-equity practices and systems at all levels of the organization through accountable leadership and employees who are change agents. It recognizes the influence of day-to-day operations in shaping the equitable access to City services. This area also accounts for the City as an organization as it positions itself as a leader and collaborator in the region.

GOALS

1. Leadership at all levels of the government contribute to the internal organizational culture as being rooted in diversity, equity, inclusion, and belonging (DEIB).

1.1 Organizational Policy Statement

Formal policy statements and other legislation that center racial equity help demonstrate the City's commitment to ~~diversity, equity, inclusion, and belonging~~ DEIB and provides clear direction to staff about the importance of this work. The City ~~should therefore~~will adopt a policy statement on racial equity, including a definition of racism to include four interconnected types: interpersonal, institutional, structural, and internalized. This expanded definition and shared understanding will assist leaders at all levels of the organization in approaching our work holistically and from a common ground of understanding.

→ *The City Manager will provide options to the Council on policy approaches in Q~~3~~4 2022.*

1.2 DEIB Communications

Communicating the City's values and priority around ~~diversity, equity, inclusion, and belonging~~ (DEIB) at all levels of the organization contributes to a culture rooted in welcoming and belonging. As such, staff ~~shall~~will infuse strong leadership message(s) on DEIB into the City website, marketing materials, all employee job descriptions, job applications, job advertisements, Board and Commissions and volunteer materials, interview questions, employee orientation materials, routine messages from the City Manager, Directors, and managers, and other opportunities.

→ *CMO and the Leadership Team, in coordination with HR, will develop new hire materials in Q~~3~~2 2022.*

1.3 Diversity, Equity, Inclusion, and Belonging Manager

Sustained efforts of furthering ~~diversity, equity, inclusion, and belonging~~ (DEIB) goals, including the implementation of this plan, require dedicated staff. To help further this plan, this staff resource ~~can~~will strengthen strategic relationships within the organization and between the City~~,~~and community groups~~,~~and the public at large. Therefore, the City will hire a Diversity, Equity, Inclusion, and Belonging Manager to guide implementation of this plan, conduct on-going internal DEIB review, support community relations, and advise City Council and leadership on matters related to DEIB.

→ *CMO will oversee hiring process to have incumbent begin Q~~24~~ 2022.*

1.4 Diversity Services Team

Fostering an organizational culture rooted in welcoming, inclusion, and belonging requires staff engagement at all levels of the organization. Clear leadership from management and the executive team helps set the tone for such an organizational culture, yet leadership by non-management employees also contributes to diversity, equity, inclusion, and belonging becoming daily, embodied values of the organization. To support this, the City ~~shall~~will restructure the Diversity Services Team to support all department services and programs in receiving racial equity and culturally specific knowledge, tools, and support to increase the effectiveness of service delivery. The City ~~shall~~will also ensure that people of diverse backgrounds and identities from marginalized communities are represented in the art and décor of all City facilities.

→ *CMO and Human Resources will update Diversity Services Team charter and begin meeting in Q3 2022.*

1.5 Performance Measures

Embarking on a commitment to an enterprise-wide culture of diversity, equity, inclusion, and belonging is a journey. The identification of regular checkpoints on progress will help ensure that the organization stays on track in its efforts and provide meaningful transparency for the community. Therefore, staff are directed to develop outcome performance measures for the goals in this plan and provide the Council and community with regular reports on them.

→ *CMO and the Finance & Administration department will integrate this plan into the annual performance measures report beginning with the 2021 Performance Measures Report (published in 2022).*

2. City services are accessible, inclusive, equitable, and responsive to community input.

2.1 Ombud Program

The City currently provides multiple avenues for community members to express concerns or complaints about City personnel across all departments. Ensuring that feedback from the community about personnel is handled promptly, professionally, and transparently contributes to community members' trust in the City and its commitment to being inclusive and equitable. To support this, staff will update the City's Ombud Program so that community members receive immediate and easy-to-follow responses to complaints and concerns.

→ *CMO will update the City's Ombud Program with clear workflow, mechanisms, and integration with complaint processes for the Police Department, including recent changes of oversight by the Washington state Criminal Justice Training Commission, in Q~~24~~ 2022.*

2.2 Community Responder Program

Stabilizing community members experiencing quality of life stressors and/or behavioral and emotional crises is a key need that has historically fallen on emergency personnel. Such personnel are not intended to provide the intensive level of support needed for individual high utilizers of 911 and other vulnerable community members. Providing services to such community members in the least restrictive setting possible, improving access to achieve earlier intervention that results in better health outcomes, and preventing hospitalization and criminal legal involvement, whenever possible, are outcomes that require a different, holistic approach to crisis intervention. Therefore, staff are directed to prioritize the implementation of the Community Responder Program.

→ *CMO will ~~eversee hiring processes to hire the have incumbents for the Supervisor and Lead Community Responder positions~~ to begin in Q1 2022, and ~~to have at least two additional Responder~~~~the remaining~~ positions filled in Q~~34~~ 2022. CMO will also negotiate an interlocal agreement with the North King County cities to create a regional entity to provide responder services pursuant to Resolution R-5530 by Q-1, 2023.*

2.3 Park Usage Guidelines and Procedures

Park facilities and recreation programs provide an important outlet for community members' sense of well-being and belonging by supporting exercise, connecting with nature, recreating, and building community. Parks and recreation programs can be newer community members' initial entry point to City services and connection to the broader community. To help ensure a welcoming and belonging community, staff shall will regularly review park usage guidelines and procedures, including facility reservation and recreation registration processes, and align future improvements and programming with needs of the community.

→ Parks and Community Services will include recommendations on equity improvements of these processes as part of the forthcoming Parks, Recreation, and Open Spaces Plan, to be adopted in 2022.

2.4 School Resource Officer Program Evaluation

School Resource Officers in Kirkland are intended to help keep students physically, socially, and emotionally safe at school, provide for positive interactions between officers and students, families, and community members, connect students with supportive services, and help keep students out of the criminal justice system. School Resource Officers were requested by the community and included in the 2018 Police Proposition 1. However, there are also community concerns, particularly among students and families from marginalized communities ~~of color~~, about the impact on students ~~of color from marginalized communities~~ by a police presence in schools. Therefore, staff are directed to make needed changes to the School Resource Officer Program to meet the varied community interests, and interests of students from marginalized communities.

→ CMO will begin any needed community engagement in Q4 2021 to inform program changes in Q3 2022.

2.5 Community Court Pilot Program

In the traditional justice system in the United States, punitive action is taken against low-level, non-violent offenses like theft, shoplifting, and trespassing, which does not address the reasons behind the crime. Problem-solving alternatives like Community Court seek to go beyond punitive actions to identify and address the underlying challenges of court participants that may contribute to further criminal activity. Community Court participants often engage with a community resource center for needed services such as drug and alcohol treatment, financial and housing assistance, and employment/educational services. This approach allows people to get the services they need to address the underlying issues, which helps reduce recidivism. The City should therefore continue operation of the Kirkland Community Court and prioritize resource needs for it and the related Resource Center.

→ The Municipal Court and CMO will maintain ongoing support for the Community Court Pilot Program, report on performance, and will bring forward any resource needs as part of the 2023-2024 biennial budget process (Q4 2022).

3. Kirkland is a trusted regional partner and leader in racial and social equity initiatives.

3.1 Regional Coordination

Many organizations and governments are engaging in ~~diversity, equity, inclusion, and belonging~~ DEIB assessments to inform their strategic planning for both internal and external policies, processes, and programming. Collaboration at the regional level is an important

way for the City to contribute to this work, learn best practices, and demonstrate its commitment to these values. As such, staff will continue to contribute to regional events and conferences to develop shared analysis, learning, and planning with governments and community groups within the Northwest region, including the Governing for Racial Equity and Inclusion Group, Eastside Race and Leadership Coalition, and others, to achieve meaningful and measurable results.

→ CMO will maintain attendance and planning coordination with the Human Service Division, Police Department, Human Resources, and other relevant departments, and will provide quarterly presentations on insights and trends at the City leadership retreats beginning in Q1 2022.

3.2 **Support National Racial Justice Initiatives**

Just as regional engagement helps the City position itself as a learning leader in diversity, equity, inclusion, and belonging work, many opportunities exist nationally for the City to deepen its best practices and amplify the efforts of other governments. The City ~~shall~~will support national racial justice initiatives within government through participation in events, peer exchanges, and best practice resource-sharing with public and private organizations, such as the Government Alliance for Race and Equity (GARE), Race Forward, PolicyLink, and the National League of Cities.

→ CMO will maintain an ongoing list of national racial justice initiatives which the City is participating in and will publish on the City's website in Q~~3~~4 2022 and will update regularly.

3.3 **Welcoming America Certification**

Welcoming America is a nonprofit, nonpartisan organization that leads a movement of inclusive communities becoming more prosperous by ensuring everyone belongs. The City signed on as a welcoming city through the Welcoming America network in 2017. One initiative of Welcoming America is its Certified Welcoming process, a formal designation for cities and counties that have created policies and programs reflecting their values and commitment to immigrant inclusion. Obtaining Certified Welcoming would demonstrate the City's commitment to diversity, equity, inclusion, and belonging (DEIB); however Certified Welcoming requirements include several elements that would best be addressed in partnership with other Eastside cities and community-based organizations. To support this, staff will continue participation in the Welcoming Cities Collaborative with other Eastside cities and community-based organization(s) to develop a regional plan on DEIB efforts, which includes as an outcome achieving the Certified Welcoming designation for the region from Welcoming America.

→ CMO will continue to partner with Eastside cities and community-based organization(s) to develop a draft regional plan by Q4 2022.

3.4 The Houghton Community Council

Washington State law grants the Houghton Community Council unique authority over certain land use issues, creating a barrier to the equitable distribution of City programs, services and resources. These inequities include, but are not limited to, neighborhood level veto rights over the availability of affordable housing, increased residential and commercial density, and school expansion. Staff is therefore directed to work with the state and the Kirkland community to sunset the existence of this council.

→ *The City's 2022 sState legislative agenda will include d as a priority, to sunset sunsetting the Houghton Community Council. in Q4 2021 House Bill 1769, sunsetting community municipal corporations was signed into law and will go into effect in Q3 of 2022.*

3.5 Native History Document and Land Acknowledgement

Acknowledging and sharing an authentic history of place is a key component to creating a welcoming, inclusive, and belonging community. Giving voice to the history of the Indigenous People who resided in present-day Kirkland and understanding their contributions and challenges with Kirkland's past helps the City move forward in a more equitable way. As such, staff will continue to collaborate with local tribal communities to complete the Indigenous history of Kirkland project, with associated land acknowledgement statement, and integrate the document with relevant plans and programs, such as the 2044 Comprehensive Plan update, neighborhood plans, and wayfinding signage.

→ *CMO will bring to Council for review and potential adoption a draft document in Q24 20224.*

Goal Area II **PLANS, POLICIES, AND BUDGETS**

OVERVIEW

The Plans, Policies, and Budgets goal area focuses on integrating equity into department work plans. It aligns efforts throughout City departments and with other levels of government. This goal area also emphasizes the impact financial decisions can have on equity.

GOALS

4. Department and agency business plans, including line of business and other planning processes, include analyses of equity impacts from their operations, services and programs.

4.1 Equity Impact Assessment Tool

Integrating equity analysis ~~of equity~~ into daily work of the departments helps center equity into City processes and programs. This allows for continual reflection and improvement, which are key aspects of equity work. To support this, staff will standardize the process and implementation of an equity impact assessment tool and provide training to all managers on its application within their work plans. Staff will also implement a process to measure the effectiveness of this tool.

→ *CMO will formalize an equity impact assessment tool and will provide at least one staff training session by Q~~3~~2 2022.*

4.2 Comprehensive Plan and Other Long-Range Planning Processes

The City's Comprehensive Plan and other long-range planning efforts guide City Council, leadership, and staff in various decisions related to Kirkland's future. Ensuring that the perspectives, insights, and voices of ~~Black, Indigenous, and other People of Color (BIPOC)~~ marginalized groups and communities are included in the creation and review of such plans helps them be reflective of Kirkland's diverse community. As such, the City will identify and utilize an ~~BIPOC and~~ equity-centered third-party review process, ~~as a supplement to the City's use of the Urban Land Institute,~~ for the City's Comprehensive Plan and other long-range planning processes.

→ *The Planning and Building department will provide recommendations by Q2 2022.*

4.3 Emergency Planning

Data from numerous sources, including Public Health – Seattle & King County and others, demonstrates the disproportionate impact that large scale emergencies have on

communities of color, communities of lower income, and ~~limited~~-English proficiency language learners speakers, among others ~~underrepresented~~marginalized groups and communities.

Many factors contribute to a safe community in the case of emergency, and the City provides a critical leadership role in such situations. Therefore, the City ~~shall~~will incorporate procedures into emergency plans to support the safety of populations that may be at higher risk of impacts, with regular review to account for demographic changes.

→ *The Office of Emergency Management will update all relevant procedures and define a regular review process by Q3 2022.*

5. Equity and social justice initiatives are synchronized across City departments and with other government entities, such as County, State, and Federal.

5.1 King County: Lead with Race Process

Collective impact with other governmental and community partners is best achieved through strategic alignment of priorities for equity and social justice. King County has demonstrated that its approach is to “lead with race” in ~~King County’s~~ implementation of its Equity and Social Justice Strategic Plan. To best leverage strategic alignment, the City will align Kirkland’s equity efforts with King County’s approach to “lead with race” related to prioritizing categories of equity.

→ *The City Manager will provide options to the Council on policy approaches in Q3 2022.*

5.2 City Work Program

Since 2011, the City Council has adopted City Work Programs to help implement priority goals, identify the priority focus of the City’s staff and resources, and enable the public to measure the City’s success in accomplishing its major policy and administrative goals. The Work Program is developed in conjunction with the biennial budget process. Implementation of Resolution R-5434 was one of the 2021-2022 Work Program items. To ensure the continuation of diversity, equity, inclusion, and belonging (DEIB) work, the City will continue to incorporate DEIB efforts into the biennial City Work Program.

→ *CMO will integrate recommendations for Council consideration into the 2023-2024 biennial budget process (Q4 2022).*

5.3 2021 Legislation Implementation

The Washington State Legislature passed several bills during the 2021 session that influence law enforcement statewide, which have now gone into effect. Some of the recent reforms to Washington’s law enforcement rely heavily on transferring services to non-law enforcement service providers, such as behavioral health providers and homeless services. This approach aligns with the City’s implementation of its new Community Responder Program. The Kirkland Police Department evaluates and implements changes to its policies regularly to reflect best practices and community feedback, and many of the new legislative

changes had already been adopted in Kirkland. The City ~~shall~~will ensure full implementation of 2021 legislative actions on police reform in internal Police Department processes, civilian oversight processes, and responses to emergency calls related to mental health.

→ *Police Department and CMO will integrate changes and provide an update by Q1 2022.*

6. Financial decisions include equity impact assessments and considerations.

6.1 Biennial Budget Process

The City's budget is not only an operational roadmap of how to support public safety, maintain parks, keep pedestrians safe, or protect our natural environment, but it is also a statement of values. Integrating analysis of equity into the budget process centers equity into the City's core document of operational decisions. Doing so helps ensure that the investments made by the City in the provision of services embody the values and priorities of diversity, equity, ~~and~~ inclusion and belonging. As such, the City will factor diversity, equity, inclusion, and belonging considerations into the budget process by incorporating an equity impact assessment into each service package request and other specific and appropriate budget processes.

→ *CMO and Finance and Administration will integrate an equity impact assessment into the 2023-2024 biennial budget process (Q2 2022).*

6.2 Personnel Funding Impact Analysis

City personnel represent a wide variety of roles and responsibilities that together demonstrates a level of service for a particular line of business. To meet service level demands that sometime shift between budget cycles, departments seek to adapt or add positions by submitting position adjustments. Integrating analysis of equity into position funding centers equity into the City's decision making around level of service related to personnel. Therefore, staff will incorporate an equity impact analysis and statement into the required components of processes used in staff funding outside of the regular budget process.

→ *Finance and Administration will integrate an equity impact assessment into memoranda in support of positions and other staff funding processes by Q2 2022.*

Goal Area III

WORKPLACE & WORKFORCE

OVERVIEW

The Workplace & Workforce goal area emphasizes fostering a workplace that is empathetic, trusting, respectful, and engaged with social and ~~racial~~ equity issues. It provides an overview on actions to help in developing a high-performing workforce that reflects the Kirkland community. This goal area articulates goals for intentional employee development through training, coaching, and mentoring. It also addresses staff recruitment at all levels of the organization.

GOALS

7. The workplace culture is one of empathy, respect, and engagement with social and ~~racial~~ equity issues.

7.1 Employee Engagement Program

The perspectives, sentiment, and suggestions of staff are both valuable indicators of organizational climate and insightful sources of meaningful change. One-on-one interviews and similar opportunities for sharing, such as focus groups, are valuable for understanding the perspective of staff. Additionally, broader scale, quantitative sources of data through a survey instrument can highlight larger trends for both challenges and opportunities.

Therefore, the City will implement an employee feedback engagement program with focus groups and an annual employee engagement survey of all staff to assess, among other topics, perceptions of work culture, career advancement, and having the necessary skills and support to apply diversity, equity, ~~and~~ inclusion, and belonging (DEIB).

→ *Human Resources will pilot a focus group process and will publish a pilot employee engagement survey by Q~~43~~ 2022, with results published on the City's intranet for all employees to review by Q~~14~~ 2023~~32~~. Data will include demographic indicators including race, gender, location, tenure, and level.*

7.2 Supervisor Training

Shared decision making between supervisors and their staff can contribute to creative problem solving within their group for business practices, policies, and programs that impact them and the community. Allowing for meaningful staff participation in decision making can also help staff feel more ownership over their role and the service they provide the community. As such, the City will provide training to supervisors to ensure that employees have opportunities to make meaningful contributions to decision making. The City ~~shall~~will encourage and support active engagement and collaboration among managers and staff to positively influence decision-making and outcomes.

→ Human Resources and CMO will research best practices and begin training of supervisors by Q~~32~~ 2022.

7.3 **Enhancement of Existing Training**

Ongoing training in cultural competence, implicit bias, and other ~~diversity, equity, and inclusion~~DEIB topics is necessary to ensure that the organizational culture continues to be one that is rooted in welcoming and belonging. Offering training on these topics annually supports the growth and deepening understanding of longer-term staff, as well as onboarding new employees. To support this, the City will integrate provide ongoing trainings around cultural competence, empathy, implicit bias, inclusion, communications, self-awareness, and other ~~diversity, equity, inclusion, and belonging~~(DEIB) topics into standard City trainings and will recognize individuals and teams for their contributions made toward a welcoming and belonging workplace. Further, the City ~~shall will~~ establish DEIB competencies that will provide the foundation of expectations for all City employees.

→ Human Resources will audit current trainings, research options, and provide options to CMO for review by Q~~32~~ 2022 with implementation by Q~~43~~ 2022.

7.4 **360° Feedback Reviews**

The meaningful participation of staff in performance evaluations of their supervisors can help foster a more trusting, engaged, and higher performing workforce through all staff being provided different perspectives of their performance. Appropriate measures would need to be implemented to ensure that there was no potential for retaliation or other unintended negative consequence. As such, the City will strengthen avenues for trusted and safe staff feedback to supervisors by employing 360-degree feedback reviews or similar methods.

→ Human Resources will identify a tool for staff feedback and will begin training supervisors on its use by Q3 2022.

7.5 **Organizational Conflict Management Program**

Managing conflict is an essential part of building a welcoming and belonging culture. An organization's ability to create a safe, trusting, empathetic, and respectful workplace is dependent on having conflict resolution systems and resources available and accessible to all City staff. As such the City ~~shall will~~ create a clear protocol for managing conflicts, provide education and training on how to manage conflict productively, and implement a process to measure the performance of these efforts.

→ Human Resources will research best practices and provide options to CMO for review by Q~~43~~ 2022.

8. Employee knowledge and talent is intentionally developed through training, coaching, and mentoring.

8.1 Employee Development Plans

Many factors contribute to employee satisfaction, including the engagement and support of their supervisor and mentors outside the chain of command in their career development.

Such support could look like co-creating development plans with each employee that includes regular check-ins on the employee's experience at the City and the City's role in retaining that employee. The plan can identify next actions related to training opportunities and "on-the-job" exposure for how the employee plans to grow their talent at the City, if they want. Therefore, the City will train supervisors on working with employees on co-creating employee development plans.

→ *Human Resources will research employee development best practices, identify options for review by the leadership team, and train to supervisors on its use by Q~~13~~ 202~~32~~.*

8.2 Career Path Development

Many factors contribute to employee satisfaction, including having a clear career path to develop and grow. While some job classifications in the City have clear career paths, others do not, which can lead to talented staff feeling dissatisfied and potentially seeking employment elsewhere. To help address this, the City will work with the relevant unions to establish clear career paths for job classifications, with identified competencies, skills, and training to guide employee career development and succession planning.

→ *Human Resources will work with relevant unions to establish career development paths by job class and publish on the City's intranet by Q~~14~~ 202~~32~~.*

8.3 Attrition Analysis

Employees leave employment with the City for a variety of reasons. Robust data collection is needed to ensure that such reasons are not evidence of patterns of inequity or barriers to equal employment opportunities. Therefore, the City will enhance current assessment tools (e.g. application pool, hiring data, promotion data, and exit surveys) to measure attrition, identify reasons for attrition, assess possible root causes, and address barriers to equal employment opportunities.

→ *Human Resources and CMO will audit current process and implement improvements by Q3 2022.*

9. Talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels.

9.1 Hiring Panel Guidelines

Including a diversity of perspectives on hiring panels helps counter unconscious biases towards candidates of color, women candidates, ~~limited English proficiency language learners candidates~~, veterans, ~~and~~ candidates with disabilities, ~~and other marginalized groups or communities~~. Providing a consistent and standard approach to ensuring diverse hiring panels will operationalize this support mechanism throughout the organization. In support of this, the City will develop diverse hiring panel guidelines and process and require hiring managers to certify that they were followed for all selections prior to offer of employment. Such hiring panel guidelines and process will include a strong presumption for external job postings.

→ *Human Resources will research best practices, create interview guidelines, and distribute and provide training to hiring managers by Q~~3~~2 2022.*

9.2 DEIB Interview Question Requirement

Due to their role in the hiring process, managers play a critical function in providing equal opportunity for diverse candidates. As such, hiring managers need to understand and be skilled at encouraging a welcoming and belonging environment. Therefore, the City will require hiring managers to include at least one interview question to assess management candidates on their ability to foster ~~diversity, equity, inclusion, and belonging~~DEIB.

→ *CMO and Human Resources will develop at least five standard DEIB interview question options for hiring managers for use beginning Q~~3~~2 2022.*

9.3 Public Safety Recruitment

Emergency personnel in the Fire and Police Departments are often a community member's primary personal interaction with the City. Encouraging-a diversity of emergency personnel that represents the Kirkland community demonstrates to ~~the diverse marginalized groups and communities in Kirkland community~~ that they are welcome and belong here. As such, staff will implement and enhance the current comprehensive recruitment plans for the Fire and Police Departments ~~that focuses on focusing on marginalized categories-communities of staff, focusing on races, ethnicities, and gender identities~~, and accounting for other social factors that contribute to intersectional identities of potential candidates.

→ *Human Resources will provide an update to CMO on the status of the plans by Q2 2022 for continued enhancement and implementation in 2022.*

9.4 Diversity Hiring and Tracking Software

Regular tracking of diversity in the City's hiring process provides the needed data to adjust strategies and tactics to achieve the City's goals around ~~diversity, equity, inclusion, and belonging~~(DEIB). Reporting on such progress also provides accountability and transparency to the organization and the community on the City's commitment to DEIB

goals. Such tracking and reporting are best achieved using specialty software. Therefore, the City will implement a software platform that supports diversity hiring and tracking.

→ *Human Resources and Information Technology will complete implementation of a software platform by Q4 2021.*

DRAFT

Goal Area **IV** **COMMUNITY PARTNERSHIPS**

OVERVIEW

The Community Partnerships goal area ensures the City's contracts and other agreements express its equity and social justice values and policies. It identifies ways the City can help build internal capacity for marginalized community-based organizations partnering with the City as well as supporting the growth and sustainability of our community partners. This goal area also respects the importance of formal and informal, on-going relationships with community partners to foster continual improvement of City services.

GOALS

10. The City's equity and social justice values and policies are expressed in contracts and other agreements.

10.1 Equity in Contracting Policy and Program

Creating a procurement environment in which marginalized business owners ~~of color, women-owned businesses, and immigrant-owned~~ are afforded equitable opportunities for business partnerships with the City to create the opportunity to leverage City spending to increase utilization of such businesses. Implementing a policy and program that provides the maximum practicable opportunity for increased participation by such businesses in City contracting for public works, consulting services, supplies, material, equipment, and other services will demonstrate the City's commitment to fostering a welcoming and belonging community. Therefore, staff are directed to implement the Equity in Contracting policy and associated program to expand vendor recruitment, internal organizational training, and external vendor training.

→ *CMO and Finance and Administration, in consultation with the City Attorney's Office, have updated will update all necessary contract language and will develop a training schedule and other program elements by Q~~3~~2 2022.*

10.2 Funding Community Building Activities

The City has provided for several years grants to Kirkland's neighborhood associations that in totality represent the geographic extent of Kirkland. Although neighborhood associations provide valuable community building activities, opportunities for ~~other marginalized~~ groups to seek funding for community building would help foster a more welcoming culture and sense of belonging across the community. As such, staff will develop formal opportunities for funding of community building activities beyond the Neighborhood Matching Grant Program for diverse community events or similar programs that celebrate Kirkland's diversity.

→ *Based on available funding, CMO and Parks and Community Services will develop a pilot program to launch Q2 2022.*

10.3 Shared Application for Human Services Funding

Agencies providing human services, as well as other small non-profit or community-based organizations, often do not have enough administrative staff capacity to complete multiple funding applications. Numerous cities throughout King County came together to form the Human Services Funding Collaborative, a shared application platform that helps minimize administrative burden for organizations seeking funding to provide services in food security, housing and homelessness prevention, health, mental health, and youth services, among others. City staff will continue to utilize the shared application of the Human Services Funding Collaborative to decrease administrative burden on service providers, will explore further simplifying the grant application and reporting process, and better understand local and regional needs.

→ *Human Services division will continue to manage the Human Services Funding Collaborative applications and tasks associated with the grant for the 2023-2024 biennial budget cycle (Q3 2022).*

11. City partnerships with community-based organizations contribute to building their internal equity practices and capacities.

11.1 Technical Assistance to Businesses

Business service organizations, business associations, and health and human services organizations around the region highlighted the impacts of the pandemic on immigrant-owned businesses. Feedback from those businesses demonstrated that many of them would benefit from technical assistance in language with access to additional translation services and further technical assistance. To help foster a welcoming and inclusive business environment, staff will provide culturally competent technical assistance services for business operations, that is culturally competent and provides access to in-language support.

→ *CMO will launch a pilot program of cultural navigators for business technical assistance by Q34 2022.*

11.2 Community Group Training

The active participation of community members in seeking to make a difference in the civic life of the community, including having the ability, agency, and opportunity to be involved in decision-making processes that affect them, is foundational for transparent and responsive government. Although the City provides various opportunities for engagement, additional work focused on community members from marginalized groups underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC), will help foster a community that is more welcoming and promotes a culture of belonging. Therefore, staff is directed to offer trainings to community groups about how the City works and the services it provides, with an emphasis on BIPOC and other on marginalized groups underrepresented in civic life.

Further, the City will encourage, develop, support, and maintain opportunities for robust collaboration between community members, City staff, and City leaders.

→ *CMO will develop a regularly occurring civic training program that provides community members with knowledge of City functions and processes with the first training occurring by Q4 2022.*

11.3 **Diversity Representation on Neighborhood Association Boards and General Membership**

Kirkland's Neighborhood Associations are independent non-profit organizations that serve to enhance the civic life of the Kirkland community. The City recognizes 13 neighborhood association boundaries that encompass the entire geographic area of the City.

Neighborhoods are the building blocks of any city, and Kirkland is enriched by these strong civic organizations that work alongside the City to improve the quality of life for everyone in Kirkland. The neighborhood associations are open to all members of the community.

Despite efforts to engage marginalized community members, the neighborhood associations and generally tend to often engage longer term residents, particularly those that own their home, which is a trend seen in other communities. Supporting the neighborhood associations in diversity, equity, inclusion, and belongingDEIB efforts will help foster a Kirkland that is more welcoming. As such, staff will help increase the diversity of representation on neighborhood association boards and general membership through program collaboration with the neighborhood associations and the Kirkland Alliance of Neighborhoods.

→ *CMO will collaborate with the Kirkland Alliance of Neighborhoods in developing a plan to be implemented by Q4 2022, which will include clear definitions of success.*

12. On-going relationships, both contractual and informal, contribute to a continual improvement of City services to better meet the needs of all Kirkland community members.

12.1 **Relationship Building with Community Groups**

Community feedback collection as part of the City's public processes can seem transactional to some community groups. Although unintended, this impact can sometimes deter further engagement from some community members or groups who would feel more supported by the building of relationships before the City requests information from them. To support this, staff will operationalize proactive relationship-building with community groups with the goal that the relationships offer mutual benefit.

→ *CMO will develop a framework to be implemented by Q32 2022.*

12.2 **Coalition Against Hate & Bias**

The work of fostering a safe, inclusive, and welcoming community where everyone belongs includes being able to appropriately respond to incidents of hate and bias that may occur. Developing a response and support plan to such incidents will demonstrate to the community, including businesses, that the City prioritizes the well-being and safety of all community members. King County recently supported the establishment of the Coalition Against Hate & Bias. Staff will work with the community to develop a response and support plan to incidents of hate and bias that occur in the community that can be easily communicated with community partners, businesses, and neighborhoods and that aligns with the intent of the King County Coalition Against Hate & Bias.

→ *CMO and the Police Department will work with community groups to publish a draft plan by Q2 2022.*

12.3 **Diversity on Boards and Commissions**

The City has several advisory boards and commissions which are responsible for formulating new ideas, gathering information, hearing and receiving public comments, analyzing complex issues, and making recommendations for specific projects and policies. Board members and commissioners are appointed by the City Council, which seeks to make appointments of qualified candidates who reflect the diversity of Kirkland, including with respect to race, ethnicity, gender, sexual orientation, gender identification, the presence of any sensory, mental, or physical disability, background, and perspective, and status as a ~~home-owner~~homeowner or renter in Kirkland. To ensure a diversity of applicants, staff will develop a strategy to ensure that applicants for City Boards and Commissions are representative of the demographic diversity of the community.

→ *CMO and the City Clerk's Office will develop a recruitment strategy to increase representation for Boards and Commissions by Q2 2022.*

12.4 **Equitable and Welcoming Third Places**

The concept of third place is that of a welcoming place beyond our homes and places of work. Sometimes, community members may use businesses as third places in a way that is unintended by the business, which can have impacts on the feeling of Kirkland being a welcoming and belonging community. Therefore, staff will work with the business community to continue education, outreach, and training on developing equitable and welcoming “third places” throughout the community. Staff will also develop strategies to promote to City owned facilities as welcoming “third places” for the community.

→ *CMO will work with the Greater Kirkland Chamber of Commerce and other local business organizations to implement training with the first program to occur in Q~~3~~4 2022.*

Goal Area V **COMMUNICATION & EDUCATION**

OVERVIEW

The Communication & Education goal area supports the City's effective learning, outreach, and engagement with a diverse community. The City of Kirkland assures that no person shall on the grounds of race, color, national origin, or sex, as provided by Title VI of the Civil Rights Act of 1964 as amended, and the Civil Rights Restoration Act of 1987 (P.L. 100.259) be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any of its federally funded programs and activities. The City further assures every effort will be made to ensure non-discrimination in all of its programs and activities, whether those programs and activities are federally funded or not. This goal area identifies strategies of communicating with limited English proficiency English language learners in the community members. It infuses diversity, equity, inclusion, and belonging values into community member engagement with City services and opportunities. This goal area also supports the effective education, engagement, and communication of and authentic conversation about City initiatives with internal and external stakeholders.

GOALS

13. The City can effectively communicate with limited English proficiency (LEP) community members English language learners.

13.1 Citywide Language Access

Kirkland, like other communities in East King County, has experienced a shift in demographics over the last several years, including an increase in English language learners those with limited English proficiency. The City values the contributions of all members of the community and makes every effort to ensure that language is not a barrier to engagement with the City. As such, staff will increase City-wide language access and interpretation resources through standardized processes and creation of a City Language Access Plan, including training to all departments on use.

→ CMO, Finance and Administration, Human Resources, and Information Technology will collaborate on standard support documentation and training published by Q2 2022.

13.2 Title VI Vital Document Translation

Translating vital City documents is the primary means of ensuring the City meets its obligation under Title VI. Additionally, the translation of documents also demonstrates the City's commitment to fostering a community of welcoming and belonging. The cost to translate documents is generally absorbed into departmental budgets but in some cases is not anticipated during the budgeting process. To help further the City's efforts at inclusion, staff will identify funding in all department budgets for Title VI vital document translation.

→ CMO and Finance and Administration will support all departments in identify anticipated budget needs for Title VI vital document translation, with specific funding allocations identified through the 2023-2024 biennial budget process (Q4 2022).

13.3 **Employee Bilingual Pay Program**

Bilingual personnel can enhance the City's ability to meet the customer service needs of the community. In recognition of this additional expertise, the City will explore a pilot Bilingual Pay Program for employees with demonstrated skill in a language (including American Sign Language) used by any group constituting at least 5% of Kirkland. Such a staff person would be a resource for other staff in minimal interpretation and translation tasks.

→ Human Resources will research best practices, liaise with relevant unions, and present options for CMO review by Q4 2022.

14. Community member engagement with City services and opportunities embodies values of diversity, equity, inclusion, and belonging.

14.1 **Cross Departmental Outreach and Engagement**

Due to the size of the City as an organization, outreach and engagement activities are conducted by nearly all departments semi-autonomously. Examining and reflecting on the current processes used by different work divisions will ensure that there is a consistent and coordinated approach to community engagement across the organization. Therefore, staff will assess the effectiveness of the City's community engagement processes, and, based on that assessment, develop City-wide guidelines for engagement that ensure relationship building, consistency, coordination, and follow-up.

→ CMO, in collaboration with other departments and community partners, will assess the existing engagement processes and will make recommendations as necessary by Q3 2022.

14.2 **City Leadership Program**

Actively cultivating civic leaders will help ensure that the Kirkland community is highly engaged in seeking to make a difference in the civic life of the community. Although the City provides various opportunities for engagement, additional work focused on community members from marginalized groups underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC), will help foster a community that is more welcoming and belonging. Therefore, staff will develop and implement the City Leadership Civic Accelerator Program to cultivate civic engagement for the purpose of diversifying public participation in various governmental processes and neighborhood organizations.

→ CMO, in collaboration with other departments, will finalize and implement the pilot City Leadership Civic Accelerator Program by Q4 2022.

14.3 DEIB Integration into Community Meetings

The City currently participates in various meetings with community members or groups. These meetings can provide an opportunity and avenue to support ~~efforts of diversity, equity, and inclusion~~DEIB efforts throughout the community. As such, staff will evaluate and restructure regular meetings with community groups or leaders – such as the Inclusion Network, the Kirkland Alliance of Neighborhoods, and the Business Roundtable – to incorporate themes of ~~diversity, equity, inclusion, and belonging~~(DEIB) implementation at the City and in the community. The City of Kirkland will actively model, support, benchmark, and otherwise encourage implementation of best practices of DEIB through active engagement.

→ CMO will work with relevant groups and departments to implement recommendations by Q32 2022.

15. City initiatives are clearly communicated and foster effective dialogue between both internal and external stakeholders.

15.1 Culturally Competent Communication Plans

Keeping both the community and internal staff updated on the status of this Plan is a key requirement for successful and transparent implementation. Providing such updates in ways that are most meaningful and effective to the various audiences helps ensure a sense of welcoming and belonging around this Plan, which will further engender a sense of transparency, accountability, community ownership, and commitment to its success. To support this, staff will develop and implement effective, culturally competent communication plans for internal and external audiences that provide regular updates on progress made on this Plan. Additionally, the City will design, develop, and maintain a public facing webpage to communicate information and updates regarding this plan, which includes relevant data and resources for the benefit of the community.

→ CMO will develop initial communication plans by Q32 2022.

15.2 Ongoing Feedback Process to the Roadmap

This Plan should be considered a living document. Although it provides a roadmap with destinations and milestones, those should be regularly reviewed and aligned with community expectations. Therefore, the City will provide regular avenue(s) for community feedback about this Plan and its implementation at City Hall for All and/or other effective platforms, as well as from the City's Boards and Commissions. Each department should include in its ~~diversity, equity, inclusion, and belonging~~(DEIB) strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.

→ CMO will incorporate feedback opportunities into its initial 2022 work plan by Q24 2022.

15.3 Culturally Effective Outreach Methods

Kirkland's diverse community represents various cultures and backgrounds. Effective and efficient outreach and engagement by and between the City and the community is best achieved by employing culturally sensitive and effective methods and messages. To support this, staff will identify and/or provide training for culturally effective outreach methods and develop department level culturally effective outreach plans and strategies.

→ CMO will research best practices, develop a pilot program, and provide training by Q32 2022.

15.4 Proactive Community Engagement Network

Traditional channels for City communications, whether owned (email listservs), shared (social media), or earned (news media), have inherently limited reach in the community. Engaging with those in the community that have been historically marginalized underrepresented in civic life, including those that identify as Black, Indigenous, or People of Color (BIPOC), LGBTQIA+, and immigrants, requires proactive measures of relationship building, community partnerships, and alternative means of outreach and engagement. As such, staff will establish a proactive network of community members that identify as BIPOC, LGBTQIA+, immigrant, and other categories of civically underrepresented community members from marginalized communities who are interested in providing input about and from their lived experiences as part of City feedback collection processes.

→ CMO will research best practices and develop a pilot program to begin Q42 2022.

15.5 Host, Sponsor, and Support DEIB Learning Opportunities

Learning and training opportunities are an important method of sharing knowledge, data, and best practices in diversity, equity, inclusion, and belongingDEIB. To support this, the City will host, sponsor, and support learning opportunities and will share information, resources, and tools designed to foster a community that reduces disparities and inequitable outcomes.

→ CMO will incorporate such opportunities into its initial 2022 work plan by Q44 2022 and will evaluate requests on a case-by-case basis.

15.6 Closing the Participation Gap

Learning must be accessible to all residents, businesses, and organizations across the city to transfer information, promote collaboration, and build community. The impacts of COVID-19 have caused many in-person outreach, engagement, training, and learning opportunities to be postponed or cancelled because of concerns for public safety. With many physical spaces having closed or operating with reduced capacity, virtual spaces are increasingly being utilized by governments, businesses, and residents. Most negatively impacted are

people with lower incomes lacking broadband internet access and individuals with disabilities requiring communication accommodations to effectively communicate their needs in accessing services and resources. Therefore, staff will assess and identify spaces and resources that will help close the participation gap and achieve better outcomes for the community.

→ CMO, in collaboration with the other departments, will research best practices and develop a resource list of options by Q34 2022.

15.7 DEIB Dashboards

Regular tracking and reporting of key data contributes to the City's goals around ~~diversity, equity, inclusion, and belonging~~ (DEIB). The City Council included the development of various dashboards for use of force, general crime, School Resource Officer, Human Resources, and Human Services as part of Resolution R-5434. Publishing such dashboards provides transparency and accountability for the community and Council to understand how the City as an organization is performing. To support this, the City will complete the dashboards called for in Resolution R-5434 for use of force, general crime, School Resource Officer, Human Resources, and Human Services.

→ CMO will coordinate the completion of all remaining R-5434 dashboards in Q34 2021.

Goal Area VI **FACILITY & SYSTEM IMPROVEMENTS**

OVERVIEW

The Facility & Systems Improvements goal area affirms the City's Capital Improvement Program's role in advancing equity and identifies opportunities to be informed by underserved marginalized communities. The Capital Improvement Program (CIP) funds the City's capital needs over a six-year period based on various City-adopted long-range plans, goals and policies. Capital projects are generally large-scale in terms of cost, size, and benefit to the community. This goal area seeks to identify historically underserved areas through data and analysis to help fix historical inequities. This area also encourages planning for the impacts of large-scale events while centering the needs of disproportionately vulnerable marginalized communities.

GOALS

16. The City's Capital Improvement Program includes clear strategies to advance equity, which are informed by underserved communities.

16.1 CIP Feedback and Participation Plan

A critical element of a balanced Capital Improvement Program (CIP) is preserving or enhancing existing facilities while providing new assets that will support service needs and community growth. Although much of the CIP is highly technical or prescriptive in nature, additional opportunities for community involvement in the CIP processes ensures underrepresented marginalized community members and groups have their voices heard for these critical services. Therefore, staff will incorporate more community feedback into prioritizing the City's capital improvement program. The City will develop, design, and implement a formal plan to solicit regular feedback and participation from the community on decisions related to the CIP, with a particular emphasis on underrepresented marginalized community members.

→ *Public Works and CMO will expand current options for community input on the CIP to inform the adoption of the 2023-2028 CIP (Q3 2022).*

16.2 Community Participation Compensation Policy

Soliciting feedback from the community for City programs, policies, and plans is a key characteristic of a transparent and responsive government. However, unintended barriers to participation exist for some community members based on their social, cultural, ethnic, economic, and/or historical experiences. Offering compensation to participants of select processes is one way to decrease barriers to active engagement and participation for those that may need to obtain child care childcare or incur other expenses in order to participate, while also acknowledging the time, energy, and effort in discussing personal experiences that may include painful stories. To support this, the City shall will adopt a policy to compensate community members from underrepresented marginalized groups who are most

likely to not be engaged on a regular and consistent basis in civic life, such as those from lower income communities, people of color, and renters, for providing input from their lived experience.

→ CMO and Finance and Administration will develop a pilot program for implementation by Q2 2022.

16.3 Body Worn Camera Pilot Program

Body worn cameras for police officers can demonstrate that a police agency is willing to be transparent and accountable for its actions and provide mutual safety and accountability between police and the community. ~~Research supports that body worn cameras can lead to reductions in use of force incidents and community member complaints.~~ Successful deployment of body worn cameras relies on thorough development of operational policies governing their use. To encourage transparency and safety, the City will implement a body worn camera pilot program that does not allow for facial recognition capabilities and that is informed by extensive community engagement, particularly with ~~marginalized community members Black, Indigenous, and other People of Color (BIPOC)~~.

→ CMO will begin a community engagement process for the body worn camera pilot program by Q4 2021 for an implementation of the program by Q2 2022.

17. Capital Improvement projects are mindful of historically underserved areas and seek to remedy any existing inequities.

17.1 Standardized Data Sources

Numerous public data sources exist for demographic data, including, but not limited to, the Census, Washington Office of Financial Management, Washington State Department of Transportation, and the Washington Office of Superintendent of Public Instruction. Compiling demographic data for specific areas of Kirkland will help the City identify potential gaps in service. Therefore, the City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify ~~underrepresented marginalized communities and~~ areas in the City of lower income, higher rates of residence by communities of color, and/or ~~of limited English language English language learners proficiency~~ to ensure equitable investments are made throughout the city.

→ Planning and Building, Information Technology, and CMO will develop a pilot data tool that incorporates available demographic data sources for initial launch by Q3 2022.

17.2 Equity Impact Assessment for the CIP

Integrating analysis of equity into the identification and prioritization of capital projects helps center equity into these major City investments. Doing so help ensure that investments are informed by any existing inequities. To support this, the City will incorporate an equity impact assessment to the Capital Improvement Program (CIP) process and projects. Every effort

will be made to solicit input and experiences of residents, business, and interested community members to best inform needs.

→ *CMO, Finance and Administration, and Public Works will integrate an equity impact assessment into the 2023-2028 CIP adoption process (Q3 2022).*

17.3 Equity Analysis in the City's Planning Documents and Processes

Integrating analysis of equity into department strategic and master plans helps center equity in these foundational City documents that guide policy, programs, and procedures. Such plans currently underway include the Parks, Recreation, and Open Spaces Plan, the Active Transportation Plan, and utility comprehensive plans. Therefore, the City will incorporate an equity impact assessment into the planning process for master and strategic plans. Every effort will be made to solicit input and experiences of residents, business, and interested community members to best inform needs.

→ *CMO will assist all departments in incorporating an equity impact assessment into their master and strategic planning documents beginning in Q34 2022.*

18. Anticipate facility needs related to issues from climate change, future pandemics, and other large-scale events, with an emphasis on meeting the needs of disproportionately vulnerable communities.

18.1 Cooling and Warming Center Activation

Cooling and warming centers are strategies used to support vulnerable residents during periods of intense heat or cold. Such centers are often air-conditioned or heated public spaces that are made available to community members. The City can better support the rapid deployment of cooling and heating centers by having approved plans and procedures that include staffing, general outreach, and community partners. As such, the City will standardize a community response plan for cooling and warming center activation in the event of future heatwaves or frigid weather.

→ *Office of Emergency Management and CMO will implement a plan in coordination with community partners that will be ready to implement by Q2 2022.*

18.2 Maintaining and Enhancing the City's Infrastructure

Maintaining and enhancing the City's infrastructure is a critical public service that can have a large impact on the quality of life for the community. Keeping the public informed of impacts related to the City's infrastructure helps support the safety of the community and the trust the community has in City government. Such public information efforts that are timely, easily understood, and inclusive helps ensure that all community members feel safe and welcome. As such, City staff will enhance capital project notices, water quality reporting, spill response

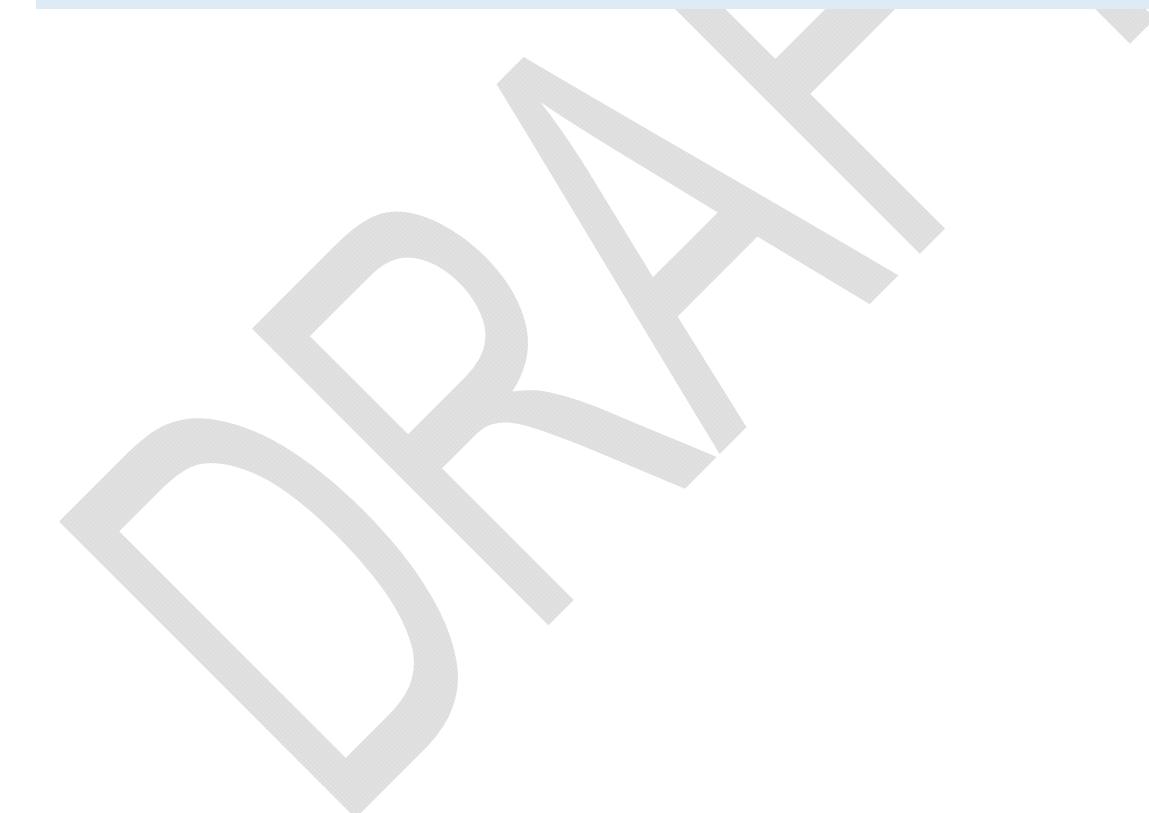
post cards, and similar infrastructure reporting mechanisms to include translated and culturally sensitive materials.

→ *Public Works and CMO will audit and update current materials for implementation by Q3 2022.*

18.3 **Maintaining and Expanding Opportunities to Internet Access**

Maintaining virtual connection has proven critically important for students, employees, business owners/operators, and residents across the city. The City will explore continued and expanded opportunities to make available the infrastructure required for internet access to help eliminate the negative impacts caused by poverty, COVID-19, or other factors impacting internet access.

→ *IT and Finance & Administration will research and provide options to the City Manager by Q3 2022.*



CITY OF KIRKLAND DIVERSITY, EQUITY, INCLUSION, AND BELONGING FIVE YEAR ROADMAP

DRAFT

PURPOSE

The use of the term “roadmap” for this document is intentional. As stated in Objective 1.5, “[e]mbarking on a commitment to an enterprise-wide culture of diversity, equity, inclusion, and belonging is a journey.” This Roadmap can be seen as a “map of the territory” for where the City will travel as it embarks on an intentional and focused path of DEIB work.

This Roadmap sets forth many objectives for the City to achieve over the coming years. Each objective can be thought of as a milestone on the City’s DEIB journey. Many of the objectives influence all departments across the organization, while other objectives are narrowly focused on particular programs, processes, or practices.

By design, the Roadmap does not define the exact path the City will travel to arrive at the objective. DEIB work is rarely technical, with clear answers and steps to success. Often, meaningful DEIB work challenges assumptions, calls for new ways of thinking, and relies on collaboration for lasting change. This Roadmap articulates an intentional map for deep and thorough change. It defines a robust work program that will manifest over several years and will help shape Kirkland’s future. Although expansive, this journey of what feels like a thousand miles – like all such journeys – begins with a single step.

VISION

(draft language forthcoming)

DEFINITIONS

Diversity, Equity, Inclusion, and Belonging

In the work of DEIB, there are various definitions for diversity, equity, inclusion, and belonging (DEIB). For the purposes of the City’s work in DEIB – both through outcomes derived from the 5-Year Roadmap and work outside of the Roadmap’s scope – the City will use the DEIB definitions from the Association of Washington Cities Equity Resource Guide:

Diversity

Diversity refers to the state of being different. Specifically, how a group of people differ from one another rather than how they are similar to one another. Diverse groups can vary in race, age, ethnicity, nationality, language, religion, gender identity, sexual orientation, physical/mental ability, socioeconomic status, and more. It is important to note that an individual person is not diverse, only groups of people can be diverse

Equity

Equity is defined by the Washington State Office of Equity as the process of developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to those who have been historically and currently marginalized. Equity-centered practices thus give considerable attention and resources to low-income and Black, Indigenous, and People of Color (BIPOC) communities.

Inclusion

Inclusion means to intentionally collaborate with people from all backgrounds. It means putting aside any biases, learning who is excluded, and proactively reaching out to invite them into the group.

Belonging (heading added)

Inclusive communities create a culture of belonging for all and look for opportunities to invite and welcome

everyone. The key to creating a sense of belonging is empathy—it requires desire, work, and a willingness to put yourself in someone else's shoes to understand them.

Marginalized Communities

Kirkland includes a diversity of community members who share a common interest in Kirkland being the best place to live, work, play, pray, and learn. Black, Indigenous, and people of color (BIPOC); immigrants and refugees; English language learners; LGBTQIA+ people; renters; people of lower income; people with disabilities; older adults; youth – Kirkland community members who identify as one or more of these demographic categories have valuable perspectives, lived experiences, and insights that strengthens Kirkland's civic life.

Historically, the processes and practices of the City of Kirkland government have contributed to challenges in many communities in Kirkland to feel welcome and that they belong. Several of the objectives in the Roadmap are intended to identify and dismantle systemic barriers to meaningful inclusion of community members who identify as one or more of the above demographic categories. The Roadmap includes use of the term "marginalized communities", "marginalized community", and "marginalized community member" to describe the above communities – and others – who have historically been marginalized from full participation in civic life, specifically regarding public participation with City government.

HOW THIS DOCUMENT IS STRUCTURED

This Diversity, Equity, Inclusion, and Belonging (DEIB) Five Year Roadmap is organized around 6 Goal Areas:

- I. Leadership, Operations, and Services
- II. Plans, Policies, and Budgets
- III. Workplace & Workforce
- IV. Community Partnerships
- V. Communications & Education
- VI. Facility & System Improvements

Each **Goal Area** has multiple **Goals**, each of which have two or more **Objectives**. Each Objective has an identified **Next Action**, which includes the responsible department(s), a deliverable, and a due date. The due date includes both a quarter of the year (for example, Q1 is January through March) and the year. The formatting for this structure is as follows:

1. Goal.

1.1 Objective.

→ *Next Action.*

Goal Area I **LEADERSHIP, OPERATIONS, AND SERVICES**

OVERVIEW

The Leadership, Operations, and Services goal area identifies pro-equity practices and systems at all levels of the organization through accountable leadership and employees who are change agents. It recognizes the influence of day-to-day operations in shaping the equitable access to City services. This area also accounts for the City as an organization as it positions itself as a leader and collaborator in the region.

GOALS

1. Leadership at all levels of the government contribute to the internal organizational culture as being rooted in diversity, equity, inclusion, and belonging (DEIB).

1.1 Organizational Policy Statement

Formal policy statements and other legislation that center racial equity help demonstrate the City's commitment to DEIB and provides clear direction to staff about the importance of this work. The City will adopt a policy statement on racial equity, including a definition of racism to include four interconnected types: interpersonal, institutional, structural, and internalized. This expanded definition and shared understanding will assist leaders at all levels of the organization in approaching our work holistically and from a common ground of understanding.

→ *The City Manager will provide options to the Council on policy approaches in Q3 2022.*

1.2 DEIB Communications

Communicating the City's values and priority around DEIB at all levels of the organization contributes to a culture rooted in welcoming and belonging. As such, staff will infuse strong leadership message(s) on DEIB into the City website, marketing materials, all employee job descriptions, job applications, job advertisements, Board and Commissions and volunteer materials, interview questions, employee orientation materials, routine messages from the City Manager, Directors, and managers, and other opportunities.

→ *CMO and the Leadership Team, in coordination with HR, will develop new hire materials in Q3 2022.*

← CMO and the Finance & Administration department will integrate this plan into the annual performance measures report beginning with the 2021 Performance Measures Report (published in 2022).

Embaraking on a commitment to an enterprise-wide culture of diversity, equity, inclusion, and belonging is a journey. The identification of regular checkpoints on progress will help ensure that the organization stays on track in its efforts and provide meaningful transparency for the community. Therefore, staff are directed to develop outcome performance measures for the goals in this plan and provide the Council and community with regular reports on them.

1.5 Performance Measures

← CMO and Human Resources will update Diversity Services Team charter and begin meeting in Q3 2022.

Fostering an organizational culture rooted in welcoming, inclusion, and belonging requires the executive team to support all departmental culture, yet leadership by non-management employees also contributes to diversity, equity, inclusion, and belonging becoming daily, embodied values of the organization. To support this, the City will restructure the Diversity Services Team to support all departments in receiving racial equity and culturally specific knowledge, tools, and support to increase the effectiveness of service delivery. The City will also ensure that people of diverse backgrounds and identities from marginalized communities are represented in the art and decor of all City facilities.

1.4 Diversity Services Team

← CMO will oversee hiring process to have incumbent begin Q2 2022.

Sustained efforts of furthering DEIB goals, including the implementation of this plan, require relationships within the organization and between the City, community groups, and the public at large. Therefore, the City will hire a Diversity, Equity, Inclusion, and Belonging Manager to guide implementation of this plan, conduct on-going internal DEIB review, support community relations, and advise City Council and leadership on matters related to DEIB.

1.3 Diversity, Equity, Inclusion, and Belonging Manager

2. City services are accessible, inclusive, equitable, and responsive to community input.

2.1 Ombud Program

The City currently provides multiple avenues for community members to express concerns or complaints about City personnel across all departments. Ensuring that feedback from the community about personnel is handled promptly, professionally, and transparently contributes to community members' trust in the City and its commitment to being inclusive and equitable. To support this, staff will update the City's Ombud Program so that community members receive immediate and easy-to-follow responses to complaints and concerns.

→ *CMO will update the City's Ombud Program with clear workflow, mechanisms, and integration with complaint processes for the Police Department, including recent changes of oversight by the Washington state Criminal Justice Training Commission, in Q2 2022.*

2.2 Community Responder Program

Stabilizing community members experiencing quality of life stressors and/or behavioral and emotional crises is a key need that has historically fallen on emergency personnel. Such personnel are not intended to provide the intensive level of support needed for individual high utilizers of 911 and other vulnerable community members. Providing services to such community members in the least restrictive setting possible, improving access to achieve earlier intervention that results in better health outcomes, and preventing hospitalization and criminal legal involvement, whenever possible, are outcomes that require a different, holistic approach to crisis intervention. Therefore, staff are directed to prioritize the implementation of the Community Responder Program.

→ *CMO will hire the Lead Community Responder position to begin in Q1 2022, and have at least two additional Responder positions filled in Q3 2022. CMO will also negotiate an interlocal agreement with the north King County cities to create a regional entity to provide responder services pursuant to Resolution R-5530 by Q1, 2023.*

2.3 Park Usage Guidelines and Procedures

Park facilities and recreation programs provide an important outlet for community members' sense of well-being and belonging by supporting exercise, connecting with nature, recreating, and building community. Parks and recreation programs can be newer community members' initial entry point to City services and connection to the broader community. To help ensure a welcoming and belonging community, staff will regularly review park usage guidelines and procedures, including facility reservation and recreation registration processes, and align future improvements and programming with needs of the community.

→ Parks and Community Services will include recommendations on equity improvements of these processes as part of the forthcoming Parks, Recreation, and Open Spaces Plan, to be adopted in 2022.

2.4 School Resource Officer Program Evaluation

School Resource Officers in Kirkland are intended to help keep students physically, socially, and emotionally safe at school, provide for positive interactions between officers and students, families, and community members, connect students with supportive services, and help keep students out of the criminal justice system. School Resource Officers were requested by the community and included in the 2018 Police Proposition 1. However, there are also community concerns, particularly among students and families from marginalized communities , about the impact on students from marginalized communities by a police presence in schools. Therefore, staff are directed to make needed changes to the School Resource Officer Program to meet the varied community interests, and interests of students from marginalized communities.

→ CMO will begin any needed community engagement in Q4 2021 to inform program changes in Q3 2022.

2.5 Community Court Pilot Program

In the traditional justice system in the United States, punitive action is taken against low-level, non-violent offenses like theft, shoplifting, and trespassing, which does not address the reasons behind the crime. Problem-solving alternatives like Community Court seek to go beyond punitive actions to identify and address the underlying challenges of court participants that may contribute to further criminal activity. Community Court participants often engage with a community resource center for needed services such as drug and alcohol treatment, financial and housing assistance, and employment/educational services. This approach allows people to get the services they need to address the underlying issues, which helps reduce recidivism. The City should therefore continue operation of the Kirkland Community Court and prioritize resource needs for it and the related Resource Center.

→ The Municipal Court and CMO will maintain ongoing support for the Community Court Pilot Program, report on performance, and will bring forward any resource needs as part of the 2023-2024 biennial budget process (Q4 2022).

3. Kirkland is a trusted regional partner and leader in racial and social equity initiatives.

3.1 Regional Coordination

Many organizations and governments are engaging in DEIB assessments to inform their strategic planning for both internal and external policies, processes, and programming. Collaboration at the regional level is an important way for the City to contribute to this work,

learn best practices, and demonstrate its commitment to these values. As such, staff will continue to contribute to regional events and conferences to develop shared analysis, learning, and planning with governments and community groups within the Northwest region, including the Governing for Racial Equity and Inclusion Group, Eastside Race and Leadership Coalition, and others, to achieve meaningful and measurable results.

→ *CMO will maintain attendance and planning coordination with the Human Service Division, Police Department, Human Resources, and other relevant departments, and will provide quarterly presentations on insights and trends at the City leadership retreats beginning in Q1 2022.*

3.2 Support National Racial Justice Initiatives

Just as regional engagement helps the City position itself as a learning leader in diversity, equity, inclusion, and belonging work, many opportunities exist nationally for the City to deepen its best practices and amplify the efforts of other governments. The City will support national racial justice initiatives within government through participation in events, peer exchanges, and best practice resource-sharing with public and private organizations, such as the Government Alliance for Race and Equity (GARE), Race Forward, PolicyLink, and the National League of Cities.

→ *CMO will maintain an ongoing list of national racial justice initiatives which the City is participating in and will publish on the City's website in Q3 2022 and will update regularly.*

3.3 Welcoming America Certification

Welcoming America is a nonprofit, nonpartisan organization that leads a movement of inclusive communities becoming more prosperous by ensuring everyone belongs. The City signed on as a welcoming city through the Welcoming America network in 2017. One initiative of Welcoming America is its Certified Welcoming process, a formal designation for cities and counties that have created policies and programs reflecting their values and commitment to immigrant inclusion. Obtaining Certified Welcoming would demonstrate the City's commitment to diversity, equity, inclusion, and belonging (DEIB); however Certified Welcoming requirements include several elements that would best be addressed in partnership with other Eastside cities and community-based organizations. To support this, staff will continue participation in the Welcoming Cities Collaborative with other Eastside cities and community-based organization(s) to develop a regional plan on DEIB efforts, which includes as an outcome achieving the Certified Welcoming designation for the region from Welcoming America.

→ *CMO will continue to partner with Eastside cities and community-based organization(s) to develop a draft regional plan by Q4 2022.*

3.4 The Houghton Community Council

Washington State law grants the Houghton Community Council unique authority over certain land use issues, creating a barrier to the equitable distribution of City programs, services and resources. These inequities include, but are not limited to, neighborhood level veto rights over the availability of affordable housing, increased residential and commercial density, and school expansion. Staff is therefore directed to work with the state and the Kirkland community to sunset the existence of this council.

→ *The City's 2022 State legislative agenda included as a priority, to sunset the Houghton Community Council. House Bill 1769, sunsetting community municipal corporations was signed into law and will go into effect in Q3 of 2022.*

3.5 Native History Document and Land Acknowledgement

Acknowledging and sharing an authentic history of place is a key component to creating a welcoming, inclusive, and belonging community. Giving voice to the history of the Indigenous People who resided in present-day Kirkland and understanding their contributions and challenges with Kirkland's past helps the City move forward in a more equitable way. As such, staff will continue to collaborate with local tribal communities to complete the Indigenous history of Kirkland project, with associated land acknowledgement statement, and integrate the document with relevant plans and programs, such as the 2044 Comprehensive Plan update, neighborhood plans, and wayfinding signage.

→ *CMO will bring to Council for review and potential adoption a draft document in Q2 2022.*

Goal Area II **PLANS, POLICIES, AND BUDGETS**

OVERVIEW

The Plans, Policies, and Budgets goal area focuses on integrating equity into department work plans. It aligns efforts throughout City departments and with other levels of government. This goal area also emphasizes the impact financial decisions can have on equity.

GOALS

4. Department and agency business plans, including line of business and other planning processes, include analyses of equity impacts from their operations, services and programs.

4.1 Equity Impact Assessment Tool

Integrating equity analysis into daily work of the departments helps center equity into City processes and programs. This allows for continual reflection and improvement, which are key aspects of equity work. To support this, staff will standardize the process and implementation of an equity impact assessment tool and provide training to all managers on its application within their work plans. Staff will also implement a process to measure the effectiveness of this tool.

→ *CMO will formalize an equity impact assessment tool and will provide at least one staff training session by Q3 2022.*

4.2 Comprehensive Plan and Other Long-Range Planning Processes

The City's Comprehensive Plan and other long-range planning efforts guide City Council, leadership, and staff in various decisions related to Kirkland's future. Ensuring that the perspectives, insights, and voices of marginalized groups and communities are included in the creation and review of such plans helps them be reflective of Kirkland's diverse community. As such, the City will identify and utilize an equity-centered third-party review process for the City's Comprehensive Plan and other long-range planning processes.

→ *The Planning and Building department will provide recommendations by Q2 2022.*

4.3 Emergency Planning

Data from numerous sources, including Public Health – Seattle & King County and others, demonstrates the disproportionate impact that large scale emergencies have on communities of color, communities of lower income, and English language learners, among other marginalized groups and communities. Many factors contribute to a safe community in

the case of emergency, and the City provides a critical leadership role in such situations. Therefore, the City will incorporate procedures into emergency plans to support the safety of populations that may be at higher risk of impacts, with regular review to account for demographic changes.

→ *The Office of Emergency Management will update all relevant procedures and define a regular review process by Q3 2022.*

5. Equity and social justice initiatives are synchronized across City departments and with other government entities, such as County, State, and Federal.

5.1 King County: Lead with Race Process

Collective impact with other governmental and community partners is best achieved through strategic alignment of priorities for equity and social justice. King County has demonstrated that its approach is to “lead with race” in implementation of its Equity and Social Justice Strategic Plan. To best leverage strategic alignment, the City will align Kirkland’s equity efforts with King County’s approach to “lead with race” related to prioritizing categories of equity.

→ *The City Manager will provide options to the Council on policy approaches in Q3 2022.*

5.2 City Work Program

Since 2011, the City Council has adopted City Work Programs to help implement priority goals, identify the priority focus of the City’s staff and resources, and enable the public to measure the City’s success in accomplishing its major policy and administrative goals. The Work Program is developed in conjunction with the biennial budget process. Implementation of Resolution R-5434 was one of the 2021-2022 Work Program items. To ensure the continuation of diversity, equity, inclusion, and belonging (DEIB) work, the City will continue to incorporate DEIB efforts into the biennial City Work Program.

→ *CMO will integrate recommendations for Council consideration into the 2023-2024 biennial budget process (Q4 2022).*

5.3 2021 Legislation Implementation

The Washington State Legislature passed several bills during the 2021 session that influence law enforcement statewide, which have now gone into effect. Some of the recent reforms to Washington’s law enforcement rely heavily on transferring services to non-law enforcement service providers, such as behavioral health providers and homeless services. This approach aligns with the City’s implementation of its new Community Responder Program. The Kirkland Police Department evaluates and implements changes to its policies regularly to reflect best practices and community feedback, and many of the new legislative changes had already been adopted in Kirkland. The City will ensure full implementation of

2021 legislative actions on police reform in internal Police Department processes, civilian oversight processes, and responses to emergency calls related to mental health.

→ *Police Department and CMO will integrate changes and provide an update by Q1 2022.*

6. Financial decisions include equity impact assessments and considerations.

6.1 Biennial Budget Process

The City's budget is not only an operational roadmap of how to support public safety, maintain parks, keep pedestrians safe, or protect our natural environment, but it is also a statement of values. Integrating analysis of equity into the budget process centers equity into the City's core document of operational decisions. Doing so helps ensure that the investments made by the City in the provision of services embody the values and priorities of diversity, equity, inclusion and belonging. As such, the City will factor diversity, equity, inclusion, and belonging considerations into the budget process by incorporating an equity impact assessment into each service package request and other specific and appropriate budget processes.

→ *CMO and Finance and Administration will integrate an equity impact assessment into the 2023-2024 biennial budget process (Q2 2022).*

6.2 Personnel Funding Impact Analysis

City personnel represent a wide variety of roles and responsibilities that together demonstrates a level of service for a particular line of business. To meet service level demands that sometime shift between budget cycles, departments seek to adapt or add positions by submitting position adjustments. Integrating analysis of equity into position funding centers equity into the City's decision making around level of service related to personnel. Therefore, staff will incorporate an equity impact analysis and statement into the required components of processes used in staff funding outside of the regular budget process.

→ *Finance and Administration will integrate an equity impact assessment into memoranda in support of positions and other staff funding processes by Q2 2022.*

Goal Area III **WORKPLACE & WORKFORCE**

OVERVIEW

The Workplace & Workforce goal area emphasizes fostering a workplace that is empathetic, trusting, respectful, and engaged with social and equity issues. It provides an overview on actions to help in developing a high-performing workforce that reflects the Kirkland community. This goal area articulates goals for intentional employee development through training, coaching, and mentoring. It also addresses staff recruitment at all levels of the organization.

GOALS

7. The workplace culture is one of empathy, respect, and engagement with social and equity issues.

7.1 Employee Engagement Program

The perspectives, sentiment, and suggestions of staff are both valuable indicators of organizational climate and insightful sources of meaningful change. One-on-one interviews and similar opportunities for sharing, such as focus groups, are valuable for understanding the perspective of staff. Additionally, broader scale, quantitative sources of data through a survey instrument can highlight larger trends for both challenges and opportunities. Therefore, the City will implement an employee engagement program with focus groups and an annual employee engagement survey of all staff to assess, among other topics, perceptions of work culture, career advancement, and having the necessary skills and support to apply diversity, equity, inclusion, and belonging (DEIB).

→ *Human Resources will pilot a focus group process and will publish a pilot employee engagement survey by Q4 2022, with results published on the City's intranet for all employees to review by Q1 2023. Data will include demographic indicators including race, gender, location, tenure, and level.*

7.2 Supervisor Training

Shared decision making between supervisors and their staff can contribute to creative problem solving within their group for business practices, policies, and programs that impact them and the community. Allowing for meaningful staff participation in decision making can also help staff feel more ownership over their role and the service they provide the community. As such, the City will provide training to supervisors to ensure that employees have opportunities to make meaningful contributions to decision making. The City will encourage and support active engagement and collaboration among managers and staff to positively influence decision-making and outcomes.

→ Human Resources and CMO will research best practices and begin training of supervisors by Q3 2022.

7.3 Enhancement of Existing Training

Ongoing training in cultural competence, implicit bias, and other DEIB topics is necessary to ensure that the organizational culture continues to be one that is rooted in welcoming and belonging. Offering training on these topics annually supports the growth and deepening understanding of longer-term staff, as well as onboarding new employees. To support this, the City will provide ongoing trainings around cultural competence, empathy, implicit bias, inclusion, communications, self-awareness, and other DEIB topics into standard City trainings and will recognize individuals and teams for their contributions made toward a welcoming and belonging workplace. Further, the City will establish DEIB competencies that will provide the foundation of expectations for all City employees.

→ Human Resources will audit current trainings, research options, and provide options to CMO for review by Q3 2022 with implementation by Q4 2022.

7.4 360° Feedback Reviews

The meaningful participation of staff in performance evaluations of their supervisors can help foster a more trusting, engaged, and higher performing workforce through all staff being provided different perspectives of their performance. Appropriate measures would need to be implemented to ensure that there was no potential for retaliation or other unintended negative consequence. As such, the City will strengthen avenues for trusted and safe staff feedback to supervisors by employing 360-degree feedback reviews or similar methods.

→ Human Resources will identify a tool for staff feedback and will begin training supervisors on its use by Q3 2022.

7.5 Organizational Conflict Management Program

Managing conflict is an essential part of building a welcoming and belonging culture. An organization's ability to create a safe, trusting, empathetic, and respectful workplace is dependent on having conflict resolution systems and resources available and accessible to all City staff. As such the City will create a clear protocol for managing conflicts, provide education and training on how to manage conflict productively, and implement a process to measure the performance of these efforts.

→ Human Resources will research best practices and provide options to CMO for review by Q4 2022.

8. Employee knowledge and talent is intentionally developed through training, coaching, and mentoring.

8.1 Employee Development Plans

Many factors contribute to employee satisfaction, including the engagement and support of their supervisor and mentors outside the chain of command. Such support could look like co-creating development plans with each employee that includes regular check-ins on the employee's experience at the City and the City's role in retaining that employee. The plan can identify next actions related to training opportunities and "on-the-job" exposure for how the employee plans to grow their talent at the City, if they want. Therefore, the City will train supervisors on working with employees on co-creating employee development plans.

→ *Human Resources will research employee development best practices, identify options for review by the leadership team, and train to supervisors on its use by Q1 2023.*

8.2 Career Path Development

Many factors contribute to employee satisfaction, including having a clear career path to develop and grow. While some job classifications in the City have clear career paths, others do not, which can lead to talented staff feeling dissatisfied and potentially seeking employment elsewhere. To help address this, the City will work with the relevant unions to establish clear career paths for job classifications, with identified competencies, skills, and training to guide employee career development and succession planning.

→ *Human Resources will work with relevant unions to establish career development paths by job class and publish on the City's intranet by Q1 2023.*

8.3 Attrition Analysis

Employees leave employment with the City for a variety of reasons. Robust data collection is needed to ensure that such reasons are not evidence of patterns of inequity or barriers to equal employment opportunities. Therefore, the City will enhance current assessment tools (e.g. application pool, hiring data, promotion data, and exit surveys) to measure attrition, identify reasons for attrition, assess possible root causes, and address barriers to equal employment opportunities.

→ *Human Resources and CMO will audit current process and implement improvements by Q3 2022.*

9. Talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels.

9.1 Hiring Panel Guidelines

Including a diversity of perspectives on hiring panels helps counter unconscious biases towards candidates of color, women candidates, English language learners , veterans, candidates with disabilities, and other marginalized groups or communities. Providing a consistent and standard approach to ensuring diverse hiring panels will operationalize this support mechanism throughout the organization. In support of this, the City will develop diverse hiring panel guidelines and process and require hiring managers to certify that they were followed for all selections prior to offer of employment. Such hiring panel guidelines and process will include a strong presumption for external job postings.

→ *Human Resources will research best practices, create interview guidelines, and distribute and provide training to hiring managers by Q3 2022.*

9.2 DEIB Interview Question Requirement

Due to their role in the hiring process, managers play a critical function in providing equal opportunity for diverse candidates. As such, hiring managers need to understand and be skilled at encouraging a welcoming and belonging environment. Therefore, the City will require hiring managers to include at least one interview question to assess management candidates on their ability to foster DEIB.

→ *CMO and Human Resources will develop at least five standard DEIB interview question options for hiring managers for use beginning Q3 2022.*

9.3 Public Safety Recruitment

Emergency personnel in the Fire and Police Departments are often a community member's primary personal interaction with the City. Encouraging diversity of emergency personnel that represents the Kirkland community demonstrates to marginalized groups and communities in Kirkland that they are welcome and belong here. As such, staff will implement and enhance the current comprehensive recruitment plans for the Fire and Police Departments focusing on marginalized communities, and accounting for other social factors that contribute to intersectional identities of potential candidates.

→ *Human Resources will provide an update to CMO on the status of the plans by Q2 2022 for continued enhancement and implementation in 2022.*

9.4 Diversity Hiring and Tracking Software

Regular tracking of diversity in the City's hiring process provides the needed data to adjust strategies and tactics to achieve the City's goals around DEIB. Reporting on such progress also provides accountability and transparency to the organization and the community on the City's commitment to DEIB goals. Such tracking and reporting are best achieved using specialty software. Therefore, the City will implement a software platform that supports diversity hiring and tracking.

→ Human Resources and Information Technology will complete implementation of a software platform by Q4 2021.



Goal Area IV COMMUNITY PARTNERSHIPS

OVERVIEW

The Community Partnerships goal area ensures the City's contracts and other agreements express its equity and social justice values and policies. It identifies ways the City can help build internal capacity for marginalized community-based organizations partnering with the City as well as supporting the growth and sustainability of our community partners. This goal area also respects the importance of formal and informal, on-going relationships with community partners to foster continual improvement of City services.

GOALS

10. The City's equity and social justice values and policies are expressed in contracts and other agreements.

10.1 Equity in Contracting Policy and Program

Creating a procurement environment in which marginalized business owners are afforded equitable opportunities for business partnerships with the City to create the opportunity to leverage City spending to increase utilization of such businesses. Implementing a policy and program that provides the maximum practicable opportunity for increased participation by such businesses in City contracting for public works, consulting services, supplies, material, equipment, and other services will demonstrate the City's commitment to fostering a welcoming and belonging community. Therefore, staff are directed to implement the Equity in Contracting policy and associated program to expand vendor recruitment, internal organizational training, and external vendor training.

→ *CMO and Finance and Administration, in consultation with the City Attorney's Office, have updated all necessary contract language and will develop a training schedule and other program elements by Q3 2022.*

10.2 Funding Community Building Activities

The City has provided for several years grants to Kirkland's neighborhood associations that in totality represent the geographic extent of Kirkland. Although neighborhood associations provide valuable community building activities, opportunities for marginalized groups to seek funding for community building would help foster a more welcoming culture and sense of belonging across the community. As such, staff will develop formal opportunities for funding of community building activities beyond the Neighborhood Matching Grant Program for diverse community events or similar programs that celebrate Kirkland's diversity.

→ *Based on available funding, CMO and Parks and Community Services will develop a pilot program to launch Q2 2022.*

10.3 Shared Application for Human Services Funding

Agencies providing human services, as well as other small non-profit or community-based organizations, often do not have enough administrative staff capacity to complete multiple funding applications. Numerous cities throughout King County came together to form the Human Services Funding Collaborative, a shared application platform that helps minimize administrative burden for organizations seeking funding to provide services in food security, housing and homelessness prevention, health, mental health, and youth services, among others. City staff will continue to utilize the shared application of the Human Services Funding Collaborative to decrease administrative burden on service providers, will explore further simplifying the grant application and reporting process, and better understand local and regional needs.

→ *Human Services division will continue to manage the Human Services Funding Collaborative applications and tasks associated with the grant for the 2023-2024 biennial budget cycle (Q3 2022).*

11. City partnerships with community-based organizations contribute to building their internal equity practices and capacities.

11.1 Technical Assistance to Businesses

Business service organizations, business associations, and health and human services organizations around the region highlighted the impacts of the pandemic on immigrant-owned businesses. Feedback from those businesses demonstrated that many of them would benefit from technical assistance in language with access to additional translation services. To help foster a welcoming and inclusive business environment, staff will provide culturally competent technical assistance services for business operations, and provides access to in-language support.

→ *CMO will launch a pilot program of cultural navigators for business technical assistance by Q3 2022.*

11.2 Community Group Training

The active participation of community members in seeking to make a difference in the civic life of the community, including having the ability, agency, and opportunity to be involved in decision-making processes that affect them, is foundational for transparent and responsive government. Although the City provides various opportunities for engagement, additional work focused on community members from marginalized groups will help foster a community that is more welcoming and promotes a culture of belonging. Therefore, staff is directed to offer trainings to community groups about how the City works and the services it provides, with an emphasis on marginalized groups. Further, the City will encourage, develop, support, and maintain opportunities for robust collaboration between community members, City staff, and City leaders.

→ CMO will develop a regularly occurring civic training program that provides community members with knowledge of City functions and processes with the first training occurring by Q4 2022.

11.3 Diversity Representation on Neighborhood Association Boards and General Membership

Kirkland's Neighborhood Associations are independent non-profit organizations that serve to enhance the civic life of the Kirkland community. The City recognizes 13 neighborhood association boundaries that encompass the entire geographic area of the City.

Neighborhoods are the building blocks of any city, and Kirkland is enriched by these strong civic organizations that work alongside the City to improve the quality of life for everyone in Kirkland. The neighborhood associations are open to all members of the community.

Despite efforts to engage marginalized community members, the neighborhood associations generally tend to engage longer term residents, particularly those that own their home, which is a trend seen in other communities. Supporting the neighborhood associations in DEIB efforts will help foster a Kirkland that is more welcoming. As such, staff will help increase the diversity of representation on neighborhood association boards and general membership through program collaboration with the neighborhood associations and the Kirkland Alliance of Neighborhoods.

→ CMO will collaborate with the Kirkland Alliance of Neighborhoods in developing a plan to be implemented by Q4 2022, which will include clear definitions of success.

12. On-going relationships, both contractual and informal, contribute to a continual improvement of City services to better meet the needs of all Kirkland community members.

12.1 Relationship Building with Community Groups

Community feedback collection as part of the City's public processes can seem transactional to some community groups. Although unintended, this impact can sometimes deter further engagement from some community members or groups who would feel more supported by the building of relationships before the City requests information from them. To support this, staff will operationalize proactive relationship-building with community groups with the goal that the relationships offer mutual benefit.

→ CMO will develop a framework to be implemented by Q3 2022.

12.2 Coalition Against Hate & Bias

The work of fostering a safe, inclusive, and welcoming community where everyone belongs includes being able to appropriately respond to incidents of hate and bias that may occur. Developing a response and support plan to such incidents will demonstrate to the community, including businesses, that the City prioritizes the well-being and safety of all community members. King County recently supported the establishment of the Coalition

Against Hate & Bias. Staff will work with the community to develop a response and support plan to incidents of hate and bias that occur in the community that can be easily communicated with community partners, businesses, and neighborhoods and that aligns with the intent of the King County Coalition Against Hate & Bias.

→ *CMO and the Police Department will work with community groups to publish a draft plan by Q2 2022.*

12.3 Diversity on Boards and Commissions

The City has several advisory boards and commissions which are responsible for formulating new ideas, gathering information, hearing and receiving public comments, analyzing complex issues, and making recommendations for specific projects and policies. Board members and commissioners are appointed by the City Council, which seeks to make appointments of qualified candidates who reflect the diversity of Kirkland, including with respect to race, ethnicity, gender, sexual orientation, gender identification, the presence of any sensory, mental, or physical disability, background, and perspective, and status as a homeowner or renter in Kirkland. To ensure a diversity of applicants, staff will develop a strategy to ensure that applicants for City Boards and Commissions are representative of the demographic diversity of the community.

→ *CMO and the City Clerk's Office will develop a recruitment strategy to increase representation for Boards and Commissions by Q2 2022.*

12.4 Equitable and Welcoming Third Places

The concept of third place is that of a welcoming place beyond our homes and places of work. Sometimes, community members may use businesses as third places in a way that is unintended by the business, which can have impacts on the feeling of Kirkland being a welcoming and belonging community. Therefore, staff will work with the business community to continue education, outreach, and training on developing equitable and welcoming “third places” throughout the community. Staff will also develop strategies to promote to City owned facilities as welcoming “third places” for the community.

→ *CMO will work with the Greater Kirkland Chamber of Commerce and other local business organizations to implement training with the first program to occur in Q3 2022.*

Goal Area V

COMMUNICATION & EDUCATION

OVERVIEW

The Communication & Education goal area supports the City's effective learning, outreach, and engagement with a diverse community. The City of Kirkland assures that no person shall on the grounds of race, color, national origin, or sex, as provided by Title VI of the Civil Rights Act of 1964 as amended, and the Civil Rights Restoration Act of 1987 (P.L. 100.259) be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any of its federally funded programs and activities. The City further assures every effort will be made to ensure non-discrimination in all of its programs and activities, whether those programs and activities are federally funded or not. This goal area identifies strategies of communicating with English language learners in the community. It infuses diversity, equity, inclusion, and belonging values into community member engagement with City services and opportunities. This goal area also supports the effective education, engagement, and communication of and authentic conversation about City initiatives with internal and external stakeholders.

GOALS

13. The City can effectively communicate with English language learners.

13.1 Citywide Language Access

Kirkland, like other communities in East King County, has experienced a shift in demographics over the last several years, including an increase in English language learners. The City values the contributions of all members of the community and makes every effort to ensure that language is not a barrier to engagement with the City. As such, staff will increase City-wide language access and interpretation resources through standardized processes and creation of a City Language Access Plan, including training to all departments on use.

→ *CMO, Finance and Administration, Human Resources, and Information Technology will collaborate on standard support documentation and training published by Q2 2022.*

13.2 Title VI Vital Document Translation

Translating vital City documents is the primary means of ensuring the City meets its obligation under Title VI. Additionally, the translation of documents also demonstrates the City's commitment to fostering a community of welcoming and belonging. The cost to translate documents is generally absorbed into departmental budgets but in some cases is not anticipated during the budgeting process. To help further the City's efforts at inclusion, staff will identify funding in all department budgets for Title VI vital document translation.

→ *CMO and Finance and Administration will support all departments in identify anticipated budget needs for Title VI vital document translation, with specific funding allocations identified through the 2023-2024 biennial budget process (Q4 2022).*

13.3 Employee Bilingual Pay Program

Bilingual personnel can enhance the City's ability to meet the customer service needs of the community. In recognition of this additional expertise, the City will explore a pilot Bilingual Pay Program for employees with demonstrated skill in a language (including American Sign Language) used by any group constituting at least 5% of Kirkland. Such a staff person would be a resource for other staff in minimal interpretation and translation tasks.

→ *Human Resources will research best practices, liaise with relevant unions, and present options for CMO review by Q4 2022.*

14. Community member engagement with City services and opportunities embodies values of diversity, equity, inclusion, and belonging.

14.1 Cross Departmental Outreach and Engagement

Due to the size of the City as an organization, outreach and engagement activities are conducted by nearly all departments semi-autonomously. Examining and reflecting on the current processes used by different work divisions will ensure that there is a consistent and coordinated approach to community engagement across the organization. Therefore, staff will assess the effectiveness of the City's community engagement processes, and, based on that assessment, develop City-wide guidelines for engagement that ensure relationship building, consistency, coordination, and follow-up.

→ *CMO, in collaboration with other departments and community partners, will assess the existing engagement processes and will make recommendations as necessary by Q3 2022.*

14.2 City Leadership Program

Actively cultivating civic leaders will help ensure that the Kirkland community is highly engaged in seeking to make a difference in the civic life of the community. Although the City provides various opportunities for engagement, additional work focused on community members from marginalized groups will help foster a community that is more welcoming and belonging. Therefore, staff will develop and implement the City Leadership Program to cultivate civic engagement for the purpose of diversifying public participation in various governmental processes and neighborhood organizations.

→ *CMO, in collaboration with other departments, will finalize and implement the pilot City Leadership Program by Q4 2022.*

14.3 DEIB Integration into Community Meetings

The City currently participates in various meetings with community members or groups. These meetings can provide an opportunity and avenue to support DEIB efforts throughout the community. As such, staff will evaluate and restructure regular meetings with community

groups or leaders – such as the Inclusion Network, the Kirkland Alliance of Neighborhoods, and the Business Roundtable – to incorporate themes of DEIB implementation at the City and in the community. The City of Kirkland will actively model, support, benchmark, and otherwise encourage implementation of best practices of DEIB through active engagement.

→ *CMO will work with relevant groups and departments to implement recommendations by Q3 2022.*

15. City initiatives are clearly communicated and foster effective dialogue between both internal and external stakeholders.

15.1 Culturally Competent Communication Plans

Keeping both the community and internal staff updated on the status of this Plan is a key requirement for successful and transparent implementation. Providing such updates in ways that are most meaningful and effective to the various audiences helps ensure a sense of welcoming and belonging around this Plan, which will further engender a sense of transparency, accountability, community ownership, and commitment to its success. To support this, staff will develop and implement effective, culturally competent communication plans for internal and external audiences that provide regular updates on progress made on this Plan. Additionally, the City will design, develop, and maintain a public facing webpage to communicate information and updates regarding this plan, which includes relevant data and resources for the benefit of the community.

→ *CMO will develop initial communication plans by Q3 2022.*

15.2 Ongoing Feedback Process to the Roadmap

This Plan should be considered a living document. Although it provides a roadmap with destinations and milestones, those should be regularly reviewed and aligned with community expectations. Therefore, the City will provide regular avenue(s) for community feedback about this Plan and its implementation at City Hall for All and/or other effective platforms, as well as from the City's Boards and Commissions. Each department should include in its DEIB strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.

→ *CMO will incorporate feedback opportunities into its initial 2022 work plan by Q2 2022.*

15.3 Culturally Effective Outreach Methods

Kirkland's diverse community represents various cultures and backgrounds. Effective and efficient outreach and engagement by and between the City and the community is best achieved by employing culturally sensitive and effective methods and messages. To support this, staff will identify and/or provide training for culturally effective outreach methods and develop department level culturally effective outreach plans and strategies.

→ *CMO will research best practices, develop a pilot program, and provide training by Q3 2022.*

15.4 Proactive Community Engagement Network

Traditional channels for City communications, whether owned (email listservs), shared (social media), or earned (news media), have inherently limited reach in the community. Engaging with those in the community that have been historically marginalized requires proactive measures of relationship building, community partnerships, and alternative means of outreach and engagement. As such, staff will establish a proactive network of civically engaged community members from marginalized communities who are interested in providing input about and from their lived experiences as part of City feedback collection processes.

→ *CMO will research best practices and develop a pilot program to begin Q4 2022.*

15.5 Host, Sponsor, and Support DEIB Learning Opportunities

Learning and training opportunities are an important method of sharing knowledge, data, and best practices in DEIB. To support this, the City will host, sponsor, and support learning opportunities and will share information, resources, and tools designed to foster a community that reduces disparities and inequitable outcomes.

→ *CMO will incorporate such opportunities into its initial 2022 work plan by Q4 2022 and will evaluate requests on a case-by-case basis.*

15.6 Closing the Participation Gap

Learning must be accessible to all residents, businesses, and organizations across the city to transfer information, promote collaboration, and build community. The impacts of COVID-19 have caused many in-person outreach, engagement, training, and learning opportunities to be postponed or cancelled because of concerns for public safety. With many physical spaces having closed or operating with reduced capacity, virtual spaces are increasingly being utilized by governments, businesses, and residents. Most negatively impacted are people with lower incomes lacking broadband internet access and individuals with disabilities requiring communication accommodations to effectively communicate their needs in accessing services and resources. Therefore, staff will assess and identify spaces and

resources that will help close the participation gap and achieve better outcomes for the community.

→ *CMO, in collaboration with the other departments, will research best practices and develop a resource list of options by Q3 2022.*

15.7 DEIB Dashboards

Regular tracking and reporting of key data contributes to the City's goals around DEIB. The City Council included the development of various dashboards for use of force, general crime, School Resource Officer, Human Resources, and Human Services as part of Resolution R-5434. Publishing such dashboards provides transparency and accountability for the community and Council to understand how the City as an organization is performing. To support this, the City will complete the dashboards called for in Resolution R-5434 for use of force, general crime, School Resource Officer, Human Resources, and Human Services.

→ *CMO will coordinate the completion of all remaining R-5434 dashboards in Q3 2021.*



Goal Area VI **FACILITY & SYSTEM IMPROVEMENTS**

OVERVIEW

The Facility & Systems Improvements goal area affirms the City's Capital Improvement Program's role in advancing equity and identifies opportunities to be informed by marginalized communities. The Capital Improvement Program (CIP) funds the City's capital needs over a six-year period based on various City-adopted long-range plans, goals and policies. Capital projects are generally large-scale in terms of cost, size, and benefit to the community. This goal area seeks to identify historically underserved areas through data and analysis to help fix historical inequities. This area also encourages planning for the impacts of large-scale events while centering the needs of marginalized communities.

GOALS

16. The City's Capital Improvement Program includes clear strategies to advance equity, which are informed by underserved communities.

16.1 CIP Feedback and Participation Plan

A critical element of a balanced Capital Improvement Program (CIP) is preserving or enhancing existing facilities while providing new assets that will support service needs and community growth. Although much of the CIP is highly technical or prescriptive in nature, additional opportunities for community involvement in the CIP processes ensures marginalized community members and groups have their voices heard for these critical services. Therefore, staff will incorporate more community feedback into prioritizing the City's capital improvement program. The City will develop, design, and implement a formal plan to solicit regular feedback and participation from the community on decisions related to the CIP, with a particular emphasis on marginalized community members.

→ *Public Works and CMO will expand current options for community input on the CIP to inform the adoption of the 2023-2028 CIP (Q3 2022).*

16.2 Community Participation Compensation Policy

Soliciting feedback from the community for City programs, policies, and plans is a key characteristic of a transparent and responsive government. However, unintended barriers to participation exist for some community members based on their social, cultural, ethnic, economic, and/or historical experiences. Offering compensation to participants of select processes is one way to decrease barriers to active engagement and participation for those that may need to obtain childcare or incur other expenses in order to participate, while also acknowledging the time, energy, and effort in discussing personal experiences that may include painful stories. To support this, the City will adopt a policy to compensate community members from marginalized groups who are most likely to not be engaged on a

regular and consistent basis in civic life, such as those from lower income communities, people of color, and renters, for providing input from their lived experience.

→ *CMO and Finance and Administration will develop a pilot program for implementation by Q2 2022.*

16.3 Body Worn Camera Pilot Program

Body worn cameras for police officers can demonstrate that a police agency is willing to be transparent and accountable for its actions and provide mutual safety and accountability between police and the community. Successful deployment of body worn cameras relies on thorough development of operational policies governing their use. To encourage transparency and safety, the City will implement a body worn camera pilot program that does not allow for facial recognition capabilities and that is informed by extensive community engagement, particularly with marginalized community members.

→ *CMO will begin a community engagement process for the body worn camera pilot program by Q4 2021 for an implementation of the program by Q2 2022.*

17. Capital Improvement projects are mindful of historically underserved areas and seek to remedy any existing inequities.

17.1 Standardized Data Sources

Numerous public data sources exist for demographic data, including, but not limited to, the Census, Washington Office of Financial Management, Washington State Department of Transportation, and the Washington Office of Superintendent of Public Instruction. Compiling demographic data for specific areas of Kirkland will help the City identify potential gaps in service. Therefore, the City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify marginalized communities and areas in the City, of lower income, higher rates of residence by communities of color, and/or English language learners to ensure equitable investments are made throughout the city.

→ *Planning and Building, Information Technology, and CMO will develop a pilot data tool that incorporates available demographic data sources for initial launch by Q3 2022.*

17.2 Equity Impact Assessment for the CIP

Integrating analysis of equity into the identification and prioritization of capital projects helps center equity into these major City investments. Doing so help ensure that investments are informed by any existing inequities. To support this, the City will incorporate an equity impact assessment to the Capital Improvement Program (CIP) process and projects. Every effort will be made to solicit input and experiences of residents, business, and interested community members to best inform needs.

→ CMO, Finance and Administration, and Public Works will integrate an equity impact assessment into the 2023-2028 CIP adoption process (Q3 2022).

17.3 Equity Analysis in the City's Planning Documents and Processes

Integrating analysis of equity into department strategic and master plans helps center equity in these foundational City documents that guide policy, programs, and procedures. Such plans currently underway include the Parks, Recreation, and Open Spaces Plan, the Active Transportation Plan, and utility comprehensive plans. Therefore, the City will incorporate an equity impact assessment into the planning process for master and strategic plans. Every effort will be made to solicit input and experiences of residents, business, and interested community members to best inform needs.

→ CMO will assist all departments in incorporating an equity impact assessment into their master and strategic planning documents beginning in Q3 2022.

18. Anticipate facility needs related to issues from climate change, future pandemics, and other large-scale events, with an emphasis on meeting the needs of disproportionately vulnerable communities.

18.1 Cooling and Warming Center Activation

Cooling and warming centers are strategies used to support vulnerable residents during periods of intense heat or cold. Such centers are often air-conditioned or heated public spaces that are made available to community members. The City can better support the rapid deployment of cooling and heating centers by having approved plans and procedures that include staffing, general outreach, and community partners. As such, the City will standardize a community response plan for cooling and warming center activation in the event of future heatwaves or frigid weather.

→ Office of Emergency Management and CMO will implement a plan in coordination with community partners that will be ready to implement by Q2 2022.

18.2 Maintaining and Enhancing the City's Infrastructure

Maintaining and enhancing the City's infrastructure is a critical public service that can have a large impact on the quality of life for the community. Keeping the public informed of impacts related to the City's infrastructure helps support the safety of the community and the trust the community has in City government. Such public information efforts that are timely, easily understood, and inclusive helps ensure that all community members feel safe and welcome. As such, City staff will enhance capital project notices, water quality reporting, spill response post cards, and similar infrastructure reporting mechanisms to include translated and culturally sensitive materials.

→ *Public Works and CMO will audit and update current materials for implementation by Q3 2022.*

18.3 Maintaining and Expanding Opportunities to Internet Access

Maintaining virtual connection has proven critically important for students, employees, business owners/operators, and residents across the city. The City will explore continued and expanded opportunities to make available the infrastructure required for internet access to help eliminate the negative impacts caused by poverty, COVID-19, or other factors impacting internet access.

→ *IT and Finance & Administration will research and provide options to the City Manager by Q3 2022.*

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