

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

HOW THIS DOCUMENT IS STRUCTURED

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

1. Leadership, Operations, and Services
2. Plans, Policies, and Budgets
3. Workplace & Workforce
4. Community Partnerships
5. Communications & Education
6. 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 formatting for this structure is as follows:

1. Goal.

1.1 Objective.

→ *Next Action.*

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.

- 1.1 Formal policy statements and other legislation that center racial equity help demonstrate the City's commitment to diversity, equity, inclusion, and belonging and provides clear direction to staff about the importance of this work. The City should therefore 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 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 Q1 2022.*

- 1.2 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 infuse strong leadership message(s) on DEIB into the City website, marketing materials, all employee job descriptions, job applications, job advertisements, 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 Q2 2022.*

1.3 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 strengthen strategic relationships within the organization and between the City and community groups. 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 Q1 2022.

1.4 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 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 also ensure that people of diverse backgrounds and identities 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 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 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 The City currently provides multiple avenues for community members to express concerns or complaints about City personnel. 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 Q1 2022.

2.2 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 oversee hiring processes to have incumbents for the Supervisor and Lead Community Responder positions to begin in Q1 2022, and to have the remaining positions filled in Q1 2022.

2.3 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 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 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 of color, about the impact on students of color 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.

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

2.5 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 Many organizations and governments are engaging in diversity, equity, inclusion, and belonging 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.

→ *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 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 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 Q1 2022 and will update regularly.*

3.3 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 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 state legislative agenda will include sunseting the Houghton Community Council in Q4 2021.*

3.5 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 Q4 2021.*

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 Integrating 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.

→ CMO will formalize an equity impact assessment tool and will provide at least one staff training session by Q2 2022.

4.2 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) 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 a 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 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 speakers, among others. 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 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 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 Q2 2022.*

- 5.2 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 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 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 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. 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 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.*

OVERVIEW

The Workplace & Workforce goal area emphasizes fostering a workplace that is empathetic, 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 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 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.

→ *Human Resources will pilot a focus group process and will publish a pilot employee engagement survey by Q3 2022, with results published on the City's intranet for all employees to review by Q4 2022. Data will include demographic indicators including race, gender, location, tenure, and level.*

7.2 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 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 Q2 2022.*

7.3 Ongoing training in cultural competence, implicit bias, and other diversity, equity, and inclusion 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 cultural competence, implicit bias, 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 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 Q2 2022 with implementation by Q3 2022.*

7.4 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 Managing conflict is an essential part of building a welcoming and belonging culture. An organization's ability to create a safe, 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 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 Q3 2022.*

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

8.1 Many factors contribute to employee satisfaction, including the engagement and support of their supervisor 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 Q3 2022.*

8.2 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 Q4 2022.*

8.3 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, 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 Including a diversity of perspectives on hiring panels helps counter unconscious biases towards candidates of color, women candidates, limited English proficiency candidates, veterans, and candidates with disabilities. 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 Q2 2022.*

9.2 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.

→ *CMO and Human Resources will develop at least five standard DEI interview question options for hiring managers for use beginning Q2 2022.*

9.3 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 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 underrepresented categories of staff, focusing on race, ethnicity, and gender identity, 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 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.*

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 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 Creating a procurement environment in which 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, will update all necessary contract language and develop a training schedule and other program elements by Q2 2022.*

10.2 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 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 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 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 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 the 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 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 Q1 2022.*

11.2 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 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 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 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 and often engage longer term residents, particularly those that own their home. Supporting the neighborhood associations in diversity, equity, inclusion, and belonging 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.

→ *CMO will collaborate with the Kirkland Alliance of Neighborhoods in developing a plan to be implemented by Q4 2022.*

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 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 Q2 2022.*

12.2 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 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 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 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.

→ *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 Q1 2022.*

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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 community members. It infuses 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.

13.1 Kirkland, like other communities in East King County, has experienced a shift in demographics over the last several years, including an increase in 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 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 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 equity, inclusion, and belonging.

14.1 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 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 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 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 Civic Accelerator Program by Q4 2022.*

14.3 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 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 Q2 2022.

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

15.1 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 Q2 2022.

15.2 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. 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 Q1 2022.

15.3 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 Q2 2022.

15.4 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 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 who are interested in providing input about their lived experiences as part of City feedback collection processes.

→ *CMO will research best practices and develop a pilot program to begin Q2 2022.*

15.5 Learning and training opportunities are an important method of sharing knowledge, data, and best practices in diversity, equity, inclusion, and belonging. 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 Q1 2022 and will evaluate requests on a case-by-case basis.*

15.6 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 Q1 2022.*

15.7 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 Q4 2021.*

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 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 communities.

GOALS

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

16.1 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 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 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 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, 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 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 adopt a policy to compensate community members from underrepresented 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 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 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 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 areas in the City of lower income, higher rates of residence by communities of color, and/or of limited English language 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 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 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 Q1 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 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 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 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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