

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

**AT-A-GLANCE**

**We acknowledge that the Southern Salish Sea region lies on the unceded and ancestral land of the Coast Salish peoples, the Duwamish, Muckleshoot, Puyallup, Skykomish, Snoqualmie, Snohomish, Suquamish and Tulalip tribes and other tribes of the Puget Sound Salish people, and that present-day City of Kirkland is in the traditional heartland of the Lake People and the River People. We honor with gratitude the land itself, the First People – who have reserved treaty rights and continue to live here since time immemorial – and their ancestral heritage.**

# CITY OF KIRKLAND DIVERSITY, EQUITY, INCLUSION & BELONGING 5-YEAR ROADMAP AT-A-GLANCE SUMMARY

The purpose of this two-page summary document is to give an at-a-glance overview of the City of Kirkland's Diversity, Equity, Inclusion & Belonging 5-year roadmap. This condensed summary provides a high-level overview of six main goal areas encompassing 18 total goals and 67 objectives. The roadmap is first of its kind in the City of Kirkland and its objectives are work that intersect every division in the organization. For a complete version of the roadmap, please visit the City's website at [www.kirklandwa.gov/5434](http://www.kirklandwa.gov/5434).

## GOAL AREAS AND KEY OBJECTIVES

### GOAL I: Leadership, Operations, and Services

---

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.

- Leadership at all levels of the government contribute to the internal organizational culture as being rooted in diversity, equity, inclusion, and belonging (DEIB).
- City services are accessible, inclusive, equitable, and responsive to community input.
- Kirkland is a trusted regional partner and leader in equity initiatives.

### GOAL II: Plans, Policies, and Budgets

---

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.

- Department and agency business plans, including line of business and other planning processes, include analyses of equity impacts from their operations, services, and programs.
- Equity and social justice initiatives are synchronized across City departments and with other government entities, such as County, State, and Federal.
- Financial decisions include equity impact assessments and considerations.

### GOAL III: Workplace & Workforce

---

Emphasizes fostering a workplace that is empathetic, trusting, respectful, and engaged with social and equity issues. Provides actions to help develop a high-performing workforce that reflects the Kirkland community. It articulates goals for intentional employee development through training, coaching, and mentoring, and addresses staff recruitment at all levels of the organization.

- The workplace culture is one of empathy, respect, and engagement with social and equity issues.
- Employee knowledge and talent is intentionally developed through training, coaching, and mentoring.
- Talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels.

## Diversity, Equity, Inclusion, and Belonging 5-Year Roadmap

### GOAL IV: Community Partnerships

---

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 underrepresented 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.

- The City's equity and social justice values and policies are expressed in contracts and other agreements.
- City partnerships with community-based organizations contribute to building their internal equity practices and capacities.
- 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.

### GOAL V: Communications & Education

---

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 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. It supports the effective education, engagement, and communication of and authentic conversation about City initiatives with internal and external stakeholders.

- The City can effectively communicate with English language learners.
- Community member engagement with City services and opportunities embodies values of diversity, equity, inclusion, and belonging.
- City initiatives are clearly communicated and foster effective dialogue between both internal and external stakeholders.

### GOAL VI: Facility & System Improvements

---

Affirms the City's Capital Improvement Program's role in advancing equity and identifies opportunities to be informed by underrepresented communities as capital projects are generally large-scale in terms of cost, size, and benefit to the community. It seeks to identify historically underserved areas through data and analysis to help fix historical inequities and encourages planning for the impacts of large-scale events while centering the needs of underrepresented communities.

- The City's Capital Improvement Program includes clear strategies to advance equity, which are informed by underserved communities.
- Capital Improvement projects are mindful of historically underserved areas and seek to remedy any existing inequities.
- 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.