



CITY OF KIRKLAND

City Manager's Office

123 Fifth Avenue, Kirkland, WA 98033 425.587.3001

www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager for External Affairs
Chanin Kelly-Rae, Owner, Chanin Kelly-Rae Consulting
David Wolbrecht, Senior Neighborhood Services Coordinator
Chelsea Zibolsky, Special Projects Coordinator

Date: April 26, 2021

Subject: R-5434 UPDATE ON THE COMPREHENSIVE ORGANIZATIONAL EQUITY ASSESSMENT

RECOMMENDATION:

To provide preliminary information to any qualified resident considering filing for the Kirkland City Council or the Houghton Community Council, it is recommended that City Council and the public receive an accelerated update on the City's progress conducting a comprehensive organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedure as directed in [Resolution R-5434](#) subsection 3b¹.

BACKGROUND DISCUSSION:

Qualified residents who wish to run for the Kirkland City Council or for the Houghton Community Council in 2021 must file as candidates with King County Elections during the week of May 17 – May 21, 2021. To help inform potential candidates interested in the City's implementation of R-5434, this memorandum provides the Council and the public background on Kirkland's Council-Manager form of government and the Houghton Community Council. It also includes an accelerated update on the City's progress conducting a comprehensive organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedure. Staff will use this assessment to identify proposed actions and steps necessary to address identified gaps. This update is also designed to provide the City's preliminary findings and likely conclusions as they apply to local elected leadership. A more comprehensive R-5434 update and accomplishments will be the subject of the City Council study session on May 18, 2021. The memorandum is structured in four sections.

- I. History of the Kirkland Council-Manager government and Houghton Community Council
- II. Overview of the Organizational Equity Assessment
- III. Preliminary Observations
- IV. Next Actions

¹ R-5434 landing page on the City's website. <https://www.kirklandwa.gov/Government/City-Managers-Office/Ensuring-the-Safety-and-Respect-of-Black-People>

I. History of the Kirkland Council-Manager government and Houghton Community Council

A. Kirkland Council-Manager Form of Government

The Mayor-Council form of government is the most common type in Washington and used by about 60% of the cities and towns. However, Kirkland is organized as a Council-Manager city and residents may not be as familiar with this form of government. The Municipal Research Services Center (MRSC) has an excellent summary of the various forms of local government and helpful charts that compare how each form of government operates. An MRSC excerpt summarizing the Council-Manager form of government and a link to the MRSC website are included below.

Council-manager is the other common form of government in Washington. As of 2018, this system is used by 54 cities in Washington, comprising about 40% of the incorporated population, including quite a few medium-to-large cities. The basic structure and organization of council-manager governments is set out in Ch. 35.18 RCW (non-code cities) and Ch. 35A.13 RCW (code cities).

The council-manager form consists of an elected city council (which may be elected at-large or from districts) which is responsible for policymaking, and a professional city manager, appointed by the council, who is responsible for administration. The city manager provides policy advice, directs the daily operations of city government, handles personnel functions (including the power to appoint and remove employees) and is responsible for preparing the city budget.

Under the council-manager statutes, the city council is prohibited from interfering with the manager's administration. The city manager, however, is directly accountable to and can be removed by a majority vote of the council at any time.

The council-manager form is based on the model of a business with a board of directors that appoints a chief executive officer. Another familiar public example is the school board-superintendent relationship.

In council-manager cities, a ceremonial mayor presides at council meetings and is recognized as the head of the city for ceremonial purposes but has no regular administrative duties. The mayor is generally selected by the city council and this person must also be a councilmember. According to the provisions of RCW 35A.13.033, the charter of a first class city or the voters of an optional municipal code city may provide for the mayor to be directly elected by the people.

<https://mrsc.org/Home/Explore-Topics/Governance/Forms-of-Government-and-Organization/City-and-Town-Forms-of-Government.aspx>

The Kirkland City Council consists of seven members elected at large to staggered, four-year terms. Since 1965, Kirkland has operated under a Council-Manager form of government. All budgetary, legislative and policy-making powers are vested in the City Council. Policy making often takes the form of passing ordinances or resolutions, adopting a Biennial Budget, and approving the Six Year Capital Improvement Program. The City Council also conducts interviews

of interested and eligible applicants and appoints them as members on several advisory boards and commissions. In Kirkland's Council-Manager form of government, the Mayor is not a separately elected office. Any member of the City Council may become the Mayor. All seven Councilmembers are elected by the voters, and then the Mayor is selected by a majority vote of the duly elected Council. The Mayor's responsibilities are primarily to preside at Council meetings, and act as head of the City for ceremonial purposes and for purposes of military law. The Mayor votes as a Councilmember and does not have veto power. (RCW 35.18.190; RCW 35A.13.030 Optional Municipal Code cities.)

The Council employs a professionally trained public administrator, the City Manager, to carry out the policies and budgets adopted by the Council and to manage the City's day-to-day operations. The City Manager is appointed by the Council and may be removed by the Council. All other City employees report directly or indirectly to the City Manager.

At the time of incorporation in 1905, the City of Kirkland's population was approximately 530. The current estimated population is 90,660. Kirkland is currently the thirteenth largest city in the State of Washington and the sixth largest in King County. Since its incorporation, Kirkland has grown in geographic size to eighteen square miles - approximately twenty times its original size. This growth occurred primarily through the consolidation of the cities of Houghton and Kirkland in 1968, the annexations of Rose Hill and Juanita in 1988 and the annexation of North Juanita, Finn Hill, and Kingsgate areas in 2011.

B. Houghton Community Council

The Houghton Community Council (HCC) is a creature of state law and the Kirkland Municipal Code (KMC). HCC is technically considered a "community municipal corporation" pursuant to chapter 35.14 RCW. HCC and a similar entity in Bellevue are the only two remaining community municipal corporations in Washington. Provisions related to the HCC in Kirkland constitute KMC Title 2.

In accordance with state law and the code, the HCC is governed by a body of elected by residents within the boundaries of the historical Town of Houghton. HCC exercises both advisory and approval/disapproval authority over a discrete number of specified matters related to land use and zoning regulations that would apply to land, buildings, or structures within its geographical area of jurisdiction. Those matters consist exclusively of the following: comprehensive plan; zoning ordinances; conditional use permits, special exceptions, and variances; subdivision ordinances; subdivision plats; and planned unit developments. As such, and while rare amongst Washington cities, a portion of the City's legislative power is vested in the HCC, and the HCC is a formal part of City government to that extent. City staff provide support to the HCC and the City Attorney represents the HCC in most matters unless there is a potential conflict of interest, in which case outside counsel has sometimes been provided to the HCC.

City staff resources, primarily portions of planners and administrative staff in the Planning and Building Department, as well as City Clerk's office and the City Attorney's office, directly and indirectly support the HCC. The amount of direct support varies each year based on land use issues considered in that year. A very rough estimate of the total time per year invested on direct HCC work by City staff is in the range of .5 to .85 FTE (full time equivalent employee) or

\$88,300 to \$150,100. For reference, the total time invested on HCC components of major land use permitting (e.g. Northwest University Master Plan) is roughly .15 FTE, or \$26,500.

The HCC was founded in 1968, when Kirkland merged with the Town of Houghton. At the time, Kirkland had approximately 6,700 residents and Houghton had approximately 4,000 residents. Houghton had incorporated as a town in 1947 and in 1963 the Town Council rezoned the Houghton waterfront for residential uses to prevent the development of potential future industrial uses. The Houghton Consolidation Committee explored merging Houghton with Seattle, Bellevue, or Kirkland, and ultimately settled on Kirkland, which was perceived to have a more responsive and effective government. Consolidation was allowed pursuant to House Bill 115, the Community Council Law, which was intended to make consolidation more attractive for smaller towns and cities by allowing a smaller town, after consolidation with a larger jurisdiction, to retain control over land use matters via an elected Community Council. The consolidation between Houghton and Kirkland was voted on by members of both cities and approved on April 30, 1968.

The HCC has a collaborative relationship with the City Council, the Planning staff and the Planning Commission. The HCC and the Planning Commission often meet in joint sessions to hold public hearings or deliberate on legislation. Today, the HCC also provides advisory comments on land use and zoning matters. These range from Master Plans (quasi-judicial permits) that are confined entirely within the HCC's geographic jurisdiction, to City-wide land use policies and zoning regulations (legislative actions). Examples of such policies include those that pertain to shoreline management, tree protection, and affordable housing. The HCC's advisory guidance is also considered by the Planning Commission and Hearing Examiner through the joint hearing processes, when those bodies seek to craft recommendations to the City Council that would be acceptable to the HCC.

After the City Council considers approval or rejection of these permits, policies and regulations, the City Council's decision is subject to disapproval by the HCC within the boundaries of the Houghton geographic jurisdiction. If the HCC vetoes a City-wide land use decision, that legislation does not apply within HCC's jurisdiction, although it remains in effect in the rest of the City. If the HCC vetoes a permit decision within the jurisdiction of the HCC, that permit is denied. The HCC has used its disapproval authority sparingly over the decades, preferring to seek compromise solutions. However, some vetoes have occurred. Examples of HCC's exercise of disapproval jurisdiction on matters related to the Kirkland Zoning Code Amendments (Legislative Authority) are provided in Attachment A.

II. Overview of the Organizational Equity Assessment

Among other items, R-5434 called for a comprehensive organizational equity assessment. In early January 2021, the City contracted with Chanin Kelly-Rae Consulting to conduct this assessment. Chanin Kelly-Rae Consulting led the organization-wide diversity and implicit bias training for all City staff throughout 2019. An update on that work was presented to Council on December 10, 2019². Ms. Kelly-Rae's prior work with the City provides the foundation for staff across the organization to be prepared for the equity assessment process.

² December 10, 2019, City Council meeting staff memorandum. https://www.kirklandwa.gov/files/sharedassets/public/city-council/agenda-documents/2019/dec-10-2019/8b_specialpresentation.pdf

The purpose of a comprehensive organizational equity assessment is to allow City Council, City staff, and the community to better understand issues related to organizational and community inequities and to identify strategies for addressing those inequities in City government and the community. As part of the organizational equity needs assessment, Ms. Kelly-Rae is guiding a gap analysis and strategic planning process involving the community to better position the City in identifying internal and external growth opportunities relative to the areas of diversity, equity, and inclusion. The result of this work will be an "Equity Plan of Record", which is intended to inform various programs, policies, and practices across the City organization, not just those identified in R-5434.

Ms. Kelly-Rae's approach to the organizational equity needs assessment is separated into five phases: Implicit Bias Training, Planning and Scoping, Organizational Equity Needs Assessment, Gap Analysis, Presentation and Publication of Equity Plan of Record.

Organizational Equity Needs Assessment

After planning and scoping in collaboration with a core team of staff, Ms. Chanin-Rae's work on the organizational equity needs assessment began in earnest in February 2021. The needs assessment has included interviews, focus groups, and listening sessions, an all-staff survey, forming of a Community Diversity Advisory Group, and strategic document review.

Below is a list of internal and external interviews and listening sessions conducted since the beginning of Ms. Kelly-Rae's work:

- Internal
 - City Council
 - Houghton Community Council
 - Department Directors
 - Staff listening sessions (four total)
- External
 - Eastside Change Coalition
 - Eastside Race and Leadership Coalition -organized student group
 - Eastside Embrace

Additional internal and external listening sessions are scheduled in the coming months with the following groups:

- Internal
 - Kirkland Police Department
 - Kirkland Fire Department
- External
 - Kirkland Interfaith Network
 - Indivisible Kirkland
 - Welcoming Kirkland Initiative

Further, Ms. Kelly-Rae distributed an all staff survey to garner additional feedback from staff, which will be valuable in identifying the City's strengths and needs for improvement. Ms. Kelly-Rae has also completed an initial review of internal data, policies, and related documents. Although feedback is still being collected, Ms. Kelly-Rae has begun data analysis. The insights

gained from the data gathered will identify opportunities to impact change of internal culture and external services and will aid in the development of a diversity, equity, and inclusion (DEI) dashboard. This will be done via the next phase of Ms. Kelly-Rae's work: a gap analysis.

Gap Analysis

In the coming months, Ms. Kelly-Rae, City staff, and external stakeholders will come together to engage in the strategic development process to identify performance measures and goals, develop strategies, and design and publish an Equity Plan of Record. The Equity Plan of Record will articulate those actionable strategies, processes, and initiatives that the City will pursue to accomplish organizational DEI goals. Presentation of the draft Equity Plan of Record to the City is planned for early fall of 2021 in advance of Council's anticipated adoption of the Plan sometime later in the fall or early winter of 2021.

Preliminary findings from Ms. Kelly-Rae are provided below. An overview of the status of key milestones in Ms. Kelly-Rae's process can be found in Attachment B.

III. Preliminary Observations

For those persons seeking additional information prior to running for public office this year, Ms. Kelly-Rae will be making a more detailed presentation discussing early findings and insights during the May 4, 2021 study session. Some of the points that will be discussed during this presentation include:

Houghton Community Council

The March 16, 2021 letter from Mayor Penny Sweet inviting the HCC to be part of the equity assessment process is provided as Attachment C. After her initial work, Ms. Kelly-Rae notes that decisions made by the Houghton Community Council have implications outside of their own jurisdiction that impact to the whole of the City of Kirkland. The K-12, higher education, business/commerce, and residential sectors are all impacted in ways both great and small by the HCC through the execution of their authority.

The full scope of that influence must be better understood and communicated; therefore, Ms. Kelly-Rae needs to complete additional outreach and engagement more broadly with stakeholders both within the HCC jurisdiction and outside of their three (3) neighborhood footprint. Currently, discussions are underway to secure the full participation of all members of the HCC.

Citywide Data Collection

More time and attention are required during the data collection stage because there is no central repository of information that outlines objectives and key results by department which would align specific strategic actions with data and metrics. Ms. Kelly-Rae will need to build the framework and roadmap, then review and assess. Directors and City staff are participating fully in every aspect of the initiative.

Community Diversity Advisory Group

Early in the R-5434 community engagement process, staff built off best practice research and community learning to develop a means to offer honoraria to focus group participants. Staff relied on a related Puget Sound Regional Council (PSRC) policy that was adopted in Fall 2020. Staff determined that providing honoraria to early action focus group participants would help decrease barriers to participation for those that may need to obtain child care or incur other expense in order to participate, while also acknowledging the time, energy, and effort in discussing structural racism with City staff, which often included sharing painful personal stories.

Paying community members who provide longer-term input than a single focus group remains an area of City procurement and contracting that requires additional exploration and development. As a result, special processes had to be designed and executed to compensate members of the Community Diversity Advisory Group advising this process. Procurement and contracting barriers will present a future challenge as independent contractors require business licenses with the state of Washington, City of Kirkland, and quite possibly additional jurisdictions dependent upon where those participants reside.

Further complicating the process of participation is the requirement that contractors must have professional and general liability insurance coverage as a business entity, whereby creating a disparate impact for those not meeting the requirements.

Most impacted will be people with low(er) incomes and those from underrepresented minority communities. Policies are needed that will allow for stipends to compensate participants of special advisory groups without the burdens highlighted above. Staff now working on solutions to this challenge as part of the equity assessment work plan.

IV. Next Actions

Below is an outline of Ms. Kelly-Rae's next actions on the organizational equity gap assessment:

1. Citywide Equity Survey for the entire City of Kirkland
2. Expanded Outreach and Engagement to Assess the Impacts of Houghton Community Council
 - Kirkland Chamber of Commerce
 - Northwest University
 - Lake Washington School District
3. 1:1 Equity Needs Assessment Interviews with Houghton Community Council Members
4. Community forums/focus groups
5. Completion of Kirkland City staff listening sessions
6. Continue review of departmental policies, processes, and procedures

NEXT STEPS

Ms. Kelly-Rae and staff welcome any questions or discussion during the study session. Staff will be bringing an additional update on Resolution R-5434 to the May 18, 2021, Council meeting.

Houghton Community Council

Examples of Exercise of Disapproval Jurisdiction on Matters Related to the Kirkland Zoning Code
Amendments (Legislative Authority)

UPDATED April 22, 2021

General

- School heights (more restrictive)

KZC 90

- Reasonable Use Exceptions (less restrictive)

KZC 112

- Inclusionary zoning requirements for affordable housing not adopted (except for HENC zones), provisions may be used voluntarily (less restrictive)

KZC 113

- Cottage, Carriage and Two/Three-Unit Homes (more restrictive)

KZC 115

- FAR limits in single family zones (less restrictive)
- Garage design in single family zones (less restrictive)
- Solar panels on flat roofs 6" height bonus (more restrictive)
- 4' setback for bay windows and other projections in single family zones (less restrictive)
- Porches in setbacks (more restrictive)
- Boat and trailer parking (less restrictive)
- Marijuana business buffers from childcare centers (more restrictive)

KZC 127

- Homeless encampments
 - Must be sponsored by local church, can't be sponsored by other community organizations (more restrictive)
 - Notices must be sent to HCC

ID	Deliverable Task	Start	Finish	Q3 21			Q4 21			Q1 22				
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Oct
1	Formation of DEIB Strategic Advisory Group	1/1/2021	1/15/2021										COMPLETED	
2	D&I staffing assignment for DEIB Project Initiative	1/1/2021	1/15/2021										COMPLETED	
3	Develop framework and scope for needs assessment	1/1/2021	2/5/2021										COMPLETED	
4	Community Diversity Advisory Group [CDAG] Seated	3/1/2021	3/31/2021										COMPLETED	
5	Review of internal data, policies, and related documents	2/1/2021	4/16/2021										COMPLETED	
6	Administration of individual interviews, forums, surveys for needs assessment, gap analysis.	2/1/2021	4/23/2021										COMPLETED	
7	Conduct focus groups, forums with relevant stakeholders to secure input on city programs and services	2/1/2021	8/31/2021										IN PROCESS	
8	Gap Analysis. Data analysis of all data/insights collected resulting in recommendations for action	4/1/2021	5/7/2021										IN PROCESS	
9	Departmental Planning and Strategy for Equity Planning and Strategic Alignment	4/19/2021	9/30/2021										IN PROCESS	
10	Kirkland City Council Retreat	7/1/2021	7/30/2021											
11	Equity Plan of Record – Organizational development and diversity management plan, DEI Dashboard/Output goals	11/1/2021	11/30/2021											
12	Community Engagement and Outreach Activities	1/1/2021	12/31/2021										IN PROCESS	
13	Staff Diversity & Inclusion Training	1/1/2021	12/31/2021										IN PROCESS	

March 16, 2021



Dear Chair Whitney, Vice Chair Kappler, and Houghton Community Councilmembers;

As elected leaders that share a deep love of our City and a commitment to ensuring Kirkland is one of the best places in America to live, work and play, the Kirkland City Council and the Houghton Community Council have had a long and collaborative partnership. This partnership helped unite our community and guide Kirkland through the unique tragedies and triumphs of the COVID-19 pandemic that erupted in Kirkland on February 29, 2020 and continue to this day.

This partnership was reaffirmed by an important and collaborative discussion that occurred on March 10, 2021 that included me, Councilmember Neal Black, Councilmember Kelli Curtis, and Houghton Community Councilmembers Rick Whitney, John Kappler and Larry Toedtli, regarding another national tragedy this past year: the killing of George Floyd on May 25, 2020 by police officers in Minneapolis, Minnesota. In Kirkland, there were protests and necessary calls to address social injustice and structural racism and to improve the safety and respect of Black and brown people in our community. The City Council unanimously adopted Resolution R-5434 (attached) on August 4, 2020. R-5434 affirms that Black lives matter and adopts a framework of long overdue actions to improve the safety and respect of Black people and help end not just structural racism, but all structural barriers to equality in Kirkland. R-5434 builds on the important work to create a community where everyone belongs that started with adopting R-5240 on February 21, 2017. R-5240 declares Kirkland a safe, inclusive and welcoming community.

The first two sections of R-5434 are focused appropriately on police accountability and transparency measures. However, Section 3 of the resolution directs the City Manager to evaluate possible changes to City organizational structures, programs, and policies, including the Kirkland Municipal Court, procurement systems, public art and community events, and land-use planning and implementation. One of the key actions to accomplish the goals of R-5434 is initiating a comprehensive equity assessment of all areas of City policy, practice and procedure, and proposed actions to address equity gaps.

Within the framework of R-5434, the City has worked to address the need for social justice and equity in policy and procedures throughout 2020. We are taking a hard look at how our actions continue a history of inequity by denying opportunities for those that have been disadvantaged by these structural barriers. To inform this work, we need to hear from those who are most impacted by our legislative policies. Section 4 of R-5434 calls for extensive community engagement and facilitation of citywide conversations about structural barriers to equality and policy and program solutions. At the February 16 City Council meeting, the Council authorized the City Manager to broaden our public outreach, which rightly began with Black community members, to all members of the Kirkland community. This outreach will include surveys, Town Halls, public hearings, social media campaigns and much more.

The City Council has always envisioned the Houghton Community Council (HCC) as being part of this important community dialogue. As a governing body with significant land-use authority, we believe it is necessary for the Community Council to partner with us again as we look critically at ways our community has inadvertently perpetuated barriers to equity and inclusion. We invite you to join us in this work of creating equity, justice and inclusion for everyone. We offer our staff and consulting resources to support the HCC in this effort. Together, we can realize a Kirkland where everyone feels – and knows – they belong.

March 16, 2021

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The City Council understands that 2021 is the year that the HCC will consider placing a ballot measure before the voters of Houghton to extend the HCC through December 31, 2025. When the six of us met, we did not realize that RCW 35.14.060 that governs community councils requires that a resolution for continuation needs to be filed "not less than seven months" prior to the end of the current term. This means action by May 31, 2021. We appreciate the March 15 email from Mr. Whitney highlighting both this requirement, and the need for candidates for the HCC to file by May 21, 2021.

However, this still does allow the HCC to defer action until the April HCC meeting. The City Council respectfully requests the HCC not act on the resolution at the March 22 meeting so that the members of the HCC have opportunity to participate in thoughtful discussions of how everyone in Kirkland can help eliminate structural barriers to equal opportunity.

The City contracted in January with Chanin Kelly-Rae Consulting to conduct the City's equity assessment. The scope of Ms. Kelly-Rae's contact includes interviewing Kirkland City Councilmembers as well as members of the HCC and the Planning Commission. We have asked her to expedite this process with the HCC. The City Council is requesting that the HCC defer action to place an extension on the ballot until Ms. Kelly-Rae has completed her interviews with members of the HCC and some focused outreach can be completed and presented to the HCC. We believe this can be accomplished before the HCC meets in April. I will also be presenting this letter and request to you at the March 22 HCC meeting on behalf of the full Council.

If you have any questions, please contact me at psweet@kirklandwa.gov or City Manager Kurt Triplett at ktriplett@kirklandwa.gov.

Sincerely,

CITY OF KIRKLAND



Penny Sweet
Mayor

Attachment: Resolution R-5434

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

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

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

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

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

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

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

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

- a. "8 Can't Wait" police use of force policy review;
- b. Contracting for third party policy use of force review and use of force data evaluation and analysis;
- c. Structured Council use of force policy and data deliberations;
- d. Evaluating options for independent civilian oversight of police use of force.
- e. Developing a police body camera pilot program; and
- 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.

147
148
149 Passed by majority vote of the Kirkland City Council in open
150 meeting this 4 day of August, 2020.

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



Penny Sweet, Mayor

Attest:



Kathi Anderson, City Clerk