



CITY OF KIRKLAND
City Manager's Office
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MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager for External Affairs
Erika Mascorro, Diversity, Equity, Inclusion and Belonging Manager
Don Robinson, Sr. Community Engagement Coordinator

Date: September 7, 2023

Subject: Study Session – DEIB Roadmap Annual Update

RECOMMENDATION:

That the City Council receives an update on the DEIB 5-Year Roadmap workplan. A full summary of the status of the sixty-eight objectives in the Roadmap is included as Attachment A.

EXECUTIVE SUMMARY:

The City Council adopted the DEIB 5-Year Roadmap (“the Roadmap”) on July 5, 2022. At the time of adoption, Council requested that staff return to provide a comprehensive update on the progress of the objectives after a year of work. Staff provided Council a condensed update in April 2023 that highlighted the DEIB Team’s work in some key areas of focus. Staff now returns for a comprehensive update on the work implementing the Roadmap since its adoption.

The Roadmap identifies 68 Objectives for various City Departments to implement. Table 1 outlines the status of the Roadmap, categorized by status of each Objective. Following the table are definitions for the three categories used by staff.

Table 1: Roadmap Status

STATUS	COUNT	%
Complete	37	54%
In Progress	24	35%
Pending	7	10%
TOTAL	68	99%*

**Not 100% due to rounding.*

Complete – Objectives that have been substantively implemented. In some cases, the action identified in the Objective is a one-time action with a clear conclusion (for example, 9.4 - Implement Diversity Software). In other cases, the action identified in the Objective is one that is inherently ongoing (for example, 2.5 - Community Court). For these ongoing Objectives, staff categorized them as “Complete” when the action called for in the Objective had been operationalized into the processes of the City and would require no additional specific guidance by the DEIB Team or others to create the new program, process, or resource. However, it is

important to note that staff understand that the overarching work of DEIB expressed in the ongoing Objectives is just that: ongoing.

In Progress - Objectives that staff have undertaken substantive work in implementing but still require further work. Additional details on the status of each Objective are provided in the summary below.

Pending - Objectives that staff have substantive action forthcoming. Some pending Objectives have been awaiting substantial completion of other Objectives as they would meaningfully impact development and implementation of the pending Objectives. Other pending Objectives were assigned a lower priority by staff at the onset of the Roadmap's implementation. In either case, staff provide additional details on the status of each Objective in the summary below.

Finally, the DEIB Division staff would like to emphasize that this work is often a partnership with the DEIB Team but is executed by the Departments. Over the last year, Department leadership and staff have demonstrated support for the execution of DEIB work and have gone above and beyond the actions outlined in the Roadmap. In several cases, Departments have undertaken actions furthering DEIB that were not articulated in the Roadmap but were in alignment with the Goal Areas identified in the Roadmap and the overall policy direction it provides. However, this update relates only to the work outlined in the Roadmap.

BACKGROUND DISCUSSION:

This update memorandum is organized into two sections: *Roadmap Update by Goal Area* and *Upcoming Priorities for the DEIB Team*.

I. Roadmap Update by Goal Area

By way of brief background, the Roadmap sets forth many objectives for the City to undertake over the coming years. Each objective can be thought of as a milestone on the City's DEIB journey. Many of the objectives influence all departments across the organization, while other objectives are narrowly focused on programs, processes, or practices. By design, the Roadmap does not define the exact path the City will travel to arrive at the objective. DEIB work is rarely technical, with clear answers and steps to success. Often, meaningful DEIB work challenges assumptions, calls for new ways of thinking, and relies on collaboration for lasting change.

The DEIB Roadmap is structured by Goal Area, Goal, then Objective. The Roadmap is organized around six goal areas:

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

Each Goal Area has multiple Goals, each of which has two or more Objectives. Each Objective has an identified Next Action, which includes the responsible department(s), and deliverable. The objectives below are in order by the way they are organized in the Roadmap by Goal Area and number.

An overview of the status of the Roadmap Objectives is provided below in Table 2. Additional details for each Objective is provided in Attachment A.

Table 2: Status of Roadmap Objectives

Obj.	Objective Name	Status
1.1	Organizational Policy Statement	In Progress
1.2	DEIB Communications	Completed
1.3	Diversity, Equity, Inclusion and Belonging Manager	Completed
1.4	Diversity Services Team	In Progress
1.5	Performance Measures	In Progress
1.6	Decreasing Barriers to Serving on Council, Boards, and Commissions	In Progress
2.1	Ombud Program	Completed
2.2	Community Responder Program	Completed
2.3	Park Usage Guidelines and Procedures	Completed
2.4	School Resource Officer Program Evaluation	Completed
2.5	Community Court Pilot Program	Completed
3.1	Regional Coordination	Completed
3.2	Support National Racial Justice Initiatives	Completed
3.3	Welcoming America Certification	Completed
3.4	The Houghton Community Council	Completed
3.5	Native History Document and Land Acknowledgment	Completed
4.1	Equity Impact Assessment Tool	Completed
4.2	Comprehensive Plan and Other Long-Range Planning Processes	Completed
4.3	Emergency Planning	Completed
5.1	King County: Lead with Race Process	In Progress
5.2	City Work Program	Completed
5.3	2021 Legislation Implementation	Completed
6.1	Biennial Budget Process	Completed
6.2	Personnel Funding Impact Analysis	In Progress
7.1	Employee Engagement Program	In Progress
7.2	Supervisor Training	In Progress
7.3	Enhancement of Existing Training	In Progress
7.4	360 Feedback Reviews	Completed
7.5	Organizational Conflict Management Program	In Progress
8.1	Employee Development Plan	Completed
8.2	Career Path Development	Completed
8.3	Attrition Analysis	In Progress
9.1	Hiring Panel Guidelines	In Progress
9.2	DEIB Interview Question Requirement	Completed
9.3	Public Safety Recruitment	In Progress
9.4	Diversity Hiring and Tracking Software	Completed
10.1	Equity in Contracting Policy and Program	Completed
10.2	Funding Community Building Activities	Completed
10.3	Shared Application for Human Services Funding	Completed
11.1	Technical Assistance to Businesses	Pending
11.2	Community Group Training	Pending

11.3	Diversity Representation on Neigh. Assoc. Boards & Membership	Pending
12.1	Relationship Building with Community Groups	Completed
12.2	Coalition Against Hate & Bias	Completed
12.3	Diversity on Boards and Commissions	Completed
12.4	Equitable and Welcoming Third Places	Pending
13.1	Citywide Language Access	In Progress
13.2	Title VI Vital Document Translation	Completed
13.3	Employee Bilingual Pay Program	In Progress
14.1	Cross Departmental Outreach and Engagement	In Progress
14.2	City Leadership Program	Completed
14.3	DEIB Integration into Community Meetings	Pending
15.1	Culturally Competent Communication Plans	In Progress
15.2	Ongoing Feedback and Update Process for the Roadmap	In Progress
15.3	Culturally Effective Outreach Methods	In Progress
15.4	Proactive Community Engagement Network	In Progress
15.5	Host, Sponsor, and Support DEIB Learning Opportunities	Completed
15.6	Closing the Participation Gap	Pending
15.7	DEIB Dashboards	Completed
16.1	CIP Feedback and Participation Plan	Pending
16.2	Community Participation Compensation Policy	In Progress
16.3	Body Worn Camera Pilot Program	Completed
17.1	Standardized Data Sources	Completed
17.2	Equity Impact Assessment for CIP	Completed
17.3	Equity Analysis in the City's Planning Documents and Processes	Pending
18.1	Cooling and Warming Center Activation	Completed
18.2	Maintaining and Enhancing the City's Infrastructure	Pending
18.3	Maintaining and Expanding Opportunities to Internet Access	In Progress

Many important Objectives have been completed and are explained in more detail in Attachment A. One important change that converts School Resource Officers to Community Resource Officers has just been implemented for the school year, resulting in a status report of "Completed." Given Council and community interest and feedback about School Resource Officers, staff have included the Attachment A summary of that Objective in the memo itself as shown below.

2.4 School Resource Officer Program Evaluation – COMPLETE

Objective 2.4 directed staff to make changes to the School Resource Officer Program to meet the varied community interests, and interests of underrepresented students.

Action:

Kirkland has converted four School Resource Officers to three Community Resource Officers. Throughout 2022 into 2023, the City's DEIB Manager conducted an ongoing conversation with BIPOC community members and groups, the Lake Washington School District, and other interested stakeholders about potential changes to the SRO program. The City Manager and Kirkland Police Chief also engaged in key stakeholders and participated in multiple conversations about evolving the SRO program. In May and June of 2023, the City participated in a series of meetings with the District and other law enforcement agency partners to discuss

the mutual benefit of continuing to make adjustments to the program while prioritizing student safety. This resulted in many programmatic changes, most notably that, starting in September 2023, Kirkland schools will no longer have four School Resource Officers assigned to specific schools. The new program instead features three Community Resource Officers (CROs) to be the first point of contact between police and the District on law enforcement issues. The CROs will maintain all state certifications and specialized training required of SROs. The CROs will not be stationed in any one school but will be available to respond to any school in Kirkland whenever needed. CROs will also be deployed to other City law enforcement and community needs such as school speed zone enforcement and seasonal bike patrol in Kirkland parks and along the Cross Kirkland Corridor. The City and the District are making these changes to evolve and improve their partnership with the goal of keeping students safe, while also reducing any unintended negative impacts on students based on race, religion, immigration status, gender, sexual orientation, ability or income.

II. Upcoming Priorities for the DEIB Team

This last section of the update outlines what the DEIB team will focus on during the last quarter of 2023. Those actions will be reported on to Council in a subsequent update in the Spring.

Evaluation of the DEIB Roadmap

With several objectives being completed, the DEIB team will pause to evaluate the work completed to determine next steps for each objective. The result of this evaluation will outline the following iteration of the DEIB Roadmap.

The Roadmap was written in an outline structure with the following components:

- Goal Area
 - Goal
 - Objective
 - Action Item

In the next iteration of the Roadmap, staff recommend maintaining this initial structure and that no Goal Areas or Goals be removed or modified. Instead, staff recommend modifications be made to the Objectives and Action Items within each Objective.

Although a comprehensive Roadmap evaluation is forthcoming, the DEIB Team has the following items on its current list of potential Objectives that are being considered for the next iteration of the Roadmap, which have arisen from community and Council feedback, and from internal analysis:

- Complete “In Progress” and “Pending” Objectives
- Cultural Calendar Process
 - Formalize the current practice for scheduling of discretionary City events to be responsive to major religious and cultural observances when possible, including guidance and training provided to City contractors, partners, and event organizers for events sponsored by the City.
- Sensory Safe Places Plan
 - Creation of a plan to staff to implement into community events and meetings to be inclusive to the neurodivergent community.

- Community Friendly Special Events Permitting Process
 - The current permitting process is intimidating and not user friendly for non-profit groups.
- Partnership with Lake Washington School District
 - Curriculum for immigrant students that uplift and acknowledge their experiences
- Change outdated language in City documents that does not reflect DEIB like: Master Plan, Sexual Preference, Man – “Man the Booth”, and Handicapped to name a few.

Finally, staff will be updating the DEIB webpage, making it easier to explore the Roadmap, specific workplan items, and events.

NEXT STEPS:

Staff welcome Council questions during the Study Session presentation on the Roadmap.

Attachment A: DEIB 5-Year Roadmap – Sept. 2023 Comprehensive Status Update

DEIB 5-Year Roadmap – Sept. 2023 Comprehensive Status Update

GOAL AREA I: LEADERSHIP, OPERATIONS, AND SERVICES

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

1.1 Organizational Policy Statement – IN PROGRESS

Objective 1.1 directed the City to adopt a policy statement on racial equity, including a definition of racism to include four interconnected types: interpersonal, institutional, structural, and internalized.

Action: Staff has drafted a statement on racial equity, which includes a definition of the four interconnected types of racism, as well as a definition of intersectionality as it pertains to understanding the multiple dimensions of identity that intersect and interact simultaneously through the human experience.

Next Steps: The draft of the organizational policy statement is under internal review and is anticipated to be reviewed by the City Manager in Q3 2023.

1.2 DEIB Communications – COMPLETE

Objective 1.2 states that staff will infuse strong leadership message(s) on DEIB into the City website, marketing materials, all employee job descriptions, job applications, job advertisements, Board and Commissions and volunteer materials, interview questions, employee orientation materials, routine messages from the City Manager, Directors, and managers, and other opportunities.

Action: Staff has worked throughout the organization implementing both internal and external DEIB messaging in a variety of ways. This includes:

- numerous webpages
- marketing materials for events and programs
- all employee job descriptions, applications, advertisements, and interview questions
- Board and Commissions and volunteer recruitment materials
- employee orientation materials, and
- routine messages from City leadership in emails and meetings

Additional training and tools as outlined in other Objectives will reinforce the operationalization of this Objective.

1.3 Diversity, Equity, Inclusion, and Belonging Manager – COMPLETE

Objective 1.3 directed the hiring of a Diversity, Equity, Inclusion, and Belonging Manager.

Action: The [DEIB Manager was hired](#) and started their position on June 2022.

1.4 Diversity Services Team – IN PROGRESS

Objective 1.4 directed the City to 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; ensure that people of

diverse backgrounds and identities underrepresented in civic life are represented in the art and décor of all City facilities.

Action: City staff are restructuring the internal Diversity Services Team through an update to the team's charter to focus support of all department services and programs in racial equity and culturally specific knowledge, and support to increase the effectiveness of service delivery.

Next Steps: Staff anticipate finalization of the updated charter and subsequent assignment of department representatives by Q1 of 2024.

1.5 Performance Measures – IN PROGRESS

Objective 1.5 directed staff to develop outcome performance measures for the goals in this plan and provide the Council and community with regular reports on them.

Action: CMO and the Finance & Administration department are integrating this plan into the annual performance measures report. This work began with the 2022 Performance Report, which added the Council's newly adopted Inclusive and Equitable Community goal. For the 2024 Performance Report, staff will develop metrics that measure progress against this goal to help ensure focus on this crucial work and measuring where progress or is not being made.

Next Steps: Establish a steering committee of Finance & CMO staff to lead on developing metrics, identify key departmental stakeholders working on implementation of this goal, work with departments to track and establish framework for measuring progress and outcomes, and track performance and report to Council via performance report in Q4 2023.

1.6 Decreasing Barriers to Serving on City Council, Boards, and Commissions – IN PROGRESS

Objective 1.6 identifies the City Council's interest in removing barriers to entry for community members to run and serve on City Council, as well as serve on Boards and Commissions.

Action: The DEIB Manager has been actively participating in discussions of decreasing barriers with the Salary Commission. The Salary Commission, which typically meets once a year, has been more active in 2022 and 2023, creating more opportunity for these discussions. The Salary Commission is taking into consideration not just salary but other also other barriers that may cause a future BIPOC/LGBTQIA+ member to feel marginalized. Additional considerations, including potential childcare for Boards and Commissions, is under current review by Council.

Next Steps: The Salary Commission will meet this fall to determine salary changes for Councilmembers.

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

2.1 Ombud Program – COMPLETE

Objective 2.1 directed staff to update the City's Ombud Program so that community members receive immediate and easy-to-follow responses to complaints and concerns.

Action: The City's Ombud Program upgrades were completed in 2022. These updates include a new, easy-to-use web form for Ombud submissions which streamline the process for both

community members and City staff. The form is accessible from the updated informational webpage, which includes a new flowchart infographic showing the different options for complaint submission for police personnel, as well as additional frequently asked questions about the program.

2.2 Community Responder Program – COMPLETE

Objective 2.2 directed staff to prioritize the implementation of the Community Responder Program.

Action: Kirkland launched its Community Responder Program in 2022. The program and staffing were integrated into the new Regional Crisis Response Agency (RCR) that was formed in 2023 as a collaborative effort among the north King County cities of Bothell, Kenmore, Kirkland, Lake Forest Park, and Shoreline to provide consolidated and standardized regional mobile crisis response services for the five-city region.

2.3 Park Usage Guidelines and Procedures - COMPLETE

Objective 2.3 directed staff to 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.

Action: The Parks, Recreation and Open Space (PROS) Plan was updated in 2022 through a year-long community engagement process. The PROS Plan has goals, objectives, and actions in a similar format to the DEIB Roadmap. Several actions were developed specifically to help the department advance DEIB. Other actions do not specifically state that it is part of DEIB initiatives, however, the action would help address the needs of traditionally underserved populations.

2.4 School Resource Officer Program Evaluation – COMPLETE

Objective 2.4 directed staff to make changes to the School Resource Officer Program to meet the varied community interests, and interests of underrepresented students.

Action:

Kirkland has converted four School Resource Officers to three Community Resource Officers. Throughout 2022 into 2023, the City's DEIB Manager conducted an ongoing conversation with BIPOC community members and groups, the Lake Washington School District, and other interested stakeholders about potential changes to the SRO program. The City Manager and Kirkland Police Chief also engaged in key stakeholders and participated in multiple conversations about evolving the SRO program. In May and June of 2023, the City participated in a series of meetings with the District and other law enforcement agency partners to discuss the mutual benefit of continuing to make adjustments to the program while prioritizing student safety. This resulted in many programmatic changes, most notably that, starting in September 2023, Kirkland schools will no longer have four School Resource Officers assigned to specific schools. The new program instead features three Community Resource Officers (CROs) to be the first point of contact between police and the District on law enforcement issues. The CROs will maintain all state certifications and specialized training required of SROs. The CROs will not be stationed in any one school but will be available to respond to any school in Kirkland whenever needed. CROs will also be deployed to other City law enforcement and community needs such as school speed zone enforcement and seasonal bike patrol in Kirkland parks and along the Cross Kirkland Corridor. The City and the District are making these changes to evolve and improve their partnership with the goal of keeping students safe, while also reducing any

unintended negative impacts on students based on race, religion, immigration status, gender, sexual orientation, ability or income.

2.5 Community Court Pilot Program – COMPLETE

Objective 2.5 directed the City to continue operation of the Kirkland Community Court and prioritize resource needs for it and the related Resource Center.

Action: The Kirkland Community Court was piloted throughout 2021-2022 and funding for its ongoing operations was included in the 2023-2024 budget.

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

3.1 Regional Coordination – COMPLETE

Objective 3.1 directed staff to continue to contribute to regional events and conferences to develop shared analysis, learning, and planning with governments and community groups within the Northwest region.

Action: The DEIB Manager is an active member/participant of regional and national DEIB related groups including:

- Governing for Racial Equity and Inclusion Group (GREI)
- Eastside Race and Leadership Coalition
- DEI Eastside Regional Coalition
- Welcoming America Language Access
- Municipal Language Access Network
- Eastside Pathways Racial Equity Council
- Association of Washington Cities (AWC)
- Government Alliance on Race & Equity (GARE).

Over the last year, the DEIB Manager has presented about the City of Kirkland's DEIB Roadmap, DEIB workplan, cultural events and has participated in panels with some of these groups. Staff anticipate ongoing attendance and participation in these groups.

3.2 Support National Racial Justice Initiatives – COMPLETE

Objective 3.2 directed the City to support national racial justice initiatives within government through participation in events, peer exchanges, and best practice resource-sharing with public and private organizations.

Action: The DEIB Manager is an active member or participant of national DEIB related groups including:

- Government Alliance on Race & Equity (GARE)
- Governing for Racial Equity and Inclusion Group (GREI)
- Welcoming America Language Access
- Municipal Language Access Network
- American Civil Liberties Union (ACLU)
- Anti-Defamation League (ADL).

Over the last year, the DEIB Manager has presented about the City of Kirkland's DEIB Roadmap, DEIB workplan. Staff anticipate ongoing attendance and participation in these groups.

3.3 Welcoming America Certification – COMPLETE

Objective 3.3 of the DEIB Roadmap directs City staff to obtain the [Welcoming America](#) Certification for the City. Welcoming America is a nonprofit, nonpartisan organization that leads a movement of helping inclusive communities become more prosperous by ensuring everyone belongs especially immigrants.

Action: Staff signed the contract to start the one-star certification process with Welcoming America. The City is projected to achieve Certified Welcoming designation in first quarter 2024. This certification is an action-based way for the City to support and uplift immigrant community members to succeed. Staff is actively working on the goal of achieving [Certified Welcoming Designation](#) with the assistance of Eastside For All, who is contracted to serve as a consultant throughout the process. The community partners assisting the City with the certification process are the King County Library System, the Lake Washington School District, and Lake Washington Institute of Technology. The community partners are also contributing to the certification process by completing a self-assessment and participating the certification audit.

3.4 The Houghton Community Council – COMPLETE

Objective 3.4 directed staff to work with the state and the Kirkland community to sunset the existence of this council.

Action: Community Municipal Corporations, including [the Houghton Community Council](#), were sunset by State law (House Bill 1769).

3.5 Native History Document and Land Acknowledgement – COMPLETE

Objective 3.5 directed staff to 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, wayfinding signage, and public art.

Action: As part of the June 21, 2022, Kirkland City Council meeting, the Council adopted a [Kirkland Native History Document](#) and an associated [Local Land Acknowledgement Usage Guide](#) for use by City personnel. Both documents can be downloaded from the City's website. As part of the June 21, 2022, Kirkland City Council meeting, the Council adopted a [Kirkland Native History Document](#) and an associated [Local Land Acknowledgement Usage Guide](#) for use by City personnel. Both documents can be downloaded from the City's website.

GOAL AREA II.: PLANS, POLICIES, AND BUDGETS

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

4.1 Equity Impact Assessment Tool – COMPLETE

Objective 4.1 of the City's DEIB roadmap directs staff to create and implement an Equity Impact Assessment Tool (EIAT). The EIAT is designed as a set of questions that will walk City

employees through the process of centering equity into City's policies, programs, services, and initiatives (PPSI).

Action: The EIAT will be used on any PPSI that is the result of a City Work Plan, City Council directive, or that is a federally funded project. The EIAT guides staff to have equity considerations before projects start by first collecting demographic data. Next, using that data to make determinations about what the PPSI needs to address to mitigate unintentional negative outcomes to the impacted community. Additionally, the data collected from the EIAT will help establish a City baseline that will be used to evaluate the impact of DEIB on the allocation of City funds. This information will also help the finance team in creating the annual finance report.

Next Steps: The EIAT is available in two formats: a physical document and an electronic form. The physical document will be used for educational purposes. The electronic form is designed to collect the data and store it in a centralized location. The EIAT and its accompanying training curriculum will be presented to executive leadership in Q4 2023. Any feedback will be implemented before the tool is rolled out to City staff for use.

4.2 Comprehensive Plan and other Long-Range Planning Process – COMPLETE

Objective 4.2 directed the City to identify and utilize an equity-centered third-party review process for the City's Comprehensive Plan and other long-range planning processes.

Action: The Planning & Building Department hired a consultant, ECONorthwest, to undergo an equity analysis of the City's Comprehensive Plan. ECONorthwest worked in tandem with another consultant team, Broadview Planning, to develop a community engagement plan for the 2044 Comprehensive Plan update that aligns with the objectives in the DEIB roadmap.

Deliverables:

- [Comprehensive Plan Equity Review Report](#) (December 2022), prepared by ECONorthwest
- [Comprehensive Plan Equity Review Report](#) (December 2022), prepared by ECONorthwest
- [2044 Comprehensive Plan Update Community Engagement Plan](#) (December 2022), prepared by Broadview Planning

Next Steps: The 2044 Comprehensive Plan Update is underway, and community outreach and engagement are proceeding within the framework of the community engagement plan. Staff is preparing revisions to the Comprehensive Plan that align with the recommendations from the Equity Review Report. Both aforementioned documents will be utilized as guidance for future planning processes and policy development.

4.3 Emergency Planning – COMPLETE

Objective 4.3 sought to 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.

Action: The Fire Department's Office of Emergency Management works to address whole community planning emergency plans. They have leveraged data from multiple official government sources to verify and validate community demographics, and to identify trends or changes in community population. They have also maintained plan review schedule of at least every five years, or sooner as identified, to support whole community consideration. They are engaged with the public and community organizations to assist with planning efforts, as appropriate to understand and identify options for accommodation/inclusion when proper.

Next Steps: The City's primary emergency plan – CEMP – is due for review in 2025 and update in 2026. Data will be collected to update demographics for use during the review process. Outreach will be made to community organizations for understanding and, when appropriate, input on planning documentation.

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

5.1 King County: Lead with Race Process – IN PROGRESS

Objective 5.1 directed the City to align Kirkland's equity efforts with King County's approach to "lead with race" related to prioritizing categories of equity.

Action: The King County Lead with Race Process in the Eastside is coordinated by a King County Coalition Partner Organization Eastside For All. Through their coordination there are several events throughout the year that pertain to race, safety, and social justice. The City's DEIB team, Police Chief and other staff actively participate in discussions, panels, and presentations, including [Bridging the Gap: Addressing Housing Disparities in East King County](#). The City helped sponsor the event.

Next Steps: Staff will connect with King County directly to coordinate efforts in aligning equity efforts for the City.

5.2 City Work Program – COMPLETE

Objective 5.2 sought 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.

Action: The City Work Program initiatives are above and beyond the daily operations of City departments. They are intended both to improve the performance of the organization and keep Kirkland one of the best places in the country to live, work and play. The [2023-2024 City Work Program](#) continues to center DEIB in the City's work, notably with the implementation of the DEIB Roadmap, implementation of RCR and the crisis clinic, establishment and retention of affordable housing, and the implementation of King County's Health Through Housing site in Kirkland.

5.3 2021 Legislation Implementation – COMPLETE

Objective 5.3 directed the City to 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.

Action: The Police Department has fully implemented the state's 2021 legislative actions.

Goal 6. Financial decisions include equity impact assessments and considerations.

6.1 Biennial Budget Process – COMPLETE

Objective 6.1 directed the City to 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.

Action: For the first time, the 2023-2024 budget process included a DEIB tool developed to assist departments in considering DEIB and incorporating it into each Service Package. The various categories of considerations included: Language Access, ADA accommodations, Personnel requests, Acquisition and Procurement, Communications and Outreach, Data Collection, and Federal Funding/Title VI. Departments were requested to identify any items needed to successfully execute a project in an equitable manner, that includes all the diversity that the City of Kirkland community represents. This initial rollout will be augmented by Finance and Administration staff's continued development of the DEIB and changes to the Service Package form for use in the development of the 2025-2026 budget. This will better allow Council and the public to see how resources are allocated to DEIB work.

6.2 Personnel Funding Impact Analysis – IN PROGRESS

Objective 6.2 directed staff to incorporate an equity impact analysis and statement into the required components of processes used in staff funding outside of the regular budget process.

Action: Finance and Administration staff is in process to integrate an equity impact assessment into staff funding processes. This will include requiring departments to consider any equity implications and having the DEIB Manager added to the electronic workflow for position changes. Ongoing staffing changes will also require input from the DEIB Manager, but, as those positions are approved by Council, there is not an electronic workflow. To support this, staff will ensure that staffing currently allocated to DEIB retains this focus by providing oversight to potential changes. Finance and CMO staff will also implement training to all departments and provide information on these changes.

GOAL AREA III: WORKPLACE & WORKFORCE

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

7.1 Employee Engagement Program – IN PROGRESS

Objective 7.1 directed the City to implement an employee engagement program with focus groups and an annual employee engagement survey of all staff to assess, among other topics, perceptions of work culture, career advancement, and having the necessary skills and support to apply diversity, equity, inclusion, and belonging (DEIB).

Action: The Human Resources Department established and maintained an inclusive work environment by receiving, reviewing, and considering employee feedback to create engagement opportunities for employees to demonstrate a belonging culture. During the first quarter of 2023, HR developed, and completed the first draft of the Employee Engagement Survey and shared it with the Directors for their review.

Next Steps: HR will revisit Employee Engagement Survey with department Directors. HR to partner with CMO on re-establishing Employee Engagement Committee and activities including Winterfest, donation drives, etc. HR to continue collecting employee demographic data and improving dashboard platform.

7.2 Supervisor Training – IN PROGRESS

Objective 7.2 directed the City to provide training to supervisors to ensure that employees have opportunities to make meaningful contributions to decision making. The City will encourage and

support active engagement and collaboration among managers and staff to positively influence decision-making and outcomes.

HR is working to establish and implement consistent processes throughout the City through a comprehensive training program to ensure equity and inclusion in employment practices and will create and present Managing to Excellence training modules to all managers.

The shared decision making between supervisors and their staff will 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.

Action: During the first quarter of 2023, HR completed two actions: 1.) Completed and implemented "Managing Protected Leaves" which will be one of the training modules, and 2.) Completed and ongoing promotion of available Washington Cities Insurance Authority (WCIA) and Archbright manager trainings. WCIA is a liability insurance carrier the City hires for services like workers comp and other services. Archbright is a legal and compliance service provider that the City contracts with. Both WCIA and Archbright have a big network of trainings available for the City, some at a discounted price.

Next Steps: HR subject matter experts will continue developing training modules and promoting available resources through WCIA and Archbright.

7.3 Enhancement of Existing Training – IN PROGRESS

Objective 7.3 directed the City to provide ongoing trainings around cultural competence, empathy, implicit bias, inclusion, communications, self-awareness, and other DEIB topics into standard City trainings and will recognize individuals and teams for their contributions made toward a welcoming and belonging workplace. Further, the City will establish DEIB competencies that will provide the foundation of expectations for all City employees.

Action: HR completed Implicit Bias training with Corinne Bendersky, Ph.D., Morpho Leadership Development's Founder and Principal, Professor and Area Chair of Management and Organizations at the UCLA Anderson School of Management, and Faculty Director of HARRT (the Human Resources Roundtable at the University of California in Los Angeles (UCLA)). HR is offering and requiring employees (including Council members) to attend implicit bias training to support the growth of welcoming and belonging culture. Also, during the 4th quarter of 2022, HR offered LGBTQIA+ Inclusion training offered by the U. S. Equal Employment Opportunity Commission, and Racial Healing during the third quarter of 2023.

The City Manager, HR, the DEIB division, and Finance Department worked together to build a training schedule and funding for future training to be hosted in the last quarter of the 2023 and the rest of 2024.

Ongoing training in cultural competence, implicit bias, and other DEIB topics is necessary to ensure that the organizational culture continues to be one that is rooted in welcoming and belonging. Offering training on these topics annually supports the growth and deepening understanding of longer-term staff, as well as onboarding new employees.

Next Steps: HR is currently coordinating implicit bias training opportunities for staff and develop and provide implicit bias training video for hiring managers. The DEIB division is also working

with HR to host a Cultural Behavioral Science Behind Behavior Change Training for Hispanic Heritage Month and a Story Telling learning opportunity for Native American Heritage Day.

Future training and learning opportunities will be offered to Councilmembers, Board and Commissions, Chamber leadership, neighborhood associations, and any organization that does work on behalf of the City and community.

7.4 360° Feedback Reviews – COMPLETE

Objective 7.4 directed the City to strengthen avenues for trusted and safe staff feedback to supervisors by employing 360-degree feedback reviews or similar methods.

Action: During the first quarter of 2023, HR incorporated 360 feedback in employee performance evaluations integrating employee feedback in performance evaluations to promotes a more engaged workforce considerate of various perspective.

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.

7.5 Organizational Conflict Management Program – IN PROGRESS

Objective 7.5 directed the City to 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.

Action: HR completed the process for reporting and addressing employee issues by establishing process for reporting and handling employee conflict and complaints, which contain multiple strategies and outlets for employees, creating a belonging culture. The implementation of core HR employee and labor relations concepts and work with union partners to hear and address employee issues. Managing conflict is an essential part of building a welcoming and belonging culture. An organization's ability to create a safe, trusting, empathetic, and respectful workplace is dependent on having conflict resolution systems and resources available and accessible to all City staff.

Next Steps: HR will prioritize employee and labor relations training as part of the Managing to Excellence training program. Establish clear conduct and conflict resolution expectations from City leadership.

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

8.1 Employee Development Plans – COMPLETE

Objective 8.1 directed the City to train supervisors on working with employees on co-creating employee development plans.

Action: HR created a SharePoint site to support employees to help them grow within their job role and obtaining exposure to opportunities that will create alternate paths of development. The strategy is to use this SharePoint site as a resource for managers and employees to co- create quality development plans. The process for co-creating development plans includes a regular

check-in on the employee's experience with the City and discussions on steps the City can take to retain the employee. Then, next actions are established for identifying training opportunities and "on-the-job" to further employee development.

8.2 Career Path Development – COMPLETE

Objective 8.2 directed the City to 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.

Action: During the first quarter of 2023, HR created the Career Development Team to organize career training and development opportunities through Kirkland Learns, Kirkland Coaches, and Kirkland Leads.

8.3 Attrition Analysis – IN PROGRESS

Objective 8.3 directed the City to enhance current assessment tools (e.g. application pool, hiring data, promotion data, and exit surveys) to measure attrition, identify reasons for attrition, assess possible root causes, and address barriers to equal employment opportunities.

Action: Since the second quarter of 2023 the HR Director has reviewed monthly off boarding information and data. The collection and review of off boarding data will help the City to address root causes and barriers to equal employment.

Next Steps: HR will review technology strategies to design custom off-boarding reports. Monthly review of exit interview questionnaire information and provide direct feedback to department leadership as needed. HR will also schedule to have regular meetings reviewing separations/exit interview information; analyze and consult with department directors for improvements to retention.

9.1 Hiring Panel Guides – IN PROGRESS

Objective 9.1 directed the City to 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.

Action: HR researched and finalized a draft interview panel agreement to establish and document inclusive interview and selection practices through research and development of the interview panel agreement. A diversity of perspectives on hiring panels helps counter unconscious biases towards candidates of color, women candidates, English language learners, veterans, candidates with disabilities, and other underrepresented groups or communities. Providing a consistent and standard approach to ensuring diverse hiring panels will operationalize this support mechanism throughout the organization.

Next Steps: HR will inform hiring managers of new approaches, tools, and best practices.

9.2 DEIB Interview Question Requirement – COMPLETE

Objective 9.2 directed the City to require hiring managers to include at least one interview question to assess management candidates on their ability to foster DEIB.

Action: During the fourth quarter of 2022 HR completed a list of DEIB interview questions and placed on the Recruitment SharePoint site. HR has created and implemented an inclusive

interview and selection questions for hiring managers that is easily accessible to ensure consistent use. HR has reviewed the current bank of questions, will continue to research for additional questions to add, and circulate to hiring managers.

9.3 Public Safety Recruitment – IN PROGRESS

Objective 9.3 directed staff to implement and enhance the current comprehensive recruitment plans for the Fire and Police Departments focusing on underrepresented communities, considering race, ethnicity, and gender identity, and accounting for other social factors that contribute to intersectional identities of potential candidates.

Action: During the fourth quarter of 2022 HR incorporated diversity job web sites, identified applicable job fairs/workshops etc. HR has worked to expand places of recruitment for first responders by utilizing diversity job websites, attending job fairs and workshops, utilize social media and other media outlets. They will continue to partner with Public Safety Testing on boot camps and organize other recruitment events.

Next Steps: HR will continue to work on this objective to identify additional recruitment opportunities.

9.4 Diversity Hiring and Tracking Software – COMPLETE

Objective 9.4 directed the City to implement a software platform that supports diversity hiring and tracking.

Action: During the fourth quarter of 2021 HR completed the research, data, and reports to track diversity hiring. HR worked to expand places of recruitment for diverse applicants and track applicant demographic and hiring data using SaaS Solution. HR has implemented the use of the application to collect data and will continue to review the data and utilize community contacts for advertising jobs.

GOAL AREA IV: COMMUNITY PARTNERSHIPS

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

10.1 Equity in Contracting Policy and Program – COMPLETE

Objective 10.1 of the City's DEIB roadmap directs staff to implement the Equity in Contracting policy and associated program to expand vendor recruitment, internal organizational training, and external vendor training.

Action: Staff has completed three actions to advance this objective. First, CMO, Finance, & IT worked together to establish a process to track subcontractor payments in MUNIS. We created a step-by-step user guide for this process. Second, CMO and Finance performed an equity review of the procurement manual, which resulted in key changes to established processes and the addition on a stand-alone equity section. Among the changes are the way the City advertise bids, equity language to include in City contracts, and recommendations for the Purchase Card program. Third, the City, in partnership with the State Office of Minority and Women Business Enterprises (OMWBE), hosted three marketing and training sessions focused on teaching women and minority business owners about the City's procurement process, the economic development initiatives that focus on small businesses, and the benefits of obtaining the

OMWBE certification. The sessions, held in June, July, and August, were well attended with 30 business owners from Kirkland and the Eastside.

The recommended equity-based changes to the City's subcontractor reporting requirements and the procurement manual are currently under evaluation by the departments. The changes will become an official part of the procurement process in the 2024 update of the procurement manual. Over the following year, the data collected will be used to evaluate the effectiveness of the changes. Staff is currently conducting a review of the City's procurement webpage to make changes that will attract BIPOC businesses. The success of the partnership with OMWBE will continue with more certification series scheduled to begin next year with expanded information covering the City's support for small businesses.

10.2 Funding Community Building Activities – COMPLETE

Objective 10.2 directed staff to 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.

Action: In support of this objective, the Parks departments hosted several community building activities using American Rescue Plan Act (ARPA) funds. The community focused events highlighted the various cultures in Kirkland and provided a sense of belonging. The hosted events were Dia De Las Muertos, Harvest Festival, See Spot Splash, Movies in the Parks, and Lunar New Year. Each event received strong participation and positive feedback. Additionally, staff continued the *Recreation in the Parks program*. This is a free 10-week mobile recreation program for youth of all ages, initially piloted in the summer of 2022. The program visits a new park each week to bring activities and games to the local youth. The mobile recreation program focuses on bringing programs and activities to different neighborhoods to try and serve all areas of the community, and in particular, neighborhoods that are currently underserved.

Staff are pursuing sponsorship and ongoing funding to provide these activities into the future. Staff will continue to partner with local community members and organizations to make the events successful.

10.3 Shared Application for Human Services Funding – COMPLETE

Objective 10.3 directed staff to continue to utilize the shared application of the Human Services Funding Collaborative to decrease administrative burden on service providers, will explore further simplifying the grant application and reporting process, and better understand local and regional needs.

Action: The City, in partnership with other cities throughout King County, formed the *Human Services Funding Collaborative*. The Human Services Collaborative is 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.

Parks is evaluating two databases that will streamline the City's Human Services work locally and regionally. The first is the Homeless Management Information System (HMIS), led by King County. The second is a case management software in partnership with the City of Redmond. Both are SaaS solutions. The applications are currently under a security review. If they successfully pass, Parks can proceed with the use of these applications which are very similar to NeoGov and will be owned by Parks.

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

11.1 Technical Assistance to Businesses – PENDING

Objective 11.1 directed staff to provide culturally competent technical assistance services for business operations and provides access to in-language support. Due to staff turnover in the Economic Development Team, this objective had been on hold. Staff anticipate beginning on this work in Q1 of 2024.

11.2 Community Group Training – IN PROGRESS

Objective 11.2 directed staff to offer trainings to community groups about how the City works and the services it provides, with an emphasis groups underrepresented in civic life. Further, the City should encourage, develop, support, and maintain opportunities for robust collaboration between community members, City staff, and City leaders.

Action: Staff is currently developing a pilot for a school group to supplement their civics class by providing insight on how the City operates and provides services to its residents. This pilot will serve as the basis for further development by staff of learning modules can be provided for other school children and others, with a focus on Black, Indigenous, and Other People of Color (BIPOC) and immigrant students and community groups.

Next Steps: Staff will develop both day and half day civics field trip to City Hall curriculum module as a pilot program this fall.

11.3 Diversity Representation on Neighborhood Association Boards and General Membership – PENDING

Objective 11.3 directed staff to help increase the diversity of representation on neighborhood association boards and general membership through program collaboration with the neighborhood associations and the Kirkland Alliance of Neighborhoods.

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

12.1 Relationship Building with Community Groups – COMPLETE

Objective 12.1 encourages staff to operationalize proactive relationship-building with community groups with the goal that the relationships offer mutual benefit. One of the strongest ways to build relationships is to connect with individuals to discover opportunities to learn, acknowledge, and celebrate as one community. Building relationships fosters a sense of belonging and community, which can enhance social cohesion. The City can benefit from stronger relationships that helps us better understand community priorities and identify issues early to address problems efficiently. The community groups view the City as a partner to influence on policy to drive positive change and a resource when working toward the common goal of improving the lives of everyone.

Action: In June 2023, the City installed a crosswalk, modeled after the intersex-inclusive progress flag. The intersex-inclusive progress flag symbolizes the wholeness and completeness of all LGBTQIA+ people. This is the first crosswalk of its kind on the Eastside of King County. During the process of creating and installing the crosswalk, the City included LGBTQIA+

community partners, businesses, and residents to honor their unique perspective on the symbol. To celebrate the magnitude of this action, the City hosted a crosswalk unveiling event at the entrance of Marina Park. Approximately 300 community members and elected officials from across King County attended the event. The event was a great way to show the power of when we come together as a community. In addition to this event, the City honored Pride month with a ceremony to raise the intersex-inclusive flag at City Hall and lighting up the newly completed Totem Lake Connector Bridge in rainbow colors for the entire month.

Moving forward, the City will continue to look for opportunities to build relationships with diverse community groups. Aside from the LGBTQIA+ community, the DEIB team has made inroads with several new community groups that serve the African, Brazilian, Deaf and Hard-of-Hearing, Neurodivergent, and Senior population. Building relationships with the community is essential for us to meet the promise of being a responsive, accountable, and effective government that meets the diverse needs of the community.

12.2 Coalition Against Hate & Bias – COMPLETE

Objective 12.2 directed staff to 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.

Action: The DEIB manager and the Chief of Police actively participates in King County Coalition Against Hate and Bias by attending the regularly scheduled meeting. Additionally, Chief Harris participated as a panel member at this year's [Community Safety Forum on Hate Crimes and Bias Incidents](#).

Using the information on best practices learned through this participation, the City has created a response plan to expressions of hate and bias in the community. Although each incident is different, the response plan generally follows this structure:

1. The Police Department is notified of the incident if not already aware.
2. City staff reach out to the leaders and community organizations of the targeted group(s) to offer support and collaborate on meaningful response.
3. On a case-by-case basis, the City may issue an official statement through to condemn the hate and bias actions and to reinforce the City's position as an inclusive community.
4. Depending on the severity of the incident, further action will be evaluated and implemented for community education and/or solidarity.

12.3 Diversity on Boards and Commissions – COMPLETE

Objective 12.3 directed staff to develop a strategy to ensure that applicants for City Boards and Commissions are representative of the demographic diversity of the community.

Action: To ensure a diversity of applicants, staff have developed a strategy to ensure that applicants for City Boards and Commissions are representative of the demographic diversity of the community. The strategies include:

- Continue to identify and partner with diverse cultural communities to expand outreach and increase awareness for new applicants.
- Conduct a further review of application language to include indicators that will provide data to inform performance measures related to diversity goals.
- Provide new educational opportunities in the form of materials/events for interested potential applicants.

CMO and the City Clerk's Office will continue to develop recruitment strategy elements to increase representation for Boards and Commissions by Q4 2023 for implementation during the Q1 2024 annual recruitment cycle and encourage fresh and diverse perspectives through increased diversity in Board and Commission membership contributions. Introduce and examine new opportunities in tracking and measuring goal achievement.

Next Steps: City staff will research diverse niche groups/associations for specific board focus/purpose and explore partnerships with other City departments for location specific targeted outreach.

12.4 Equitable and Welcoming Third Places – PENDING

Objective 12.4 directed staff to work with the business community to continue education, outreach, and training on developing equitable and welcoming “third places” throughout the community. Staff also developed strategies to promote to City owned facilities as welcoming “third places” for the community.

GOAL AREA V: COMMUNICATION & EDUCATION

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

13.1 City Wide Language Access – IN PROGRESS

Objective 13.1 directed staff to 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.

Action: The DEIB Manager is developing a draft City Language Access Plan that will include definitions of various methods of language access, delineate the top languages spoken in the City, report on current evaluation of how staff applies language access to their work, and a plan to expand resources and tools for staff. Leadership has asked that the plan be written in a structure that is bridged to Title VI guidelines.

The Language Access Plan will assist staff with understanding how to implement language access best practices and provide tools and resources to provide the limited English-speaking community with better service.

Next Steps: The DEIB manager will complete a survey that will be distributed to all staff to evaluate how staff applies language access to their work and learn what tools they feel they need to deliver better service. Also, recently the Police Department signed a contract with Language Line Solutions, a provider of language interpreting and translation service used by the City. HR, Planning & Building and the DEIB Manager are reviewing the contract to find out how to improve billing and other logistical barriers to increase use of language access for the City's internal and external services.

13.2 Title VI Vital Document Translation – COMPLETE

Objective 13.2 directed staff to identify funding in all department budgets for Title VI vital document translation.

Action: In the 2023-2024 budget development process, a DEIB tool was developed to assist departments in thinking about the various DEIB components and incorporating them into each

of the Service Packages. The various categories of considerations included federal funded projects that must adhere to the Title VI guidelines and include the use of Language Access, ADA accommodations, Personnel requests, Acquisition and Procurement, Communications and Outreach, and Data Collection. Departments were requested to identify any items needed to successfully execute a project in an equitable manner, that includes all the diversity that the City of Kirkland community represents.

13.3 Employee Bilingual Pay Program – IN PROGRESS

Objective 13.3 directed the City to 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. The staff person would be a resource for other staff in minimal interpretation and translation tasks.

Action: The Human Resource Department is exploring a pilot program whereby employees will be paid a stipend for interpretation and translations tasks.

Next Steps: The DEIB Manager and HR to discuss different models used nationally before selecting one to then discuss and negotiate with unions.

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

14.1 Cross Departmental Outreach and Engagement – IN PROGRESS

Objective 14.1 directed staff to 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.

Action: The Communications Manager and DEIB Manager co-chair an internal cross departmental Outreach and Engagement Team. The co-chairs work to provide tools, trainings, streamline outreach and engagement methods, and assist to incorporate DEIB inclusion solutions.

Next Steps: The co-chairs will work on a SharePoint centralized system for the Outreach and Engagement Team to access information.

14.2 City Leadership Program – COMPLETE

Objective 14.2 of the roadmap called for the creation of a City Leadership Program to cultivate civic engagement for the purpose of diversifying public participation in various governmental processes and neighborhood organizations. The Kirkland Initiative was established with the goal to make City Hall accessible to historically underrepresented community members, by pulling back the layers of local government to encourage engagement.

Action: The Kirkland Initiative fulfilled the objective by creating a program to actively cultivate civic engagement for the purpose of diversifying public participation in various governmental processes and neighborhood organizations. Feedback from the participants indicated they felt empowered to engage with the city and could see how they could contribute to all levels, including running for City Council.

Since the end of the inaugural class, participants have served on focus groups and volunteered at City Hall for All. The inaugural class of the Kirkland Initiative included 18 community members across, race, gender, profession, sexual orientation, and age. The class has become an alumni group that has asked as a group to be invited to continue being engaged with the City.

The Kirkland Initiative will continue on an annual basis, and we have begun working on several iterations of the curriculum to reach broader audiences like for youth and an executive-style Saturday session.

14.3 DEIB Integration into Community Meetings – PENDING

Objective 14.3 directed staff to evaluate and restructure regular meetings with community groups or leaders – such as the Inclusion Network, the Kirkland Alliance of Neighborhoods, and the Business Roundtable – to incorporate themes of DEIB implementation at the City and in the community. The City of Kirkland will actively model, support, benchmark, and otherwise encourage implementation of best practices of DEIB through active engagement.

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

15.1 Culturally Competent Communications Plan – IN PROGRESS

Objective 15.1 directed staff to 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.

Action: The CMO's Communications and DEIB divisions are redesigning the DEIB website presence with updated content, tools, photos, and video links to give residents and overview of the DEIB workplan, events, and engagement opportunities.

Next Steps: The DEIB and communications divisions will continue to work together on providing regular updating of the communication deliverables.

15.2 Ongoing Feedback and Update Process for the Roadmap – IN PROGRESS

Objective 15.2 acknowledged the City Council request for updates to the Roadmap including but not limited to additions and/or amendments to goal areas, goals, and/or objectives, shall be through the Legislative Request Memorandum process for staff analysis and Council evaluation. Each department will include in its DEIB strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.

Action: This objective will be ongoing to new iterations of the DEIB Roadmap to allow leadership, staff, and the community access to add DEIB related action items. Since this objective was added and adopted in July 2022, there have been no requests to add new objectives or action items to the roadmap.

Next Steps: This coming Fall the DEIB team will be evaluating the work completed and will redesigning the Roadmap to its next iteration with new objectives and action items.

15.3 Culturally Effective Outreach Methods – IN PROGRESS

Objective 15.3 directed staff to identify and/or provide training for culturally effective outreach methods and develop department level culturally effective outreach plans and strategies.

Action: The City Manager, the Finance and HR Departments, along with the DEIB division worked on a training schedule and budget for 2023 – 2024 that expands DEIB related training. The training schedule has a variety of trainings that range from cultural competence, culture change, racial healing, and more technical knowledge specific to federal guidelines like Title VI. Some of these trainings provide insight to personal development while others will have a work-related focus with variables that can directly be implemented or taken into consideration in cultural centered work like outreach and engagement. Ultimately all exposure to cultural change work can be used in outreach and engagement work as cultural and emotional competency.

Also, the Planning & Building delivered DEIB related training to the Planning Outreach Team to apply to the Comprehensive Plan outreach and engagement efforts. The Training was delivered in Q4 2022 by Broadview Planning who delivered the community engagement plan:

- [2044 Comprehensive Plan Update Community Engagement Plan](#) (December 2022), prepared by Broadview Planning
- [2044 Comprehensive Plan Update Community Engagement Plan](#) (December 2022), prepared by Broadview Planning

Next Steps: The DEIB manager will provide cultural training this fall during Hispanic Heritage Month, Indigenous Peoples Day, or Native American Heritage Day.

15.4 Proactive Community Engagement Network – IN PROGRESS

Objective 15.4 directed to establish a proactive network of civically underrepresented community members who are interested in providing input about and from their lived experiences as part of City feedback collection processes.

Action: The City, in partnership with Eastside for All, is developing an ad-hoc group of BIPOC community members for participation, advising, leadership, and co-creation opportunities. The City is actively engaging in outreach to community members to seek their participation in group through many of the actions already outlined in other objectives. There are three deliverables currently in progress: the creation of a charter for the group, establishing a fair compensation rate for group member participation, and developing a meaningful process and workflow for how data and feedback from the group will be used by the City and how the City will follow up with the community regarding their feedback.

Next Steps: City staff anticipates having the three deliverables completed by the end of the fourth quarter of 2023 with group member participation to begin in the first quarter of 2024.

15.5 Host, Sponsor, and Support DEIB Learning Opportunities – COMPLETE

Objective 15.5 directed the City to host, sponsor, and support learning opportunities and share information, resources, and tools designed to foster a community that reduces disparities and inequitable outcomes. This objective is one of the core functions of the DEIB team. The DEIB team has identified several opportunities to fulfill this objective. This is an ongoing objective that includes events that will occur on an annual basis and one-time partnerships with community groups. Forming connections with community groups has given city staff opportunities to host, sponsor and support events that covered a range of topics from housing inequities, racial justice, cultural art and more.

Action: One special opportunity to highlight is the second annual Eastside Juneteenth celebration that was hosted in Kirkland at Juanita Beach Park. The City served as a sponsor of the event, which was organized and staffed by various community partners. In addition to the celebratory aspect of the event, it was also a unique educational opportunity for community members. One component of the event was Delbert Richardson's American History Traveling Museum. The American History Traveling Museum is an overview of the African American experience beginning with slavery. The mission of the museum is to empower all people with the unspoken historical truth that leads to self-restoration and community healing.

Another opportunity for this objective was with *Africans on the Eastside*, a community group that has a growing relationship with the City, and their inaugural *Fashions on the Eastside* event. Fashions Night Out was a showcase to celebrate African culture through story telling using traditional African textiles designed by a local designer.

Through the work with the community group and the event, the city was able for establish a process that will be used for community groups moving forward. First, the community group must meet the criteria outlined in the *City Sponsorship of Events Organized by External Groups* guide. Next, the community group must provide the City with an overview of the event that includes an agenda, estimated budget, goals for the event, and explaining the cultural significance.

Fashions Night Out was significant becoming the first African cultural event hosted in and sponsored by the City of Kirkland. The City provided the community group with the use of the Peter Kirk Community Center, staff assistance in planning and execution, and a stipend of \$1000 for expenses.

Next Steps: The process outlined by this event proved successful and will serve as a guide for future community building activities. City staff is working on finalizing the details for an official plan to be implemented by the end of the year. As staff continues the ongoing work of this objective, the city will continue to look for opportunities share information and provide opportunities for the Kirkland community.

15.6 Closing the Participation Gap – PENDING

Objective 15.6 directed staff to assess and identify spaces and resources that will help close the participation gap and achieve better outcomes for the community.

15.7 DEIB Dashboards – COMPLETE

Objective 15.7 directed staff to complete the dashboards called for in Resolution R-5434 for use of force, general crime, School Resource Officer, Human Resources, and Human Services.

Action: The dashboards were completed in 2022:

- Police Dashboards
 - [Kirkland Police Use of Force Dashboard](#)
 - [Police Transparency Dashboard](#)
 - [School Resource Officer Dashboard](#) (updated to Community Resource Officer)
- Human Resources Dashboards – Employee Demographic Annual Report
 - [2020](#)
 - [2021](#)
- Human Services Dashboards
 - [City Investment in Human Services](#)
 - [2020 Funded Programs](#)

- [2021 Funded Programs](#)
- [2022 Funded Programs](#)
- [2023-2024 Funded Programs](#)

Next Steps: Staff will continue to update the dashboards and for those that have accumulated a baseline of more than three years, run a report to see shifts, patterns and change.

GOAL AREA VI: FACILITY & SYSTEM IMPROVEMENTS

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

16.1 CIP Feedback and Participation Plan – PENDING

Objective 16.1 directed staff to incorporate more community feedback into prioritizing the City's capital improvement program. Staff identified that meaningful community feedback in the CIP process would necessitate community engagement in the months prior to staff's first check in with Council on the annual CIP update. Other major initiatives, such as the Kirkland Initiative and others, were given greater priority than this Objective.

Next Steps: Staff plan on enacting this Objective in alignment with next year's 2024-2029 CIP Update.

16.2 Community Participation Compensation Policy – IN PROGRESS

Objective 16.2 directed the City to 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.

Action: The DEIB manager worked with Finance and the City Attorney's Office to draft a compensation policy that involved an evaluation of how departments are currently compensating community groups or individuals, for what types of engagement efforts, methods of compensation, and process. The compensation policy was submitted to Directors for review and input.

Next Steps: The DEIB manager is currently working on a final draft of the community participation compensation policy that includes feedback from the Directors. The final draft will be presented to the City Manager for approval by the end of third quarter of 2023.

16.3 Body Worn Camera Pilot Program – COMPLETE

Objective 16.3 directed the City to 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 underrepresented community members.

Action: The City Council implemented a body-worn camera program to increase both community and officer safety. All body-worn cameras have been issued as of January 30, 2023. The City's adopted policy on body-worn cameras is available here [Kirkland Police Body-Worn Camera Policy\(PDF, 41KB\)](#).

Body-worn cameras (BWCs) are often proposed as solution to increasing police accountability and transparency. Because BWCs provide an audio-visual recording of encounters between police and the public, BWCs may encourage officers and community members to maintain a higher standard of behavior during an incident, ultimately leading to an increase in mutual respect and safety. While a BWC cannot replace an officer's "perception," it may enhance their memory particularly in complex and stressful interactions.

The CMO's Communication Division produced tools for the community to better understand the Body Worn Camera Program:

- [You Tube – Kirkland Police Department Body Worn Camera Program](#)
- [Website page Q &A](#)
- [Request process for a copy of a body-worn video](#)

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

17.1 Standardized Data Sources – IN PROGRESS

Objective 17.1 directed the City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify underrepresented communities and areas in the City of lower income, higher rates of residence by communities of color, and/or English language learners to ensure equitable investments are made throughout the city.

Action: To satisfy this objective, Planning and Building staff updated the City's [Community Profile](#) as part of the K2044 Comprehensive Plan Update. Additionally, City Staff has identified the use of the [Tree Equity Map](#) as a great tool for assessing future program goals and target areas for underrepresented communities in the City.

The Finance Department and the IT GIS Team collaborated to create an [internal web application](#) for City staff to use to obtain the demographic data needed when evaluating equitable investments.

Next Steps: Planning and Building is working to complete the Racially Disparate Impacts Analysis required by HB 1220 by the fourth quarter of 2023.

The GIS team is planning on creating a new public application that would be more user friendly to view and query census and ACS data aggregated into neighborhoods or other specific areas of Kirkland. This project is not currently on IT's workplan and needs to be prioritized and scoped to be included. The other departments including Planning and Building, Public Works, and Finance will be contributing to this effort by providing data sources.

17.2 Equity Impact Assessment for the CIP – COMPLETE

Objective 17.2 directed the City to 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.

Action: CMO, Finance and Administration, and Public Works is working to integrate an equity impact assessment into the 2023-2028 CIP adoption process to provide graphical representation of where CIP dollars are spent and provide a key tool to guide future decisions.

The 2023-2028 CIP included an equity analysis and mapping exercise consistent with objectives 17.1 and 17.2 in Roadmap. Scores for each potential capital project were integrated into the CIP prioritization as an initial attempt to systematize equity as a key consideration for the City's capital investments. Following Council feedback, Financial Planning staff is working closely with the DEIB manager and IT staff to update the data and improve this process with a citywide equity analysis tool in preparation for the 2025-2030 CIP development. In addition, IT staff is creating a new user-friendly public application that would allow anyone to view and query census and ACS data aggregated into neighborhoods or other specific areas of Kirkland. This map will incorporate the CIP equity map and help during future budget processes.

Next Steps: Finance to develop revised form (Q4 2023). Provide forms and guidance to departments ahead of 2025-2026 budget process (Q2 2024)

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

Objective 17.3 directed the City to 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.

Action: The City Departments have been applying the equity lens to the current updates of process and plans. To date:

- Comprehensive Plan
- Transportation Master Plan
- Sustainability Master Plan
- Smart City Master Plan
- Contracting Policy and Program
- Finance Budget and Service Packet DEIB Tools
- Juanita Neighborhood Plan
- Evergreen Hill Neighborhood Plan

Next Steps

Staff will continue to apply the equity lens to update other process, policies, and plans.

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

18.1 Cooling and Warming Center Activation – COMPLETE

Objective 18.1 directed the City to standardize a community response plan for cooling and warming center activation in the event of future heatwaves or frigid weather.

Action: The Office of Emergency Management (OEM) has worked with PCS to develop and operationalize guides for the establishment and operation of human and pet temporary cooling/warming centers for extreme weather situations. PCS Human Services have leveraged their hotel voucher program as appropriate for extreme weather scenarios. OEM monitors and notify key departments and partners of impending weather incidents that could create a need for operationalizing a center. The City Mass Care Framework has been developed and tested and will continue to be updated and enhanced as incident lessons observed and resources allow.

Mass Care is developed with a Whole Community concept and includes considerations for various demographics and the needs of the Kirkland community. Additional considerations have been included for individuals that require alternate support related to health care or legal status for example.

Next Steps: The Mass Care Framework will continue to be developed, PCS will maintain a staff trained and able to activate and operate a cooling/warming center, and OEM will continue to monitor environmental conditions that could require the City to respond. The Mass Care Framework will be updated at least every five years or after each activation as appropriate.

18.2 Maintaining and Enhancing the City's Infrastructure – PENDING

Objective 18.2 directed City staff to enhance capital project notices, water quality reporting, spill response post cards, and similar infrastructure reporting mechanisms to include translated and culturally sensitive materials. Staff have prioritized development of the Language Access Plan (Objective 13.1) and will rely on the guidance provided in it to implement the actions called for in Objective 18.2.

Next Steps: Staff anticipate initiating Object 18.2 in Q2 of 2024.

18.3 Maintaining and Expanding Opportunities to Internet Access – IN PROGRESS

Objective 18.3 directed the City to 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.

Action: Staff is exploring options to add fiber as part of new construction projects or major reconstructions in a cost-effective and efficient manner. This will be a topic included in the forthcoming Smart City Master Plan.

Next Steps: Council will be receiving a briefing on the Smart City Master Plan process at an upcoming meeting.