

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

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

**Adopted through Resolution
R-5548 on July 5, 2022**

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Consulted Groups

The Right to Breathe Committee
Eastside Race and Leadership Coalition
Movement of Advocacy for Youth
King County Promotores Network
Indivisible Kirkland
African American Student Advocacy Program
(AASAP) – Juanita High School
Gay Student Alliance (GSA) – Juanita High School
Kirkland Alliance of Neighborhoods
Human Services Commission

The City of Kirkland would like to thank and recognize the efforts of all community groups and community members who gave their time and energy to bring this roadmap to life. It should be noted that these community groups provided guidance, suggestions, and insight in this process, but the final document is not necessarily the official position of the consulted groups.

For more information please visit:

www.kirklandwa.gov/5434

PURPOSE

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

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

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

VISION

The City’s Comprehensive Plan includes a Vision Statement that articulates Kirkland in the year 2035 and summarizes the desired character and characteristics of our community. The Roadmap is intended to be the City’s way of achieving the adopted Vision as it relates to diversity, equity, inclusion, and belonging.

Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work, and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Safe, walkable, bikeable and friendly neighborhoods are connected to each other and to thriving mixed use activity centers, school, parks and our scenic waterfront. Convenient transit service provides a viable alternative to driving. Diverse and affordable housing is available throughout the city. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

DEFINITIONS

Diversity, Equity, Inclusion, and Belonging

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

Diversity

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

Equity

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

Inclusion

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

Belonging (heading added)

Inclusive communities create a culture of belonging for all and look for opportunities to invite and welcome everyone. The key to creating a sense of belonging is empathy—it requires desire, work, and a willingness to put yourself in someone else’s shoes to understand them.

Marginalized Communities

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

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

HOW THIS DOCUMENT IS STRUCTURED

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

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

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

1. Goal.

1.1 Objective.

→ *Next Action.*



Indicates a completed Objective



Indicates a completed Next Action

LEADERSHIP, OPERATIONS, AND SERVICES

OVERVIEW

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

GOALS

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

1.1 Organizational Policy Statement

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

→ *The City Manager will provide options to the Council on policy approaches in Q4 2022.*

1.2 DEIB Communications

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

→ *CMO and the Leadership Team, in coordination with HR, will develop new hire materials in Q4 2022.*

✓ 1.3 Diversity, Equity, Inclusion, and Belonging Manager

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

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

1.4 Diversity Services Team

Fostering an organizational culture rooted in welcoming, inclusion, and belonging requires staff engagement at all levels of the organization. Clear leadership from management and the executive team helps set the tone for such an organizational culture, yet leadership by non-management employees also contributes to diversity, equity, inclusion, and belonging becoming daily, embodied values of the organization. To support this, the City will restructure the Diversity Services Team to support all department services and programs in receiving racial equity and culturally specific knowledge, tools, and support to increase the effectiveness of service delivery. The City will also ensure that people of diverse backgrounds and identities underrepresented in civic life are represented in the art and décor of all City facilities. This includes all public art that the City is responsible for including City Hall, City parks, recommendations from the Cultural Arts Commission for Park Lane and other public sites.

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

1.5 Performance Measures

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

→ CMO and the Finance & Administration department will integrate this plan into the annual performance measures report beginning with the 2024 Performance Measures Report (published in 2025).

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

Serving on the City Council involves 6-hour evening regular business meetings, and staff briefings or other meetings that often happen during the day. In addition, Councilmembers often represent Kirkland on regional boards either appointed by the Council or by the Sound Cities Association that have daytime or evening meetings. While not a full-time job given Kirkland's Council-Manager system of government, serving on the Council does require a significant part-time commitment. The City Council is interested in removing barriers to entry for community members to run and serve on City Council, as well as serve on Boards and Commissions including considering stipends for board and commission members, salary changes for Councilmembers, or a childcare benefit.

→ CMO will develop options by Q4 2022 to have the Kirkland Salary Commission or other broader committee study this issue.

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

2.1 Ombud Program

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



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

2.2 Community Responder Program

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

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

2.3 Park Usage Guidelines and Procedures

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



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

2.4 School Resource Officer Program Evaluation

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

→ CMO will present options to Council concerning the SRO program in Q3 2022.

2.5 Community Court Pilot Program

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

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

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

3.1 Regional Coordination

Many organizations and governments are engaging in DEIB assessments to inform their strategic planning for both internal and external policies, processes, and programming. Collaboration at the regional level is an important way for the City to contribute to this work, learn best practices, and demonstrate its commitment to these values. As such, staff will continue to contribute to regional events and conferences to develop shared analysis, learning, and planning with governments and community groups within the Northwest region, including the Governing for Racial Equity and Inclusion Group, Eastside Race and Leadership Coalition, and others, to achieve meaningful and measurable results.

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

3.2 Support National Racial Justice Initiatives

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

→ CMO will maintain an ongoing list of national racial justice initiatives which the City is participating in and will publish on the City's website in Q4 2022 and will update regularly.

3.3 Welcoming America Certification

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

→ CMO will continue to partner with Eastside cities and community-based organization(s) to develop a draft regional plan by Q1 2023.

✓ 3.4 The Houghton Community Council

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

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

3.5 Native History Document and Land Acknowledgement

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



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

Goal Area II

PLANS, POLICIES, AND BUDGETS

OVERVIEW

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

GOALS

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

4.1 Equity Impact Assessment Tool

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

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

4.2 Comprehensive Plan and Other Long-Range Planning Processes

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

→ The Planning and Building department will provide recommendations by Q2 2023.

4.3 Emergency Planning

Data from numerous sources, including Public Health – Seattle & King County and others, demonstrates the disproportionate impact that large scale emergencies have on communities of color, communities of lower income, and English language learners, among other underrepresented groups and communities. Many factors contribute to a safe community in the case of emergency, and the City provides a critical leadership role in such situations. Therefore, the City will incorporate procedures into emergency plans to support the safety of populations that may be at higher risk of impacts, with regular review to account for demographic changes.



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

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

5.1 King County: Lead with Race Process

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

→ *The City Manager will provide options to the Council on policy approaches in Q4 2022.*

5.2 City Work Program

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

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

5.3 2021 Legislation Implementation

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



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

6. Financial decisions include equity impact assessments and considerations.

6.1 Biennial Budget Process

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

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

6.2 Personnel Funding Impact Analysis

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

→ *Finance and Administration will integrate an equity impact assessment into memoranda in support of positions and other staff funding processes by Q2 2023.*

Goal Area III

WORKPLACE & WORKFORCE

OVERVIEW

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

GOALS

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

7.1 Employee Engagement Program

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

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

7.2 Supervisor Training

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

→ *Human Resources and CMO will research best practices and begin training of supervisors by Q1 2023.*

7.3 Enhancement of Existing Training

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

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

7.4 360° Feedback Reviews

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

→ *Human Resources will identify a tool for staff feedback and will begin training supervisors on its use by Q4 2022.*

7.5 Organizational Conflict Management Program

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

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

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

8.1 Employee Development Plans

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

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

8.2 Career Path Development

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

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

8.3 Attrition Analysis

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

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

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

9.1 Hiring Panel Guidelines

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



→ *Human Resources will research best practices, create interview guidelines, and distribute and provide training to hiring managers by Q4 2022.*

✓ 9.2 DEIB Interview Question Requirement

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

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

9.3 Public Safety Recruitment

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

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

9.4 Diversity Hiring and Tracking Software

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



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

Goal Area IV

COMMUNITY PARTNERSHIPS

OVERVIEW

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

GOALS

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

10.1 Equity in Contracting Policy and Program

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

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

10.2 Funding Community Building Activities

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

→ *Based on available funding, CMO and Parks and Community Services will develop a pilot program to launch Q1 2023.*

10.3 Shared Application for Human Services Funding

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



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

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

11.1 Technical Assistance to Businesses

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

→ *CMO will launch a pilot program of cultural navigators for business technical assistance by Q1 2023.*

11.2 Community Group Training

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

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

11.3 Diversity Representation on Neighborhood Association Boards and General Membership

Kirkland's Neighborhood Associations are independent non-profit organizations that serve to enhance the civic life of the Kirkland community. The City recognizes 13 neighborhood association boundaries that encompass the entire geographic area of the City. Neighborhoods are the building blocks of any city, and Kirkland is enriched by these strong civic organizations that work alongside the City to improve the quality of life for everyone in Kirkland. The neighborhood associations are open to all members of the community. Despite efforts to engage underrepresented community members, the neighborhood associations generally tend to engage longer term residents, particularly those that own their home, which is a trend seen in other communities. Supporting the neighborhood associations in DEIB efforts will help foster a Kirkland that is more welcoming. As such, staff will help increase the diversity of representation on neighborhood association boards and general membership through program collaboration with the neighborhood associations and the Kirkland Alliance of Neighborhoods.

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

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

12.1 Relationship Building with Community Groups

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

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

12.2 Coalition Against Hate & Bias

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

→ *CMO and the Police Department will work with community groups to publish a draft plan by Q3 2023.*

12.3 Diversity on Boards and Commissions

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

→ *CMO and the City Clerk's Office will develop a recruitment strategy to increase representation for Boards and Commissions by Q4 2022.*

12.4 Equitable and Welcoming Third Places

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

→ *CMO will work with the Greater Kirkland Chamber of Commerce and other local business organizations to implement training with the first program to occur in Q1 2023.*

Goal Area V **COMMUNICATION & EDUCATION**

OVERVIEW

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

GOALS

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

13.1 Citywide Language Access

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

→ *CMO, Finance and Administration, Human Resources, and Information Technology will collaborate on standard support documentation and training published by Q4 2022.*

13.2 Title VI Vital Document Translation

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

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

13.3 Employee Bilingual Pay Program

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

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

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

14.1 Cross Departmental Outreach and Engagement

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

→ *CMO, in collaboration with other departments and community partners, will assess the existing engagement processes and will make recommendations as necessary by Q1 2023.*

14.2 City Leadership Program

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

→ *CMO, in collaboration with other departments, will finalize and implement the pilot City Leadership Program by Q2 2023.*

14.3 DEIB Integration into Community Meetings

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

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

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

15.1 Culturally Competent Communication Plans

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

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

15.2 Ongoing Feedback and Update Process for the Roadmap

This Plan should be considered a living document. Although it provides a roadmap with destinations and milestones, those should be regularly reviewed and aligned with the Council's and the community's expectations on no less than an annual basis. The City Manager or City Manager's Office shall provide the Council with an annual progress update including the City's progress on the plan's goals and also proposals for new goal areas, goals, and/or objectives, and additionally as issues and opportunities are identified in between annual progress updates. The City will also provide regular avenue(s) for community feedback about this Plan and its implementation at City Hall for All and/or other effective platforms, as well as from the City's Boards and Commissions. Council requested 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 should include in its DEIB strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.



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

15.3 Culturally Effective Outreach Methods

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

→ CMO will research best practices, develop a pilot program, and provide training by Q1 2023.

15.4 Proactive Community Engagement Network

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

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

15.5 Host, Sponsor, and Support DEIB Learning Opportunities

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

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

15.6 Closing the Participation Gap

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

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

15.7 DEIB Dashboards

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

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

Goal Area VI **FACILITY & SYSTEM IMPROVEMENTS**

OVERVIEW

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

GOALS

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

16.1 CIP Feedback and Participation Plan

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

→ *Public Works and CMO will expand current options for community input on the CIP to inform the update to the 2023-2028 CIP (Q4 2023).*

16.2 Community Participation Compensation Policy

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

→ *CMO and Finance and Administration will develop a pilot program for implementation by Q3 2022.*

16.3 Body Worn Camera Pilot Program

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

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

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

17.1 Standardized Data Sources

Numerous public data sources exist for demographic data, including, but not limited to, the Census, Washington Office of Financial Management, Washington State Department of Transportation, and the Washington Office of Superintendent of Public Instruction. Compiling demographic data for specific areas of Kirkland will help the City identify potential gaps in service. Therefore, the City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify 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.

→ *Planning and Building, Information Technology, and CMO will develop a pilot data tool that incorporates available demographic data sources for initial launch by Q2 2023.*

17.2 Equity Impact Assessment for the CIP

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



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

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

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

→ CMO will assist all departments in incorporating an equity impact assessment into their master and strategic planning documents beginning in Q2 2023.

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

18.1 Cooling and Warming Center Activation

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

→ Office of Emergency Management and CMO will implement a plan in coordination with community partners that will be ready to implement by Q4 2022.

18.2 Maintaining and Enhancing the City's Infrastructure

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

→ *Public Works and CMO will audit and update current materials for implementation by Q4 2022.*

18.3 Maintaining and Expanding Opportunities to Internet Access

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

→ *IT and Finance & Administration will research and provide options to the City Manager by Q2 2023.*