



Kirkland 2044
Comprehensive Plan Update

COMMUNITY ENGAGEMENT PLAN

October 2022



BROADVIEW PLANNING

Broadview Planning, in collaboration with staff at the City of Kirkland and ECONorthwest, prepared this community engagement plan for the City of Kirkland. The project team thanks all those who provided their input and helped inform it.

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SECTION I. BACKGROUND + PURPOSE

KIRKLAND 2044: OVERVIEW OF KIRKLAND'S COMPREHENSIVE PLAN UPDATE

In 2022-2024, the City of Kirkland is conducting a major update of its Comprehensive Plan, in compliance with the requirements of Washington State's Growth Management Act (GMA). The Comprehensive Plan is a guide for how Kirkland as a community will provide the public facilities and services to direct and manage growth. The target completion date for the updated Comprehensive Plan is November 2024.

Comprehensive Plan update goals and themes

The goals of the Comprehensive Plan update include:

- Conducting an equitable and inclusive community engagement process to revisit the Vision Statement, Guiding Principles, and Plan Elements policies to ensure they express the community's values.
- Ensuring compliance with the GMA, Puget Sound Regional Council Vision 2050 Multi-planning policies, and King Countywide Planning Policies.

Key themes to be woven into Comprehensive Plan update include:

- Advancing the City's Diversity, Equity, Inclusivity & Belonging (DEIB) initiatives¹
- Promoting sustainability to address human health, economic opportunity, climate change, greenhouse gas emissions, and environmental protection
- Ensuring affordable housing options for all
- Developing accessible and mobile connections to the regional transit system
- Advocating resiliency to future emergencies and fiscal planning for a thriving local economy
- Guiding innovation, technology, and resilience in six areas: Transportation & Mobility, City Infrastructure, Digital Transformation, Built Environment, Community Engagement

Aspirations toward equity, inclusivity, justice, belonging, sustainability, affordability, accessibility, resilience, and innovation cannot be achieved through top-down planning. For this reason, the process for updating the Comprehensive Plan is as important as the plan itself – narrow community engagement historically produces a narrow set of exclusionary policies, whereas expansive community engagement can produce an expansive set of policy options and opportunities.

To inspire stakeholders to cast their minds 20 years into the future, the process for updating Kirkland's Comprehensive Plan is called **Kirkland 2044**. Kirkland 2044 will be an opportunity for key stakeholders to think about the kind of community Kirkland wants to become. It is essential that people who live, work, play, and learn in Kirkland – as well as those who want to – participate in this update process to shape the future city. Kirkland 2044 aims to connect with residents, businesses, City staff, and other key stakeholders to gather qualitative information and stakeholder stories to support technical data. As such, the City of Kirkland hired a consultant team of ECONorthwest (ECONW) and Broadview Planning

¹ On February 21, 2017, the City Council adopted Resolution R-5240 declaring Kirkland a safe, inclusive, and welcoming community for all people. In July 2022, the City Council accepted the [Diversity, Equity, Inclusion, and Belonging 5-Year Roadmap](#) through Resolution R-5548.

to develop an equity framework and community engagement plan for Kirkland 2044. This community engagement plan was developed alongside the Equity Framework from ECONW and should be viewed as a complementary companion piece.

COMMUNITY ENGAGEMENT PLAN OVERVIEW

This community engagement plan outlines the strategies and approaches for gathering feedback and input on the Comprehensive Plan, its Vision Statement and Guiding Principles, study elements, Environmental Impact Statement, and the draft plan itself.

Engagement Goals

The goals of Kirkland 2044 engagement are to:

- Increase participation in the Kirkland 2044 process from all community stakeholders and from priority populations²
- Reach stakeholders who want to live in Kirkland but can't
- Ensure that those who participate in Kirkland 2044 activities find them meaningful and resonant with their values
- Ensure that those who participate in Kirkland 2044 activities feel that their voices were heard and understand how their input will be used in the process
- Help the community understand the role of local government in their lives
- Build excitement and expectation among stakeholders to participate in future planning activities and the next Comprehensive Plan update
- Forge durable relationships between the City and priority populations based on trust and respect
- Create a future Kirkland that is stronger, more vibrant, and more inclusive

Engagement can take many forms and inherently includes different approaches, depending upon the objectives of and resources allocated toward engagement efforts. To proactively set expectations among program staff and the community, this community engagement plan relies on the International Association of Public Participation's (IAP2) Spectrum of Participation as a guiding framework (Figure 1).


² Kirkland's *Diversity, Equity, Inclusion, and Belonging 5-Year Roadmap* includes a directive to engage community members underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC); youth; folks who identify as lesbian, gay, bisexual, transgender, queer, intersex, asexual plus (LGBTQIA+); seniors; low income households; people experiencing homelessness; people with disabilities or accessibility challenges; and immigrant communities including people facing language barriers. Key stakeholders are discussed in Section II.

The IAP2's Spectrum of Public Participation was designed to define the public's role in a public participation process. The Spectrum is used internationally, and it is found in many public participation plans.³

The nature of the Kirkland 2044 process lends itself to engagement centered on *informing*, *consulting*, and *involving stakeholders*, but this participation may vary depending upon the stakeholders themselves.

IAP2 Spectrum of Public Participation, adapted from IAP2 International Federation, 2018.

INCREASING IMPACT ON THE DECISION



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making power in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

HOW TO USE THIS ENGAGEMENT PLAN

This community engagement plan was co-created between the consultant team and City staff over several weeks in Fall 2022. Key City staff convened for a series of eight work sessions, and the consultant team facilitated discussions about engagement objectives, engagement best practices, activities, materials, and key messages, staff capacity, and a timeline for completion.

³ IAP2. (2018). Core Values, Ethics, Spectrum – The 3 Pillars of Public Participation. Accessed on September 27, 2022, from <https://www.iap2.org/page/pillars>

This co-creation encouraged a spirit of learning while doing and adaptively developing an approach. In that spirit, implementing this engagement plan should emphasize a flexible, adaptive approach with learning opportunities for staff. If an engagement activity is not working, learn and adapt. If a message does not resonate, learn and adapt. If a priority population is not being reached, learn and adapt. This plan is a living document that should guide but not limit engagement.

See section IV for more details about adaptive management.

SECTION II. COMMUNITY ENGAGEMENT PROCESS

KEY STAKEHOLDERS FOR THIS ENGAGEMENT PLAN

Key stakeholders are individuals who have interest in the future of Kirkland. For the Kirkland 2044 Comprehensive Plan update, the definition of stakeholder is expansive:

- Everyone who lives in, works in, plays in, learns in, or visits Kirkland, and
- Everyone who *wants* to live in, work in, play in, learn in, or visit Kirkland but can't.

Beyond this expansive definition, particular energy will be invested in seeking input, feedback, and engagement among a subset of key stakeholders who have been historically underrepresented in previous planning efforts. These priority populations include:

- Black, Indigenous, and People of Color (BIPOC)
- People who identify as lesbian, gay, bisexual, transgender, queer, intersex, asexual plus (LGBTQIA+)
- Seniors
- Low-income households
- People experiencing homelessness
- Youth
- Renters
- People with disabilities or accessibility challenges
- Immigrant communities and people facing language barriers

A list of key stakeholders is included in Appendix A, though this should not be considered an exhaustive list. Like this plan itself, the process of identifying and engaging stakeholders is iterative, and more stakeholders will be added to this list as the engagement process evolves.

ACTIVITIES

Staff identified a suite of possible engagement approaches, including: community-wide discussion series, focus groups with priority populations, attending City- and partner-hosted events, pop-up “tabling” at specific community locations, traditional media, social media, surveys and snap polls, document review, and presentations to City Council and the Planning Commission that were identified by staff to include in the Kirkland 2044 engagement process. Each of these activities is described in more detail below.

Community-wide discussion series

Each phase will include at least one large open-house style event that asks community members to engage with a particular set of questions or trade-offs. This began with a September 17th City Hall for All, will include one visioning event in January and will feature at least one event per element. Each community-wide discussion should include a meeting guide, a PPT presentation that prioritizes dynamic photos and infographic-style presentation of data, a snap poll, and activities that compel participants to engage with the Element focus, City staff, and each other.

Focused conversations with priority populations

Reflecting Kirkland 2044's emphasis on reaching priority populations, each phase will include several focused conversations with targeted recruitment to these underrepresented groups. Larger community-wide discussions – which tend to attract people more comfortable with City planning processes – will be paired with 2-3 focused conversations with targeted recruitment to priority populations to lift up these underrepresented perspectives. Element leads will be responsible for recruitment and running their own focused conversations (see sidebar at right for recruitment considerations). Each focused conversation should include a facilitator, a notetaker, a focus group guide, a release form, and a plan for compensation.⁴

Briefings at neighborhood association and community organization meetings

Kirkland's Neighborhood Associations and community organizations are a vibrant network of engaged residents, business community and community at large. Kirkland staff will provide notice to these groups that they will provide briefings on the Kirkland 2044 process and focus elements by invitation. Each briefing should include talking points for a 5–10-minute presentation, a snap poll, and informational materials that direct people to the website.

Attending City- and partner-hosted events

Kirkland is home to many City- and partner-hosted events community events throughout the year, and Kirkland 2044 staff will host tables or booths to “meet people where they are.” Attendance at each event should include visual material corresponding to the focus element, a snap poll, informational materials that direct people to the website, and assorted swag.

⁴ When community members agree to participate in focus groups, compensation should be considered. PSRC has [a model of compensation](#) that can be cribbed. The Change Foundation offers [a decision tool](#) that can guide conversations about how and when to pay participants. More information about paying peer research assistants can be found [here](#).

RECRUITING PRIORITY POPULATIONS FOR FOCUSED CONVERSATIONS

Historically, large community-wide discussions have tended to attract people comfortable with City planning processes. Kirkland 2044 invests particular energy and consideration into engaging people underrepresented in civic life (so-called “priority populations”). To avoid over-taxing priority populations in an effort to lift up their voices, we recommend recruiting a panel of people who are willing to participate in focused conversations as the City of Kirkland develops and implements plans, policies, and programs.

Recruiting for the panel may include a mix of strategies, including asking local CBOs to nominate their constituents to participate, having City staff with established relationships in priority communities reaching out with a request for participation, or asking people to opt-in to the panel of the community survey, (e.g., “Are you interested in providing more ideas about the future of Kirkland? Which three topic areas are you most interested in?”).

While this panel of 60 – 100 people will be piloted during the Kirkland 2044 engagement process, community members can be engaged in an ongoing way for the City's other outreach and engagement efforts, consistent with the *DEIB 5-Year Roadmap's* call for a community network list.

Pop-up tabling at specific community locations

Beyond community events, Kirkland 2044 staff will also host pop-up tabling activities at specific community locations, particularly those that draw priority populations (e.g., bus stops, grocery stores, family resource centers, shelters, food banks, houses of worship). Each pop-up tabling opportunity should include visual material corresponding to the focus element, a snap poll, informational materials that direct people to the website, and assorted swag.

Traditional + social media

Efforts to engage stakeholders through traditional media will range from press releases at key moments in the Kirkland 2044 process to media training and talking points for staff interviewed by local media. Kirkland 2044 staff will also work closely with the City Manager's Office communications team to determine the right cadence for social media activity, to develop copy, polls, and videos to post, and to facilitate community conversations on the City's social media sites.

Surveys

Kirkland 2044 staff is envisioning at least two community-wide surveys: one will coincide with the visioning phase (Q1 2023), and the other will coincide with the transportation and land use phase (Q2 2023). Surveys should include a narrow set of 10-15 substantive questions, key demographic questions, and an analysis strategy. To increase response rates, respondents may be offered an opportunity to enter a drawing if they complete the survey.

Curricula

Kirkland 2044 staff is working with the local school district to create curricula that will engage high school students in discussions relevant to the Comprehensive Plan update.

Snap polls

Each phase of the engagement effort will include 2-3 questions that can be used as a snap polling opportunity everywhere Kirkland 2044 staff can be found. These questions can be taken from the question banks on pages 16-26. Each snap poll should include a narrow set of demographic questions. For example, during the housing and human services phase, one question may ask people whether they are rent, own, or do not have stable housing.

Document review

To reduce engagement fatigue, each element staff team lead will review recent plans and engagement efforts to identify relevant input/feedback that can be folded into the Kirkland 2044 process. For example, the City has recently completed its biennial community survey, updated PROS plan, housing plan, and several modal plans. These will be reviewed to identify relevant input that can inform the element updates without returning to the community with previous engagement questions that have been asked and answered.

Synthesizing feedback reflecting what was heard during each phase

To honor people's time and engagement in each phase, each Element staff team lead will synthesize feedback and input that was heard through the engagement for each phase. This will be rolled up into a Reflecting Back video and companion printed piece and posted on the website, social media, other places.

Presentations to City Council, the Planning Commission, and other City Boards and Commissions

Periodically throughout the Kirkland 2044 process, City staff will provide updates to City Council, the Planning Commission, and other boards and commissions to describe how the engagement process is unfolding and to provide updates on the development of the Plan. Currently, staff are aiming to provide updates to City Council and the Planning Commission at least quarterly during the first few phases, and communications will ramp up while the environmental review and draft and final plans are being discussed.

Regulatory public comment opportunities

The GMA (RCW 36.70A.140) requires early and continual citizen participation in the development and update of comprehensive plans, including standard noticing, public hearing requirements, and approval criteria required by the Process IV review process in the Zoning Code. All public inquiries related to Kirkland 2044 will be forwarded to an assigned staff person for a response and documentation and forwarded as part of the record to the Planning Commission and City Council.

Given the uncertainties of the last few years and ongoing health concerns of some stakeholders, we recommend a flexible approach that can seamlessly accommodate those who want to meet in person and those who want to meet virtually.

WHERE + HOW TO REACH PRIORITY POPULATIONS

Black, Indigenous, and people of color

- Ask community-based organizations (CBOs) with strong BIPOC representation to nominate participants for focused conversations; work with faith-based communities to attend events; work with tribal representatives.

People who identify as LGBTQIA

- Ask CBOs with strong LGBTQIA representation to nominate participants for focused conversations.

Seniors

- Recruit for participation in focused conversations; visit senior centers and active living facilities; partner with doctors' offices, clinics, and pharmacies to participate in pop-up tabling activities; host free eyeglasses repair and adjustment station at the community events; engage Senior Council.

Low-income households

- Recruit for participation in focused conversations; partner with grocery stores, other retail locations, ARCH and other low-income housing organizations, and service providers to participate in pop-up tabling opportunities; partnering with schools with families that qualify for free lunch.

People experiencing homelessness

- Recruit for participation in focused conversations; work with shelters, food banks, service providers, and faith-based communities.

Youth and their parents

- Develop civics curriculum for area high school students to influence plan; develop a design-your-city game and host game nights at community centers, libraries, and other places where kids frequent; host a time capsule event, Bounce into the Future bouncy house events, City vehicle touch-a-truck events, food truck bonanza, etc.; partner with Seattle Children's Hospital to host a communitywide free helmet fitting and giveaway; engage Youth Council.

Renters

- Recruit for participation in focused conversations; partner with landlords to host events and distribute information to their tenants; work with ARCH and other low-income housing organizations.

People with disabilities or accessibility challenges

- Host virtual focused conversations; maintain a robust digital engagement presence; recruit via service providers; ensure all live events are in places that are easy to access.

Immigrant communities and people facing language barriers

- Recruit for participation in focused conversations; work with faith-based communities to attend events; translate and transcreate all engagement material in language; provide live interpretation at events.

People who want to live in Kirkland but can't afford to

- Work with employers, unions, and others who employ or represent people who work but don't live in Kirkland (e.g., nurses, teachers, etc.); via faith-based communities; via regional organizations like Eastside for All, Youth Eastside Services, etc.

MATERIALS

The following materials should be tailored to each stakeholder community and provide information that *they* find helpful.

[Kirkland 2044 website](#)

The current Kirklandwa.gov website has at least three pages about the Comprehensive Plan, including:

- [Kirkland Comprehensive Plan](#)
- [Kirkland 2044 Comprehensive Plan update](#)
- [Kirkland Comprehensive Plan](#)

Where possible and throughout the Kirkland 2044 engagement process, these should all redirect to a new, simple landing page that is easy for people to remember:

- <https://www.kirklandwa.gov/Kirkland2044>

The website should include simple, aspirational language that avoids use of jargon. For example, instead of describing the Growth Management Act or the Comprehensive Plan, the website should make note of opportunities for “people who care about the future of Kirkland” to join together to “create a vision and roadmap for Kirkland’s future” and “shape how Kirkland looks in 20 years.”

Several options to engage digitally should be included on the website, including snap polls, surveys, links to social media discussions moderated by City staff, reflections on StoryMaps, etc. Upcoming events should also be advertised clearly so people can move from digital engagement to in-person engagement as their time, interest, and accessibility allows. Technical information about the Comprehensive Plan update, the Transportation Master Plan, the Growth Management Act, and any requirements under the GMA should be included toward the end of the website under a FAQ section. Inclusion services should be noted for people with disabilities and/or in need of translation and interpretation services.

[Videos](#)

A series of videos will be produced by the City’s media team to mark key moments in the Kirkland 2044 process. New videos should be posted as the highlight video on the Kirkland 2044 website, and old videos should be archived on a secondary “What We’ve Done So Far” page. Videos should also be posted on the City’s social media accounts to provide a consistent schedule of communication and to drive people to the Kirkland 2044 website. As many of these videos as possible should be created as ever-green content that can be repurposed for other planning, educational, and outreach activities. A proposed schedule of up to 15 videos is included in Appendix B. However, depending on capacity, these can be ramped down to a core set of 3-5 videos.

[Informational materials](#)

Postcard – A succinct overview of the Kirkland 2044 process should be provided at all in-person events, and it should include a link to the website, other upcoming calls to action, and QR code for translation. This should be updated regularly to reflect upcoming events and relevant calls to action.

Reflecting Back template – A Reflecting Back template should be created as a companion piece to the Reflecting Back videos that rolls up all feedback and input that was heard during the previous phase of engagement (see examples of how to summarize feedback below).

Element white papers – White papers will be produced for the Planning Commission, and these should be made available to those community members who want to do a deeper dive on any topic area. These white papers will also be the basis for top-line data that will be shared with the community at events.

Swag

Everyone who provides input into the Kirkland 2044 process should have an opportunity to walk away with City swag – mugs, water bottles, shirts, pens, notebooks, key chains, reusable grocery bags, etc. The opportunities are endless, and if swag is branded with the Kirkland 2044 logo and tagline, it may inspire an organic conversation between stakeholders.

Other

To draw the most diverse set of stakeholders possible, consideration should be given to providing all who attend with transportation and/or parking vouchers, food, and childcare, depending upon their needs.

BE HEARD NEW WEST

COVID-19 Recovery Engagement Survey

Process

- July - October 2020
- 2 surveys
- 6 small group discussion sessions
- 36 interviews with seldom-heard voices

1,300 participants

From the Survey

- 92% Support or somewhat support the City's Recovery Plan Principles
- 79% Say Council Strategic Priorities are equally or more important than pre-COVID
- 83% Support or somewhat support decisive action towards transformation

Purpose

To hear from community members about what's important for the City to focus on during COVID-19 recovery, and to seek ideas for building a stronger New Westminster coming out of the pandemic.

Impacts of COVID

- More time at home and slowing down
- Community spirit and supporting each other
- More time outdoors
- Isolation and loneliness
- Disrupted routines and lost connections
- Employment and financial impacts

Feedback

What are your big ideas for the future of Minneapolis?

community

What did we hear?

- "The city becomes more sensitive to environmental justice issues, particularly in NE Minneapolis, and acts accordingly."
- "I'm hoping we have self-driving cars by 2040 and I'm hoping that this city continues to be #1 for biking, #1 for parks, and #1 for residents who go outside in all weather conditions."
- "Have a variety of TRULY affordable (and livable!) housing options, for singles and families."

You told us

it can be difficult to access jobs that are not located nearby.

Currently, more jobs are accessible via a 30-minute car trip, than via a 30-minute mass transit trip.

Working together, we can change this.

Clockwise from top: Minneapolis 2040 Phase I engagement summary; "You told us..." from Minneapolis 2040; "Be Heard" template from New Westminster.

KEY MESSAGES

Kirkland 2044 will rely on a set of clear, compelling messages that can be used to explain planning concepts in a way that is understandable for lay audiences, inspires engagement and connection to the Plan, and reflects Kirkland's broader values and priorities. Use of consistent messages across different channels, venues, and messengers will help educate stakeholders and provide clarity about the purpose of engagement while avoiding potential confusion.

Because the aim of engagement is connection, we encourage the use of the [Nature Conservancy's How-To Guide](#) for connected conversations about climate change to guide staff's interactions with the public. The Conservancy's five tips for connected conversations include:

1. **Meet people where they are.** Do this by asking people questions about what they know about city planning processes already, what they've experienced, what they care about now, and what they're concerned about in the future.
2. **Remember that connection outweighs facts.** Facts don't persuade people; connection persuades people. Connection is created through stories, metaphors, and a sense of shared identity. Be willing to talk about how good planning or bad planning has impacted people and places you love.
3. **Start with what's already happening.** Immediacy is powerful, and people are most open to conversations about things that are temporally and geographically close to them. Be ready with a narrative arc, including recent examples that resonate with folks.
4. **Don't forget that the goal is conversation, not conquest.** This is not an argument for you to win. You'll achieve more if you set up your conversation as shared questions based in curiosity rather than a debate where you present the most compelling facts.
5. **Focus on the person across from you.** The person across from you has lived experiences, thoughts, feelings, and needs that you may not agree with or understand, but never forget their humanity and the things that connect you.

Beyond curious and connected conversations, Kirkland 2044 will develop a suite of themes and messages to guide discussions and to answer questions from the community. The following messages are a springboard, but tailored messages will also be developed for use with specific stakeholder groups based on their distinct interests and priorities. These messages should be transcreated to ensure they are resonant in all languages.⁵

1. **Avoid use of the terms Comprehensive Plan, Transportation Management Plan, Growth Management Act, Smart Cities Initiatives, and other terms of art that resonate with planners. Instead, include each of these planning efforts under the umbrella of Kirkland 2044, and frame this as a periodic community conversation. For example:**

⁵ Transcreation is the process of adapting content from one language to another while maintaining the same tone, intent, and style. While translation focuses on replacing words in one language with corresponding words in a new language, transcreation aims to convey the same message and concept in a new language. Transcreation takes more time and expertise but improves communication.

- Every 8 years, our community comes together to create a vision and roadmap for Kirkland’s future.
 - We know growth is coming – more neighbors, more jobs, more housing and transportation options – and Kirkland 2044 will help us guide that growth over the next 20 years.
 - Add your voice to the conversation and help us shape how Kirkland looks in 20 years.
2. **Use active language.** As noted in Equity Framework produced by ECONW, “the Comprehensive Plan is filled with action items (goals and policies) the City is committed to implementing, therefore it is important to refrain from passive language and make sure the language used to describe these policies are written in an active manner.” For example:
- We will implement the Kirkland 2044 vision through policies and plans over the next 20 years.
 - Our community will decide how to build a healthier, more accessible transportation system where everyone is mobile.
 - Everyone should have access to a safe home they can afford. Our community will build more affordable, accessible homes over the next 20 years, and we need your help to decide where to invest in our housing infrastructure.
3. **Use asset-based language.** ECONW notes, “To amplify the dignity and agency of minoritized communities, it is important to avoid deficit-based language or words that frame situations and people in a way that prioritizes what is missing or wrong (such as “vulnerable” and “at-risk”) and instead, use asset-based language or phrasing that focuses upon the strengths and potential of these communities.” For example:
- Historically, our planning processes have privileged some voices over others.
 - To make sure Kirkland is a place where everyone feels like they belong, we are amplifying some voices in our community.
 - This is why we are hosting focused conversations with priority populations.

Refer to the Equity Framework inclusive language section for more on specific language to use.

4. **Avoid the term “community character.” Instead use language such as “physical design,” “urban design,” “community design,” “physical features,” or “community features.” For example:**
- As we grow over the next 20 years, we want to balance preserving beloved community features with targeted investment for jobs and housing.
 - As we welcome new neighbors to Kirkland, our urban design will change.
5. **Provide the most accurate and relevant data possible. However, recognize that abstract numbers are challenging for people to process. Pair data with dynamic photos and infographic-style presentations. For example:**
- When Kirkland was incorporated in 1905, it was home to just 400 people.
 - Today, Kirkland is home to more than 92,000 residents and more than 50,000 jobs.

- Given how much growth is happening throughout the Puget Sound, we expect Kirkland will continue to grow over the next 20 years.
- King County expects Kirkland will be home to 13,200 new housing units and 26,000 new jobs by 2044.

6. **Pair all written and verbal communication with a clear call to action. For example:**

- Register for updates at our website.
- Take a survey to help us shape the vision for Kirkland’s future.
- Ask a question or provide a comment at Kirkland2044@kirklandwa.gov
- Become a Kirkland 2044 Ambassador
- Send an email to Planningcommissioners@kirklandwa.gov
- Join your neighbors at your next neighborhood association meeting.
- Look for the Kirkland 2044 logo when we’re out at farmers markets, grocery stores, and other pop-up events in the community. We’ll be looking to talk to you!
- Sign up to participate in a focus group.

7. **If people have more specific questions about the planning processes, be prepared to answer their questions, but also direct them to a more technical webpage or a FAQ flyer. For example:**

- **What is Kirkland 2044?** Kirkland 2044 is the major update process of the City’s Comprehensive Plan. This update process will be an opportunity for anyone who cares about the future of Kirkland to join together and think about the kind of community we want to become and believe we can achieve by 2044.
- **What is the Comprehensive Plan?** The Comprehensive Plan is a tool that helps the city proactively respond to growth and change. It is a long-range plan that looks ahead twenty years to anticipate the needs of current and future residents, business owners, workers, and visitors to Kirkland. The plan is organized into sections that cover a range of issues including housing, land use, transportation, utilities, parks, economic development, and more.
- **What is the Transportation Master Plan?** As part of Kirkland 2044, we will be updating the City’s Transportation Master Plan to set policy and to help prioritize future transportation projects needed in Kirkland through 2044. These projects will support safety, mobility, commerce, quality of life, and connectivity for all modes of transportation.
- **Why are these plans important?** Kirkland’s Comprehensive Plan and Transportation Master Plan affects everyone who cares about the future of Kirkland. These plans help maintain our high quality of life by ensuring people have:
 - A variety of housing options that meets their needs at all stages of life.
 - Access to parks and recreational activities.
 - Access to jobs and economic security.
 - Ability to use all kinds of transportation options.
 - Memorable public spaces and cultural opportunities.
- **How are these plans used?** Both the Comprehensive Plan and the Transportation Master Plan are high-level documents that outline the city’s vision and goals and provides policy direction and guidance to achieve them.
- **Why do we need a Comprehensive Plan?** Kirkland’s Comprehensive Plan is required by the State Growth Management Act. The GMA was enacted in 1990 and amended in 1991 in

response to rapid population growth and concerns with suburban sprawl, environmental protection, quality of life, and related issues. Kirkland's Comprehensive Plan is a coordinated effort to ensure the City has sufficient capacity of land planned for and zoned to accommodate its housing and job growth targets.

SECTION III. MULTI-PHASE ENGAGEMENT APPROACH

Kirkland 2044’s engagement approach prioritizes reaching a variety of stakeholders in a variety of ways. Beyond the legal state and local requirements to notify, record, and collect public comments, people expect a variety of opportunities to express their values and opinions and to influence the decisions that are made about the future of their community. With this major update, the City of Kirkland is also striving to lift up voices of those historically underrepresented in planning processes. To achieve these ambitious engagement goals, Kirkland 2044 includes several phases.

Below, a sample timeline is included. It should be updated during each phase of the process to reflect the current phase and how people can meaningfully engage (e.g., upcoming events, links to the website, survey, etc.).

Kirkland 2044 timeline



To participate, visit www.kirklandwa.gov/Kirkland2044 where you can:

- Register for a visioning event on January 11!
- Take our community survey!
- Answer our snap poll!
- See our StoryMap!
- Sign up for a focus group!
- Learn more about Kirkland 2044!

Activities, materials, and questions to guide project management for each phase is included on the next several pages.

PHASE 6. OFFICIAL LAUNCH

Lead: Planning

Timeline: November – December 2022

Activities

Action	Lead	Status	Timeline												
			November					December							
Create calendar/schedule of outreach events (City- and other-hosted)	CMO	Ongoing													
Calendar/schedule of pop-up “tabling” opportunities	Planning	Ongoing													
Pilot postcard and PollEverywhere questions at Health Fair on 10/8	Planning														
Alert neighborhood associations and CBOs that staff is open to make presentations	CMO														
Program two visioning questions into PollEverywhere	Planning														
Finalize survey questions and program survey into SurveyMonkey	CMO														
Prepare meeting in a box (e.g., PPT, QR codes to SurveyMonkey and PollEverywhere, etc.)	Planning														
Create visioning StoryMap activity	Planning														
Update /Kirkland2044 webpage with language and activities	Planning														
Begin social media campaign	CMO														
Launch video	CMO														

Materials

- Social media posts/polls
 - Ask people to submit 15-30 second videos of themselves or loved ones responding to visioning questions. Provide fill-in-the-blank prompts for people to respond to. For example, “I love [living/working/playing/learning] in Kirkland because _____,” or “I want the next generation to describe Kirkland as _____.”
- Survey
- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Launch video
 - Record electeds for launch video
 - Create launch video with resident videos
 - Get final approval for launch video
- Press release

PHASE 1. VISION FOR KIRKLAND'S FUTURE

Lead: Planning

Timeline: December – January 2022

The Comprehensive Plan Vision Statement is intended to be a snapshot of Kirkland in 2044. After community visioning efforts for the last major update of the Comprehensive Plan, the City intends to pull forward much of the 2035 Vision Statement included below:

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, schools, 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 engagement and future generations.

However, the City wants to update and advance the Vision Statement so it is more reflective of the Kirkland community today, as well as Council values, the recent DEIB Roadmap process, and other, more recent, plans and processes. To that end, City staff will spend two months at the end of 2022 engaging the community around the Vision Statement and Guiding Principles.

Activities

Action	Lead	Status	Timeline											
			Dec	Jan										
Update website with emphasis on visioning and visioning activities (survey, poll, StoryMap)	Planning	Not started												
Host a virtual community visioning event on January 11 th	Planning	Not started												
Attend events in the community	Planning	Ongoing												
Attend pop-up tabling places in the community	Planning	Ongoing												
Create civic education video (e.g., "Centering Equity")	CMO	Not started												
Weekly social media posts	CMO	Not started												
Analyze survey results	Planning	Not started												
Analyze poll results	Planning	Not started												
Revise vision based on input	Planning	Not started												
Approve final vision	Planning	Not started												
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started												
Post videos and summaries on website	Planning	Not started												

Materials

- Survey
- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Civic education video (“Centering Equity”)
- Reflecting back video and printed roll-up summary of phase

QUESTION BANK: VISIONING

- Do you feel like you belong in Kirkland? Why? Why not?
- What one word do you want the next generation to use to describe Kirkland?
- How could you feel more connected to Kirkland?
- How should we welcome new neighbors to Kirkland?
- What about our Kirkland community are you grateful for?
- Share your six-word story for the future of Kirkland!
- What does your ideal Kirkland look like in 2044?
- What makes you feel connected to your neighborhood?
- What common values exist across our community? How do you know?

PHASE 2. STUDY ELEMENTS

PHASE 2.1. KIRKLAND’S FUTURE SUSTAINABILITY, CLIMATE + ENVIRONMENT (including Surface Water Master Plan and PROS Plan)

Lead: Planning

Timeline: February – March 2023

Activities

Action	Lead	Status	Timeline												
			February					March							
Finalize 2-3 key polling questions	Planning	Not started	■												
Document review to fold in feedback from previous engagement efforts	Planning	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., “Sustainability, Climate + Environment”)	CMO	Not started	■												
Update website with element focus, educational videos, and activities	Planning	Not started	■												
Host 1-2 community conversations on sustainability, climate + environment	Planning	Not started		■						■					
Host 2-3 focus groups with priority populations	Planning	Not started			■		■		■		■				
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started										■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started												■	
Post videos and summaries on website	Planning	Not started													■

Materials

- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

QUESTION BANK: SUSTAINABILITY, CLIMATE + ENVIRONMENT

- Are we doing enough to protect the environment?
- If not, what's missing?
- How do you think your life will be different in 20 years as a result of climate change?
- How should Kirkland prepare for climate change?
- Where do you go during extreme heat events?
- How do you cope when air quality is bad because of smoke from wildfires?
- How can the City help you and your family prepare for climate change?
- What are Kirkland's most important natural environments to preserve for future generations?

PHASE 2.2. KIRKLAND'S FUTURE TRANSPORTATION + LAND USE

Lead: Transportation & Planning

Timeline: March – April 2023

Activities

Action	Lead	Status	Timeline												
			Q4 2022				March – April								
Release RFP	Transportation	Not started	■												
Choose consultant team	Transportation	Not started		■											
Onboard consultant team	Transportation	Not started			■										
Document review to fold in feedback from previous engagement efforts	Transportation	Ongoing	■	■	■	■									
Finalize and program survey	Transportation	Not started				■									
Finalize 2-3 key polling questions	Transportation	Not started				■									
Create civic education video (e.g., "Transportation + Land Use")	CMO	Not started													
Update website with element focus, educational videos, and activities	Transportation	Not started					■								
Launch survey	Transportation	Not started					■								
Host 2-3 community conversations on transportation + land use	Transportation	Not started						■		■					
Host 5-8 focus groups with priority populations	Transportation	Not started						■	■	■	■	■			
Attend events in the community	Transportation	Not started						■	■	■	■	■			
Attend pop-up tabling places in the community	Transportation	Not started						■	■	■	■	■			
Analyze survey results	Transportation	Not started												■	
Analyze poll results	Transportation	Not started												■	
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started													■
Post videos and summaries on website	Transportation	Not started													■

Materials

- Survey
- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide

- Civic education video
- Reflecting Back video and printed roll-up summary of phase

QUESTION BANK: TRANSPORTATION + LAND USE

- How do you get around Kirkland today?
- How do you think your transportation needs will change over the next 20 years?
- Imagine it's 2044: how has the transportation system changed in Kirkland?
- How can Kirkland make our transportation system healthier?
- Where in Kirkland is it easy to get around?
- Where in Kirkland is it hard to get around?
- Do you ever [walk/bike/take the bus/etc.] in Kirkland? Where do you go most often when you're using that mode of transportation? What would make you use that mode of transportation more often?
- How would you describe your ideal [insert major intersection or street]?
- Do you or does anyone in your household have any disability or accessibility challenges? What would make getting around easier for them?
- What places would you walk to if they were located in your neighborhood?
- Imagine it is 2044: a young couple with two kids moves in next door to you. What is the best thing about their new neighborhood?

PHASE 2.3. KIRKLAND’S FUTURE HOUSING + HUMAN SERVICES + DEIB 5 Year Road Map

Leads: Planning

Timeline: May – June 2023

Activities

Action	Lead	Status	Timeline											
			May					June						
Finalize 2-3 key polling questions	Planning	Not started	■											
Document review to fold in feedback from previous engagement efforts	Planning	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., “Housing + Human Services”)	CMO	Not started	■											
Update website with element focus, educational videos, and activities	Planning	Not started	■											
Host 1-2 community conversations on housing + human services	Planning	Not started		■					■					
Host 2-3 focus groups with priority populations	Planning	Not started			■		■		■		■			
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started									■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started											■	
Post videos and summaries on website	Planning	Not started												■

Materials

- Visioning questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

QUESTION BANK: HOUSING + HUMAN SERVICES

- Are you satisfied with the housing options available to you in Kirkland today?
- If not, what's missing?
- How can Kirkland make our city's housing options healthier?
- How can Kirkland make our city's housing options fairer?
- What services or service providers are critical for Kirkland?
- What services or service providers do we need more of in Kirkland?
- Are there any services that you leave Kirkland to access? How would your life be different if you could access these services in Kirkland?

PHASE 2.4. CITY SERVICES + HOW THE CITY WORKS FOR YOU (Elements: Public Services, Public Facilities, Utilities, Capital Facilities)

Lead: Planning

Timeline: July – August 2023

Activities

Action	Lead	Status	Timeline											
			July					August						
Finalize 2-3 key polling questions	Planning	Not started												
Document review to fold in feedback from previous engagement efforts	Planning	Ongoing												
Create civic education video (e.g., “City Services + How the City Works for You”)	CMO	Not started												
Update website with element focus, educational videos, and activities	Planning	Not started												
Host 1-2 community conversations on city services	Planning	Not started												
Host 2-3 focus groups with priority populations	Planning	Not started												
Attend events in the community	Planning	Not started												
Attend pop-up tabling places in the community	Planning	Not started												
Analyze poll results and other feedback	Planning	Not started												
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started												
Post videos and summaries on website	Planning	Not started												

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

QUESTION BANK: CITY SERVICES + HOW THE CITY WORKS FOR YOU

- Have you experienced any disruptions in service from any utilities?
- Do you have any public safety concerns about living in Kirkland?
- What role do public and private schools play in our community? How can the City be a better partner to local schools?

PHASE 2.5. KIRKLAND'S FUTURE ECONOMIC DEVELOPMENT

Lead: CMO Economic Development

Timeline: September – October 2022

Activities

Action	Lead	Status	Timeline											
			September					October						
Finalize 2-3 key polling questions	CMO	Not started	■											
Document review to fold in feedback from previous engagement efforts	CMO	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■
Create civic education video (e.g., "Economic Development")	CMO	Not started	■											
Update website with element focus, educational videos, and activities	Planning	Not started	■											
Host 1-2 community conversations on economic development	CMO	Not started		■					■					
Host 2-3 focus groups with priority populations	CMO	Not started			■		■		■		■			
Attend events in the community	CMO	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	CMO	Not started	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	CMO	Not started									■			
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started										■		
Post videos and summaries on website	Planning	Not started												■

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Postcard
- Swag for all outreach activities
- Meeting guides/activities
- Focus group recruitment strategy + focus group guide
- Civic education video
- Reflecting Back video and printed roll-up summary of phase

QUESTION BANK: ECONOMIC DEVELOPMENT

- What are the most pressing concerns you and your family are facing economically?
- How should Kirkland continue to recover from the pandemic? What does this mean for the economy?
- How can Kirkland be resilient to future economic shocks?
- What opportunities do you need to help you feel financially stable and secure?
- How will your employment needs change over the next 20 years?
- Who are the most important employers in Kirkland? Who should we bring to Kirkland?
- What job training and skills are the most important for Kirkland in the next 20 years?
- How do we share economic growth so that everyone benefits?
- What is the role of the City in creating wealth and opportunities in all communities?

PHASE 3. KIRKLAND 2044 EIS

Lead: Janice Swenson

Timeline: Fall 2023 – Winter 2024

Activities

Action	Lead	Status	Timeline												
			Fall 2023						Winter 2024						
Update website with EIS material	Planning	Not started	■												
Create civic education video (e.g., "EIS")	CMO	Not started	■												
Finalize 2-3 polling questions	Planning	Not started	■												
Host 1-2 community conversations on EIS	Planning	Not started		■						■					
Host 2-3 focus groups with priority populations	Planning	Not started			■		■		■		■				
Attend events in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■	■
Attend pop-up tabling places in the community	Planning	Not started	■	■	■	■	■	■	■	■	■	■	■	■	■
Analyze poll results and other feedback	Planning	Not started									■				
Collate all formal public comments and forward to Planning Commission	Planning	Not started											■		
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started												■	
Post videos and summaries on website	Planning	Not started													■

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Swag for all outreach activities
- Reflecting Back video and printed roll-up summary of process

PHASE 4. DRAFT + FINAL KIRKLAND 2044 PLAN

Lead: Planning

Timeline: April – November 2024

Activities

Action	Lead	Status	Timeline									
			Spring	Summer	Fall							
	Planning	Not started										
Create civic education video (e.g., "EIS")	CMO	Not started										
Finalize 2-3 polling questions	Planning	Not started										
Host 1-2 community conversations on EIS	Planning	Not started										
Host 2-3 focus groups with priority populations	Planning	Not started										
Attend events in the community	Planning	Not started										
Attend pop-up tabling places in the community	Planning	Not started										
Analyze poll results and other feedback	Planning	Not started										
Host City Hall for All-style event with draft plan	Planning	Not started										
Adopt plan	Planning	Not started										
Use Reflecting Back video and print templates to summarize input/explain how it was used	CMO	Not started										
Post videos and summaries on website	Planning	Not started										

Materials

- 2-3 questions programmed into PollEverywhere
- StoryMap activity with 1-2 reflection questions
- Updated website
- Swag for all outreach activities
- Meeting guides/activities
- Reflecting Back video and printed roll-up summary of process

SECTION IV. ADAPTIVE MANAGEMENT + EVALUATION

HOW THIS PLAN WILL BE IMPLEMENTED AND MANAGED ADAPTIVELY

An adaptive management approach for this engagement is founded on the following principles:

- Communication and collaboration among Kirkland 2044 team members is imperative to ensure this plan continues to meet the needs of City staff and the community of Kirkland.
- Maintaining a flexible approach to decisions and outcomes allows team members to be open, honest, and curious about what's working and what's not.
- Working together to identify tactics that are not working sets the stage for taking actions to correct or change tactics, as needed.
- Thinking creatively and experimenting with strategies will allow the team members to proactively identify new and underserved communities and unidentified partnerships.

We recommend two tools that are critical for adaptive management:

- First, **weekly team check-in meetings** facilitate an adaptive approach to managing a project with as many moving parts as Kirkland 2044. A core team should aim to meet weekly to discuss how the process is unfolding, upcoming events and activities, whether messaging should be tweaked, how to better reach priority populations, and other challenges as they arise.
- Second, **a risk register** is an important component of project management that incorporates a risk-tolerant, nimble, and adaptive mindset in its approach. All projects involve risk, especially those with considerable interface with the community. It's possible to minimize the likelihood and impact of threats to the success of this engagement plan by anticipating risks broadly, identifying specific risks, preparing for predicted risks, and developing a risk management process for dealing with unpredictability. A risk register is a shared file that is facilitated by the project manager and shared amongst the project team, and it serves as both a risk management tool (practical) and a risk management framework (theoretical) to guide the project from conception through evaluation. See Appendix E for a risk register template that can help the project team consider issues, threats, and risks to Kirkland 2044.

HOW TO MEASURE SUCCESS

Learning from experience and capturing ideas for change are keys to a successful public engagement project. As a living document, this plan should be evaluated on a regular basis to ensure goals are met, there are adequate staff and budget resources, timelines are accurate, and messaging continues to resonate with stakeholders.

The following evaluation questions are included to begin to think about how to evaluate Kirkland 2044, but these should be expanded upon as the process is adaptively managed.

Evaluation questions and metrics to assess whether Kirkland 2044 achieved its objectives.

Objective	Evaluation question	Metric
Increase participation from all communities	How many people participated in each engagement effort?	Number of people engaged at each phase of engagement
	How many people who respond to 2024 community survey say they participated in some Kirkland 2044 activity?	Proportion of respondents who participated in Kirkland 2044 activity
Increase participation from priority populations	How many people from priority populations participated in each engagement effort?	Number of people who represent priority populations engaged at each phase of engagement
	How many people from priority populations who respond to 2024 community survey say they participated in some Kirkland 2044 activity?	Proportion of respondents from priority population who participated in Kirkland 2044 activity
	How effectively were priority populations reached throughout the Kirkland 2044 process?	Staff assessment of each phase's engagement efforts and how priority populations were or were not effectively engaged
Those who participate in engagement events find them meaningful and resonant with their values	How many people who participated in Kirkland 2044 activity found engagement meaningful and resonant with their values?	Proportion of participants who evaluate activities positively
Plan update is richer and more equitable because it includes meaningful insights from a variety of stakeholders	How many people see their voices reflected in the draft and final plan?	Number of people who participate in Phase 3 and 4 engagement activities who see one of their ideas/suggestions included in the plan
	How well does the final plan adhere to recommendations in the Equity Framework?	Staff assessment of final plan and adherence to recommendations in Equity Framework
Provide responses to residents, media, and elected officials in a timely manner	How responsive was City staff to comments or inquiries?	Proportion of comments and inquiries that were responded to within 5 business days

APPENDIX A. KEY STAKEHOLDERS

See attached Excel file.

APPENDIX B. PROPOSED SCHEDULE OF VIDEOS

A proposed schedule of up to 15 videos is included below, though it can be ramped up, ramped down, or changed depending on capacity of staff and how engagement unfolds.

As noted, capacity may not accommodate all videos. When culling video options, reflecting back videos can be eliminated in favor of digital summaries. To minimize demands on staff, the seven civic engagement videos can feature PPT presentations from live events instead of a more formal lecture series with experts. At a minimum, a launch video (#1), a centering equity video (#2), and a summary video (#15) are advisable.

1 – December 2022: LAUNCH VIDEO. The first video should be an official launch video with a succinct welcome message from key elected officials, followed by a series of future-oriented clips from the public. An early social media campaign can elicit these clips from the public via social media, asking them to record themselves responding to the following prompts: “I love [living/working/playing/learning] in Kirkland because _____” or “I want the next generation to describe Kirkland as _____.”

2 – November 2022: CENTERING EQUITY. Given the focus on Kirkland’s recent 5-year DEIB Roadmap, an early video should describe how equity is a central theme of Kirkland 2044. As an example, see Centering Equity from Seattle here: <https://engage.oneseatleplan.com/en/projects/centering-equity>

3 – December 2022: REFLECTING BACK: VISION. Looping back to tell the public what was heard in the previous phase is an opportunity to demonstrate that input is heard and considered, whether or not it makes its way to the final plan. After each phase, a brief video of what was heard and how it will be included should be produced. Summarizing what was heard during the visioning phase can conclude with the new Vision Statement and Guiding Principles.

4 – January 2023: CIVIC EDUCATION: TRANSPORTATION + LAND USE. Each focus element will mark an opportunity to provide civic education on important topics. These videos can include City staff topic experts, external experts, and Council, and emphasis should be ensuring these are ever-green videos that can be integrated into future efforts. This civic education video should spotlight transportation and planning experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in long-range transportation planning and that should be well-known by lay audiences.

5 – February 2022: REFLECTING BACK: TRANSPORTATION + LAND USE. Summarizing what was heard during this phase can conclude with the ways input will be integrated with other transportation plans and rolled up into the Transportation Management Plan and the Land Use Element, as well as ways to continue providing input into the focus areas.

6 – March 2023: CIVIC EDUCATION: HOUSING + HUMAN SERVICES. This civic education video should spotlight housing, health, and human services experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in planning for a range of housing and services and that should be well-known by lay audiences.

7 – April 2023: REFLECTING BACK: HOUSING + HUMAN SERVICES. Summarizing what was heard during this phase can conclude with the ways input will be rolled up into the Housing and Human Services Elements, as well as ways to continue providing input into the focus areas.

8 – May 2023: CIVIC EDUCATION: SUSTAINABILITY, ENVIRONMENT + CLIMATE. This civic education video should spotlight environmental and sustainability experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in planning for the environment and climate change and that should be well-known by lay audiences.

9 – June 2023: REFLECTING BACK: SUSTAINABILITY, ENVIRONMENT + CLIMATE. Summarizing what was heard during this phase can conclude with the ways input will be integrated with the PROS Plan and rolled up into the Natural Environment Element, as well as ways to continue providing input into the focus areas.

10 – July 2023: CIVIC EDUCATION: CITY SERVICES + HOW THE CITY WORKS FOR YOU. This civic education video should spotlight experts in public services, facilities, utilities, and capital facilities. This may be an opportunity to interview frontline City staff that people may see in their parks, in their neighborhoods, and in their communities.

11 – August 2023: REFLECTING BACK: CITY SERVICES + HOW THE CITY WORKS FOR YOU. Summarizing what was heard during this phase can conclude with the ways input will be rolled up into the Public Services, Facilities, Utilities, and Capital Facilities Elements, as well as ways to continue providing input into the focus areas.

12 – September 2023: CIVIC EDUCATION: ECONOMIC DEVELOPMENT. This civic education video should spotlight economic development experts interviewed by Councilmembers who highlight key opportunities, constraints, and trade-offs in planning for economic development and that should be well-known by lay audiences.

13 – October 2023: REFLECTING BACK: ECONOMIC DEVELOPMENT. Summarizing what was heard during this phase can conclude with the ways input will be rolled up into the Economic Development Element, as well as ways to continue providing input into the focus areas.

14 – November 2023: CIVIC EDUCATION: ENVIRONMENTAL IMPACT STATEMENT. This civic education video should spotlight EIS experts interviewed by Councilmembers who highlight the purpose the EIS, the regulatory requirements of the EIS, how the EIS will be considered by the Planning Commission, and other key topic areas that should be well-known by lay audiences, as well as ways to provide input into the EIS.

15 – May 2024: SUMMARY VIDEO. A final video should feature all the work that went into the final plan, including all the outreach and engagement that helped shape the plan. Particular emphasis should be placed on what was heard from the public and how it was integrated – or not – into the final plan. A commitment should be made to continue the community conversation over the next several years as the plan is implemented.

APPENDIX C. RISK REGISTER

See attached Excel file.

BIPOC, Cultural, Youth, Senior, Renters, People with Disabilities, Faith Groups, Business Orgs

Stakeholder Category	Stakeholder	Primary Contact Name	Email	Phone	Additional Contacts	Stakeholder Notes	Website
BIPOC Groups	Right to Breathe Committee	James Whitfield and Kalika Curry	jamesw@betheculture.com and kalikacurry@hotmail.com				
BIPOC Groups	Eastside Race & Leadership Coalition	Ken Wong	wongk@bsd405.org	425.456.4293			
Cultural	King County Promotores Network	Mercedes Cordova-Hakim	mercedes@promotoresnetwork.org	206-280-9055			promotoresnetwork.org
	Center for Ethical Leadership	Alice Fong	ms.alicefong@gmail.com				
BIPOC Groups	Muckleshoot Tribe	Laura Murphy	laura.murphy@muckleshoot.nsn.us	206-280-9055			
BIPOC Groups	Indivisible Kirkland	Heather McKnight	heather@ikwa.info				eastsideembrace.weebly.com
BIPOC Groups	Indivisible Kirkland	Sara Franklin	sarah@ikwa.info				
BIPOC Groups	Indivisible Kirkland	MJ Carlson	marjoriecarlson@gmail.com				
BIPOC Groups	Indivisible Kirkland	Kirsten Hansen	hansen.kirsten.io@gmail.com				
BIPOC Groups	Eastside for all	Debbie Lacy- Executive Director	debbie@eastsideforall.org	206-709-3948			
BIPOC Groups	Global Diversity Partners	Jonathan Stutz- HS Commissioner	jmstutz@gmail.com				
BIPOC Groups	Eastside Pride	Susan Vossler	vosslers66@gmail.com				
BIPOC Groups	Eastside Pride	Diana Zhang	dzhang339@gmail.com				
BIPOC Youth	African American Student Advocacy Program (AASAP) - Juanita HS						
BIPOC/Senior	SeaMar	Clemencia Robayo	ClemenciaRobayo@seamarchc.org	2067648044			
BIPOC/Senior	Chinese Information Service Center (CISC)	Stephen Lam		2069578558			
BIPOC	Duwamish Tribe	Ken Workman-Director	kman6@mindspring.com				
BIPOC/Senior	Indian Association of Western Washington (IAWW)	Lalita Uppala	executivedirector@iaww.org				
Cultural	King County Promotores Network	Mercedes Hakim	mercedes@promotoresnetwork.org				
Cultural	King County Promotores Network	Gabriela Lopez Vazquez-HS Commissioner	glopzy@outlook.com				
Cultural	Bellevue College	Sapan Parekh - Associate Director of Rise Learning Institute	sapan.parekh@bellevuecollege.edu				
	Leadership Eastside	Rex Rempel	rex.rempel@lwtechn.edu				
Education	LWSD ASB Project; Curriculum; Events	Matt Livingston can contact principles					
Education	Lake Washington School District	Matt Livingston	mlivingston@lwsd.org				
Education	Lake Washington Institute of Technology	Dr. Amy Morrison Goings-President	amy.morrison@lwtech.edu	425-739-8200			
Education	School District equity teams	Matt can contact principles					
Education	Northwest University						
Education	Lake Washington School District	Jeff DeGallier - Principal, John Muir Elementary	jdegallier@lwsd.org		general # 425-936-2640		
Faith	Muslim Community and Neighborhood Association (MCNA)	Mohamed Bakr - Co-Founder	bakr.mohamed@gmail.com				
Faith	Muslim Association of Puget Sound	Imam Mohammed Joban - Imam	imam@mapsredmond.org				
Faith	Muslim Association of Puget Sound	Ustad Adam Jamal - Asst. Imam	Adam.Jamal@mapsredmond.org				
Faith	Muslim Association of Puget Sound	Mahmood Khadeer - President	president@mapsredmond.org				
Faith	Muslim Association of Puget Sound	Irma Hanna - Women's Affairs Secretary	women@mapsredmond.org				
Faith	Eastside Interfaith Social Concerns Council	Linda Hillesheim - President	eastsideinterfaith@gmail.com				
Faith	Ismaili Faith Group	Tasnim Rehamani	tasnimrehamani.wrc@gmail.com				
Faith	St. Louise Catholic Church	Ma Berenice Brambila - Pastoral Assistant for Hispanic Ministry /Ministerio Hispano (Para Reconciliación, Comunión, Confirmación para niños y adultos)	Berenice@stlouise.org	425-747-4450 x5474			
Faith	Muslim Community Resource Center (MCRC)	Nickhath Sheriff	nicky@mrcseattle.org				
Faith	Lakeside Christian	Vince Armfield - Pastor	vince@lakesidechristian.net				

Faith	Fostering Interfaith Relationships on the Eastside (FIRE)	Toby Nixon	TNixon@kirklandwa.gov		info@fire-wa.org	
Faith	Kirkland Interfaith Network (KIN)	Toby Nixon	TNixon@kirklandwa.gov			
Faith	IMAN Center	Jawad Khaki - President	jawad_khaki@iman-wa.org			
Faith	Kirkland Jewish Community (KJC) group	Bob Low - Member	r.low@comcast.net			
Faith	YMCA of Seattle (Kirkland Teen Union Building)					
Homeless	Congregations for the Homeless	David Bowling - Executive Director	davidb@cfhomeless.org	425-749-8369		
Homeless	The Sophia Way	Angela Murray - Executive Director	angela@sophiaway.org	425-463-6285	Eric Ballentine; eric.b@sophiaway.org; Dietre Clayton; dietra@sophiaway.org	
Homeless	LifeWire	Rachel Krinsky - Executive Director	rachelek@lifewire.org	425-562-8840 ext 228		
Homeless	Eastside Homeless Advisory Committee (EHAC)	Christy Stangland - co chair	cstangland@bellevuewa.gov			
Housing	King County Housing Authority	Stephen Norman - Executive Director	StephenN@kcha.org	206-574-1190		
Housing	King County Housing Authority	Cara Ianni - Educational Programs Coordinator	Caral@kcha.org	206-574-1293		
Housing	King County Housing Authority	Ted Dezimmer - Senior Resident Services Manager	TedD@kcha.org	206-574-1285		
Housing	King County Housing Authority	Dan Watson	danw@kcha.org			
Housing	King County Housing Authority	Elizabeth Westburg - Senior Resident Services Manager	ElizabethW@kcha.org	206-574-1186		
Housing	ARCH	Lindsay Masters - Executive Manager	lmasters@bellevuewa.gov		(425) 861-3676 General #	
Housing	Imagine Housing	Villette Nolon - Executive Director	villetten@imaginehousing.org	206-890-2852		
Housing	DASH (District Alliance for Safe Housing)	Koube Ngaaje - Executive Director		202-462-3274		
Housing	Community Homes, Inc. - People with Disabilities	Vicki Isett - Executive Director	vicki@community-homes.org	425-443-7210		
Housing	HERO House - People with Disabilities	Kailey Fiedler-Gohlke - Executive Director	Kaileyf@heroohouse.org	425-614-1282		
Housing	New Bethlehem Project - Homeless	Amber North - Program Manager	AmberN@ccsww.org			
Housing	Helen's Place (Sophia Way)	Molly Bowen - Program Manager	Molly.b@sophiaway.org			
Housing	Eastside Legal Assistance	Patricia Bowen	patricia@elap.org			
	Eastside Legal Assistance	Danielle Caldwell	danielle@elap.org			
	Eastside Legal Assistance	Jerry Kroon	jerry@elap.org			
	Move Redmond	Kelli Refer	kellir@moveredmond.org			
Human Services	Eastside Human Services Forum					
LGBTQ Youth	Gay Student Alliance (GSA) - Juanita HS					
Low Income	Hopelink	Cindy Donohue	cdonohue@hopelink.org			
	Hopelink	Camille Hardeman	chardeman@hopelink.org			
	Hopelink	T. Pole	tpole@hopelink.org			
Low Income	Catholic Community Services	Amber North - Program Manager	amberN@ccsww.org		Gillian Parke; GillianP@ccsww.org	
Low Income	Salthouse Church	Pastor Sara Wolbrecht	saraw@salthousechurch.org			Please reference that David W. at COK Provided contact information
Low Income	Safe parking programs					
Low Income	LaQuinta (when it opens)					
Human Services	City of Kirkland	Amanda Judd, Human Services Coordinator-Wellbeing	ajudd@kirklandwa.gov			
Older Adults	City of Bellevue (Bellevue Network on Aging)	Dan Lassiter - Community Services Supervisor	dlassiter@bellevuewa.gov	425-452-4470		
Older Adults	Peter Kirkland Community Center (PKCC)	Loni Rotter	lrotter@kirklandwa.gov	425-587-3333		
Older Adults-Housing	Imagine Housing--Athene and Kirland Plaza properties	Jay Brown and Nellie Fishburn (email together) - Case Managers	jayb@imaginehousing.org ; nellief@imaginehousing.org	425.576.5190 x16	Villette Nolon - President & CEO villetten@imaginehousing.org	
Older Adults	Assisted Living or Senior Housing Facilities					
People with Disabilities	Disability Rights Washington	Anna Zivarts - Director of Disability Mobility Initiative	annaz@dr-wa.org			

People with Disabilities	Highland Community Center - Bellevue	Kim Indurkar - Community Services Supervisor	kindurkar@bellevuewa.gov			
People with Disabilities	PTSA for students w/ disabilities	Jennifer Carls				
People with Disabilities	BSF Transition Program - graduates					
People with Disabilities	Puget Sound Personnel	Sara McIlvaine, M.Ed - Executive Director	sara@pspwork.com	425-562-1231, Ext. 0		
People with Disabilities	Puget Sound Personnel	Cathy Ann Mallman - Operations Director	cathyann@pspwork.com	425-562-1231, Ext. 1		
People with Disabilities	AtWork!	Chris Brandt - Director	chrisb@atworkwa.org	425-274-4001		
People with Disabilities	PROVAIL	Michael Hatzenbeler - Director	mikeh@provail.org	206-826-1044		
People with Disabilities	Community Homes, Inc.	Vicki Isett - Executive Director	vicki@community-homes.org	425-443-7210		
People with Disabilities	IKRON	Tisza Rutherford				
People with Disabilities	Bellevue College					
People with Disabilities	EasterSeals of Washington	Cathy Bisailon - Director	cathyb@wa.easterseals.com			
People with limited english proficiency - immigrant and refugee						
Youth	Boys & Girls Club of Kirkland					
Youth	WRAP Around Services	Jeannie Anderson - Lake Hills Elementary School	janderson@bellevuewa.gov	425-456-5312		
Youth	WRAP Around Services	Cecelia Martinez Vasquez - Stevenson Elementary School	cmartinezy@bellevuewa.gov	425.456.6014		
Youth	Jubilee Reach	Randy Eng - Executive Director	info@jubileereach.org	(425) 746-0506		
Youth	Eastside Pathways	Stephanie Cherrington - Executive Director	stephanie@eastsidepathways.org		https://www.linkedin.com/in/stephanie-m-cherrington-560678/	
Youth	Eastside Pathways - School Readiness	Chris Enslin - School Readiness Facilitator	chrisensl@hotmail.com		info@eastsidepathways.org	
Youth	Youth Link Board	Patrick Alina - Youth Link Coordinator	palina@bellevuewa.gov	425-452-5254		
Youth	Friends of Youth	Paul Lwali - CEO	paul@friendsofyouth.org	425-869-6490		
Youth	Friends of Youth	Angela De La Hoz-Director DEI	angelad@friendsofyouth.org	425-665-8645		
Youth	Youth Eastside Services	David Downing - Chief Operating Officer	davidd@youtheastideservices.org		Bellevue main office 425-747-4937	
Youth	Childcare Resources - Kalidescope	Jennifer Duval - Family Engagement Specialist / Kaleidoscope P&L	duval@childcare.org	206-329-5544 ext. 288		
Youth	Childcare Resources	Deeann Burtch Puffert - CEO	puffert@childcare.org	206-329-1011		
Youth	Childcare Resources	Kathryn Flores - CAO	flores@childcare.org		general # 206-329-1011	
Youth	Sustainability Ambassadors	Peter Donaldson: Director of Learning	peter@sustainabilityambassadors.org	206-227-9597		
Youth Council	Regula Schubiger		rschubiger@kirklandwa.gov			
Youth, Adults, Seniors, People with Disabilities	Sports Teams - baseball, soccer, swimmers					
Youth, Adults, Seniors, People with Disabilities	Movement of Advocacy for Youth					
Youth, People with Disabilities	EasterSeals of Washington	Cathy Bisailon - Director	cathyb@wa.easterseals.com			
Renters/Property Management						
Renters Rights Group						
Service & Faith-Based Organizations	A Regional Coalition for Housing (ARCH)	Raquel Rodriguez	RRodriguez@bellevuewa.gov		Lindsay Masters; LMasters@bellevuewa.gov	

Cities, SEPA, Neighborhoods, Business, Transportation, Others

Stakeholder Category	Stakeholder	Primary Contact	Email	Phone	Additional Contacts	Stakeholder Notes	Website
Youth	Youth Council	Regula Schubiger, staff contact	rschubiger@kirklawwa.gov				
Utilities	Olympic Pipeline	Kenneth Metcalf	kenneth.metcalf@pb.com	425-981-2575			
Utilities	Puget Sound Energy	Kerry Kriner, Planner	kerry.kriner@pspe.com	425-462-3821			
Utilities	Seattle City Light	Mary Davis	mary.davis@seattle.gov	206-684-3328			
Transportation/Transit/Ped/Bike	Feet First	Rachel Schaeffer	rachel@feetfirst.org				
Transportation/Transit/Ped/Bike	King County Metro Transit	Crace Carlson	ccarlson@kingcounty.gov				
Transportation/Transit/Ped/Bike	Cascade Bicycle Club	Vicky Clarke	vicky@cascade.org	206-620-0454			
Transportation/Transit/Ped/Bike	Washington Bikes	Tamar Shuhendler	tamars@wabikes.org	206-522-3222			
Transportation/Transit/Ped/Bike	Kirkland Greenways	Greg Gunther; Faith Debolt	greg.gunther@gmail.com				
Transportation/Transit/Ped/Bike	Transit Riders Union		contact@transitriders.org	206-651-4282			
Transportation/Transit/Ped/Bike	Feet First	Rachel Schaeffer	rachel@feetfirst.org				
Transportation/Transit/Ped/Bike	Transportation Choices Coalition	Keiko Budech	keiko@transportationchoices.org				
Transportation/Transit/Ped/Bike	Interlaken Trailblazers Walking Club Bellevue, WA		interlakentrailblazers@gmail.com				
Transportation/Transit/Ped/Bike	Evergreen Trails	Mike Westra	mwestra@evergreenMTB.org				
Transportation/Transit/Ped/Bike	Cascade Bike	Vicky Clark	vicky@cascadebicycleclub.org	206-620-0454			
Transportation/Transit/Ped/Bike	WA Bikes						
Transportation/Transit/Ped/Bike	Evergreen Trails	Mike Westra, Director	mwestra@evergreenMTB.org				
Special Interests	KDOG						
Special Interests	Little League Baseball						
Special Interests	Bridle Trails Park Foundation		http://bridletrails.org				
Special Interests	Equine Advisory Group	Jane Plut	xdocplut@hotmail.com				
Special Interests	Kirkland Arts Center	Ashlie Beach, Executive Director	ashbeach@kirklartcenter.org				
Special Interests	Kirkland Performance Center	Jeff Lockhart-Executive Director	jeff@kpcenter.org				
Special Interests	Kirkland Heritage Society	Loita Hawkinson	hawksls@ix.netcom.com				
Special Interests	Master Builders Association	Lindsay Masters					
Regional/State Agencies	Sound Transit	Cynthia Padilla	cynthia.padilla@soundtransitv.org			Ariel Taylor; Ariel.Taylor@soundtransit.org; Bernard Van de Kam; Bernard.VandeKamp@soundtransit.org;	
Regional/State Agencies	WSDOT	Diana Giraldo	giraldd@consultant-wsdot.wa.gov			Barrett Hanson; hansonb@consultant.wsdot.wa.gov; Lisa Hodgson; hodgson@wsdot.wa.gov;	
Regional/State Agencies	WSDOT	Lisa Hodgson	hodgson@wsdot.wa.gov				
Regional/State Agencies	Mukleshoot Tribe	Karen Walter - Fisheries Division - Habitat Program	kwalter@muckleshoot.nsn.us	253-876-3116			
Regional/State Agencies	King County Metro	Grace Carlson	gcarslson@kingcounty.gov			Vic Stover; VStover@kingcounty.gov; Brian Macik; bmacik@kingcounty.gov;	
Regional/State Agencies	King County Metro Transit Environmental Planning	Gary Kriedt, Environmental Planner	gary.kriedt@kingcounty.gov	206-684-1166			
Regional/State Agencies	King County Department of Transportation	Anne Ward-Ryan	Anne.Ward-Ryan@kingcounty.gov				
Regional/State Agencies	Department of Ecology	Environmental Review	separegister@ecy.wa.gov	360-407-6904		PO Box 47703 Olympia, WA 98504	
Regional/State Agencies	Department of Natural Resources	SEPA Center	sepacenter@dnr.wa.gov	360-902-8632		1111 Washington Street SE, PO Box 47015	
Regional/State Agencies	Department of Fish and Wildlife	Christa Heller - Shorelines & Lake WA	christa.heller@dfw.wa.gov	425-313-5683		3190 160th Avenue SE Bellevue, WA 98008	
Regional/State Agencies	Department of Fish and Wildlife	Stewart Reinbold	stewart.Reinbold@dfw.wa.gov ; r4splanning@dfw.wa.gov			425-301-9081	
Regional/State Agencies	Department of Fish and Wildlife	Doug Hennick - Streams & Wetlands	doug.hennick@dfw.wa.gov	425-775-1311x303		16018 Mill Creek Boulevard Mill Creek, WA 98012	
Regional/State Agencies	Department of Commerce	Valerie Smith	valerie.smith@commerce.wa.gov				
Regional/State Agencies	Department of Parks (Bridle Trails)	Matt Birkliid- Ranger	matthew.birkliid@parks.wa.gov				
Regional/State Agencies	Puget Sound Regional Council (PSRC)	Maggie Moore	mmoore@psrc.org				
Neighborhood Associations	KAN	Bill Blanchard and Heather Hendrix-McAdams, Co-chairs	bill@area425.com ; hmcadams@gmail.com				
Neighborhood Associations	Juanita Neighborhood	Doug Rough	dougrough@aol.com	425-821-5529			
Neighborhood Associations	Evergreen Hill Neighborhood	Johanna Palmer	johanna@thepalmers.com	425-823-1385			
Neighborhood Associations	Market Neighborhood	Susan Dietz	suedietz23@gmail.com				
Neighborhood Associations	Norkirk Neighborhood	Jane Ainbinder, Chair; Huan Zou Vice-Chair	huanzou@gmail.com ; laneainbinder@gmail.com				
Neighborhood Associations	Highlands Neighborhood	Mari Bercau, Chair	Kirklandhighlands@gmail.com				
Neighborhood Associations	North Rose Hill Neighborhood	Robert Iracheta and Susan Davis, Co-chairs	robert.iracheta@gmail.com ; susandavis@live.com				
Neighborhood Associations	S. Rose Hill/Bridle Trails Neighborhood	Chris Kagen and Craig Brown, Co-chairs	chris.kagen@gmail.com ; Craigbrown@gmail.com				
Neighborhood Associations	Everest Neighborhood	Dave Aubry, Chair; Owen Paulus, Vice Chair	daaubry@hotmail.com ; owen_paulus@hotmail.com				
Neighborhood Associations	Central Houghton Neighborhood	Larry Toedtli	larry.toedtli@comcast.net ; centralhoughton@gmail.com				
Neighborhood Associations	Finn Hill Neighborhood	Scott Morris	scott@finnhillalliance.org				
Neighborhood Association	Moss Bay Neighborhood	Aimee Voelz; Amanda Judd, Co-Chairs	avoelz@yahoo.com ; amandajudd@gmail.com				
Federal Government	Army Corps of Engineers	Seattle District - PO Box 3755 Seattle, WA 98124	matthew_j_bennett@usace.army.mil	206-764-3742			
Federal Government	Federal Highway Administration						
Environmental	Park Rangers/Green Kirkland Partnership	Jodie Galvan, staff	galvan@kirklawwa.gov				
Environmental	Park Board		parkboard@kirklawwa.gov				
Environmental	Washington State Parks & Recreation Commission		commission@parks.wa.gov				
Environmental	King County Natural Resources & Parks	Kelly Heintz: Environmental Policy and Initiatives Unit	christie_true@kingcounty.gov ; kelly_heintz@kingcounty.gov	206-477-6478			
Environmental	Seattle & King County SEPA Coordinator	Rhonda S. Kaetzel - Public Health - Seattle & King County	Rhonda.Kaetzel@kingcounty.gov				
Environmental	King Conservation District	General contact email	district@kcd.org	425-282-1900			
Environmental	Eastside Audobon Society		office@eastsideaudubon.org	425-576-8805			
Environmental	Department of Natural Resources	Ben Thompson: Urban and Community Forestry Program Manager	ben.thompson@dnr.wa.gov	360-485-8651		Daria Gosztyla@dnr.wa.gov Jess Lloyd: jessica.lloyd@dnr.wa.gov	
Environmental	Natural Areas Association	Kelly Heintz: Board Member	kelly_heintz@kingcounty.gov	206-477-6478			
Environmental	Sustainability Ambassadors	Peter Donaldson: Director of Learning	peter@sustainabilityambassadors.org	206-227-9597			
Environmental	Lake Washington Institute of Technology: College of Horticulture	Chris Smith, Associate Professor & Department Chair	Chris.Smith@lwtech.edu	(425) 739-8424			
Education	Lake Washington Institute of Technology	Laurie W. Austin - Executive Director	Laurie.Austin@lwtech.edu	(425) 739-8391		Dr. Sharon McGavick - Interim President Sharon.McGavick@lwtech.edu	
Education	Lake Washington Institute of Technology	College Foundation					
Education	Lake Washington Institute of Technology	Dr. Amy Morrison-President	amy.morrison@lwtech.edu				

Education	University of Washington	Tracy Goidics - Director, Tech Management MBA	tracyt@u.washington.edu	(206) 616-2610		
Education	UW Bothell	Dr. Kenyon Chan - Chancellor	chancellor@uwb.edu	(425) 352-5221		
Education	Northwest University	Teresa Gillespie - Dean, School of Business & Management	teresa.gillespie@northwestu.edu	(425) 889- 5290		
Education	Lake Washington School District No. 414	Forrest Miller, Director of Support Services	fmiller@lwsd.org	425-936-1108		
Education	Lake Washington School District No. 414	Lynne Pyke, Budget Manager	lpkye@lwsd.org	425-936-1108		
City	Redmond	Becky Frey-Principal Planner	bfrey@redmond.gov	425-556-2750		www.redmond.gov
City	Redmond	Jeff Churchill- Planning Manager	jchurchill@redmond.gov			
City	Woodinville	Robert Grombach	robertg@ci.woodinville.wa.us			
City	Bellevue	Thara Johnson	tjohnson@bellevuewa.gov			
City	Bothell	Amanda Davis-Principle Planner	amanda.davis@bothellwa.gov			
City	Kenmore	Laurie Anderson-	landerson@kenmorewa.gov			
City	Medina	Stephanie Keyser	skeyser@medina-wa.gov			
City	Hunts Point					
City	Yarrow Point					
City	Newcastle	Dave Van De Weghe	davev@newcastlewa.gov			
City	Sammamish	Miryam Laytner	mlytner@sammamish.us			
City	Kirkland Downtown Association	Christina Roberts	christinaanroberts@icloud.com			
Business	King County Planning Division	Chris Jensen	compplan@kingcounty.gov			
Developers						
Business	Chamber of Commerce	Samantha St. John	samanthas@kirklandchamber.org			
Boards/Legislative/Governmental	City Council	Amy Bolen, staff contact	council@kirklandwa.gov			
Boards/Legislative/Governmental	Planning Commission	Allison Zike, staff contact	planningcommissioners@kirklandwa.gov			
Boards/Legislative/Governmental	Park Board	John Lloyd, staff contact	parkboard@kirklandwa.gov			
Boards/Legislative/Governmental	Cultural Arts Commission	James Lopez, staff contact	culturalartscommission@kirklandwa.gov			
Boards/Legislative/Governmental	Human Services Commission	Jen Boone, staff contact	humanservicescommission@kirklandwa.gov			
Boards/Legislative/Governmental	Senior Council	Betsy Maxwell, staff contact	SCouncil@kirklandwa.gov			
Boards/Legislative/Governmental	Transportation Commission	Joel Pfundt, staff contact	transportationcomm@kirklandwa.gov			

INTRODUCTION

- A cornerstone of adaptive management is the recognition that all projects involve risk, especially those with considerable interface with the community.
- We can minimize threats to this project by anticipating risks broadly, identifying specific risks, preparing for the risks we predict, and developing a risk approach for those we can't predict.
- A risk register is an important component of project management that incorporates a risk-tolerant, nimble, and adaptive mindset in its approach.
- It should serve as both a risk management tool (practical) and a risk management framework (theoretical) to guide the project from conception through evaluation.
- A risk register is a shared file (e.g., a Word document, an Excel workbook, etc.) that is facilitated by the project manager and shared amongst the project team.
- We have elected to use this Excel workbook so it remains a live tool that can be proactively managed and adapted over time.
- We believe this risk register will evolve, as the issues, threats, and risks the program faces will change as it grows and develops.
- More than anything, this tool will help us discuss risks proactively, which will prepare us to confront both known and unknown risks as they emerge.

HOW TO USE THIS TOOL

Process

Below, we have outlined our process for developing and using this risk register.

1. Define our risk approach.

In our commitment to adaptive management and continuous learning, we decide to identify, analyze, and prioritize risks to the project. We seek to answer the following questions:

- How are we going to identify and analyze risks to the project?*
- How will we decide what to do in the event a risk becomes a reality?*
- What is the communication plan for a risk event?*
- Which stakeholders should be kept apprised of project risks?*

2. Use our risk approach to populate our risk register with risk events and the potential impact of those risks.

Next, we begin to collaboratively identify possible risk events for our project, which forms the basis of our project's risk register.

* NOTE: Perfection is often the enemy of the good. We don't aim for a comprehensive list of perfectly-anticipated risks.

Instead, we recognize that this is an ongoing, iterative process, and we commit to revisiting our risk register at least quarterly and as risks emerge.

3. Analyze, prioritize, and assign risk.

After we identify a discrete number of risks, we begin to analyze them.

While there are many approaches to analyzing risk, many organizations will grade risks based on impact and probability, and use those two scores to prioritize risks.

Those risks which score high on both probability and impact are logically prioritized in risk approaches, while those that score low on both probability and impact are deprioritized.

* NOTE: Luck favors the prepared. Creating your risk register will give you the chance to work out solutions to risks, which can improve your approach at the outset of a project.

4. Monitor and adjust accordingly.

Now, we keep our risk register up to date, adding or removing risk events as necessary as the project unfolds.

We recognize that a real value-add of this tool is the risk-focused conversations it inspires with the project team.

* NOTE: Again, this is an adaptive management tool for managing the project. Adaptive management requires revisiting the risk register with the project team on a monthly or quarterly basis and as new risks emerge.

5. Resolve risks and make note of what works and what doesn't.

When a risk is resolved, we will close it. This gives us more control over our risk approach, allows us to allocate resources more efficiently, and fosters better communications with the project team and stakeholders.

* NOTE: If a risk event occurs, pay attention to it. Identify what happened, how you responded to it, how it impacted the project, etc.

All of these insights can make you more effective at risk management in future projects.

Your risk register doesn't just prepare you for the future. It also records your responses to risks as they occur so you can learn from them and create more effective solutions or mitigation efforts for the future.

Definitions

Below, we have provided definitions and instructions for populating the risk register.

Current Status

This column should be populated with the risk's current status.

- Open: The risk is currently open but is not yet an issue.
- Active: The risk is an active issue
- Closed: The risk is no longer considered an active project threat and can be closed with or without resolution.

* NOTE: Do not delete a risk when it is closed.

Keep it in your risk register so it can be reviewed at each phase of the project and at the end of the project.

Risk Impact

Potential impact of risk if it did become project issue.

- High: Risk that has the potential to greatly impact project cost, schedule, or performance.
- Medium: Risk that has the potential to slightly impact project cost, schedule, or performance.
- Low: Risk that has relatively little impact on project cost, schedule, or performance.

* NOTE: Risk impact should be discussed and determined amongst the project team and in consultation with other relevant stakeholders.

Consensus is not the objective; open dialogue about risks is the objective.

Probability of Occurrence

Estimated likelihood that risk will become project issue.

- High: Greater than 70% probability of occurrence.
- Medium: Between 30% and 70% probability of occurrence.
- Low: Below 30% probability of occurrence.

* NOTE: Probability of occurrence should be discussed and determined amongst the project team and in consultation with other relevant stakeholders.

Consensus is not the objective; open dialogue about risks is the objective.

Risk Map

This is a calculated field based on the values selected for both Risk Impact and Probability of Occurrence.

- Red: MH (Medium Probability, High Impact), HM (High Probability Medium Impact), HH (High Probability, High Impact)
- Yellow: LH (Low Probability, High Impact), MM (Medium Probability, Medium Impact), HL (High Probability, Low Impact)
- Green: LL (Low Probability, Low Impact), LM (Low Probability, Medium Impact), ML (Medium Probability, Low Impact)

* NOTE: Before risks emerge, prioritize red risks over yellow and green, and yellow over green.

As risks emerge, prioritize them as resources and capacity allow.

Risk Description

Broadly, what is the risk and why is it a risk?

Describe the risk and relevant stakeholders as succinctly as possible.

Risk Category

What type of risk is this?

Currently, we have categories that include capacity, coordination, logistics, representativeness, tribal governments, communications, expectations, & fit. Other categories should be added as they emerge.

Response Strategy

How will you prevent the threat from becoming an risk?

Describe an appropriate strategy to prevent the risk from materializing.

Triggers

How will you know when to execute your response strategy and when to execute your contingency plans?

Describe triggers that would indicate the requirement to transition from one to another.

Contingency Plan

Should the response strategy be insufficient, what is your contingency plan?

Describe what you will do and how you will do it, including any additional stakeholders who should be brought in at this point.

Risk Owner

As the program grows, we can assign different people responsible for different risks so they can monitor and anticipate risks in a proactive way as part of their job responsibilities.

Broadly, the risk owner can decide to:

Share the risk: this involves mitigating the effects of a risk by offloading the response to a third party, such as an insurer. This is also known as "risk transfer."

Control the risk: this is the typical response for risks such as budget and schedule overages. Padding budgets or scheduling times may accommodate them without causing disruption.

Avoid the risk: you can avoid certain risks altogether by altering plans, policies, and procedures, or by bringing in different stakeholders or subject matter experts.

Accept the risk: some risks are unavoidable, and if they aren't detrimental to the success of your project, it is inefficient to waste resources trying to share, control, or avoid these. Deprioritize instead.

Response Notes

Make notes so that you can revisit your risk approach and ask yourself: What worked? What didn't? What can I learn that will allow me to adjust my risk approach in the future?

