CITY OF KIRKLAND
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MEMORANDUM

To:	Kurt Triplett, City Manager
From:	James Lopez, Deputy City Manager for External Affairs Erika Mascorro, Diversity, Equity, Inclusion, and Belonging Manager Andreana Campbell, Special Projects Coordinator David Wolbrecht, Communications Program Manager
Date:	June 24, 2022
Subject:	RESOLUTION R-5548 - RECOMMENDED ADOPTION OF THE DIVERSITY, EQUITY, INCLUSION, AND BELONGING FIVE-YEAR ROADMAP

RECOMMENDATION:

That the City Council approve Resolution R-5548 (Attachment A), adopting the final draft of the Diversity, Equity, Inclusion, and Belonging Five-Year Roadmap (Exhibit A).

BACKGROUND DISCUSSION:

On August 4, 2020, the City Council adopted Resolution R-5434 to ensure the safety and respect of Black people and dismantle structural racism in Kirkland. Among many other actions within R-5434, Section 3b of R-5434 called for "[c]ontracting for a comprehensive City organizational equity assessment to identify gaps in diversity, equity and inclusion in all areas of City policy, practice and procedures, and to identify proposed actions steps to address these gaps." The City contracted with Chanin Kelly-Rae Consulting LLC to conduct this assessment, which occurred between January and October 2021. Ms. Kelly-Rae compiled executive summary findings of her diversity, equity, and inclusion gap analysis and recommendations, which she presented for Council review and discussion at the October 19, 2021, City Council Study Session.

As part of that work, City staff worked closely with Ms. Kelly-Rae on a preliminary draft DEIB Roadmap, which was included in the Council packet materials for the October 19 Study Session and discussed by the Council during its January 4, 2022, Study Session.

After the October 19 Study Session, staff reached out to all the active groups that staff met with during the R-5434 process. Since that time, staff has met with all the groups that responded for feedback on the draft Roadmap, as well as other community groups, including:

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

Additionally, staff posted the Roadmap to the R-5434 landing page and solicited feedback from the general community via various This Week in Kirkland articles, Inclusion Network and R-5434 listserv emails, and social media posts. Staff also received feedback from the Human Services Commission, as well as internal feedback from a request sent to all City staff.

In addition to community and staff input received on the preliminary draft Roadmap, the Council reviewed and provided feedback to staff on the draft Roadmap at its January 4, 2022, Study Session. Some Councilmembers also provided additional direct feedback to staff in interviews or in writing. Staff provided a review of the synthesized feedback and an updated draft Roadmap at Council's May 17, 2022, Study Session, at which point the Council provided further feedback necessary to bring this proposed final version to the July 5, 2022, Council meeting.

Structural Updates to the Roadmap Since the May 17 Study Session

Based on Council feedback, the updated Roadmap for the July 5 Council meeting incorporated the following structural updates:

- Two-Page Summary
  This document is intended to give community members a brief and substantial overview of the City's DEIB goals over the next five years. The "At a Glance" version of the Roadmap can be seen in Attachment B.

- Acknowledgement Page
  Similar to other Master Plans, Neighborhood Plans, and Strategic Plans used across City departments, staff prepared an Acknowledgement Page expressing gratitude to those groups, organizations, and individuals that have contributed to the creation of the Roadmap.

- Vision Statement
  Staff added the City's Vision Statement from the Comprehensive Plan to the Roadmap, as the Roadmap is intended to be the City's way of achieving the adopted Vision as it relates to diversity, equity, inclusion, and belonging.

- Incorporation of Local Land Acknowledgement Statement
  Staff incorporated the City's recently adopted Local Land Acknowledgement Statement to the Roadmap and the two-page summary in accordance with the City's adopted land acknowledgement usage guidelines.

Topic Areas for DEIB Manager's Review

Council discussed several proposed objectives as part of its May 17, 2022, Study Session. The proposed objectives are currently being reviewed by the City Manager's Office and DEIB Manager. The DEIB Manager will return to a future Council meeting to answer questions and provide more information on each of the topic areas below to assist the Council in its decision to add some or all of these objectives as part of the Legislative Request Memorandum process as outlined in Objective 15.2 below.

- Removing barriers to entry to serve on Boards and Commissions, and the City Council
- Affordable and attainable housing
- Creation of an equity cabinet
- Topics centered on the environmental justice
- Topics centered on youth

Recommended Edits

Based on the feedback received from Council at the May 17, 2022, Study Session, staff have:

1. Updated Objectives and Next Actions to show completeness. Staff incorporated check marks next to completed Objectives, and a check mark inside a box next to completed Next Actions.

2. Extended quarterly deliverable dates as necessary to ensure thoughtful implementation. Updates outlined in both items 1 and 2 can be seen in Attachment C.

3. Modified Objective 15.2 to include that the City Manager shall propose updates and that the Council use the Legislative Request Memorandum (LRM) process to consider future additions to the Roadmap. Tracked changes to Objective 15.2 are shown below.

15.2 Ongoing Feedback and Update Process for~~to~~ the Roadmap

This Plan should be considered a living document. Although it provides a roadmap with destinations and milestones, those should be regularly reviewed and aligned with the Council's and the community's expectations. The City Manager shall periodically propose new goal areas, goals and/or objectives as issues and opportunities are identified. ~~Therefore, t~~The City will also provide regular avenue(s) for community feedback about this Plan and its implementation at City Hall for All and/or other effective platforms, as well as from the City's Boards and Commissions. Council requested updates to the Roadmap including but not limited to additions and/or amendments to goal areas, goals, and/or objectives, shall be through the Legislative Request Memorandum process for staff analysis and Council evaluation. Each department should include in its DEIB strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.

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

NEXT STEPS

Staff recommends Council approve Resolution R-5548 adopting the Diversity, Equity, Inclusion, and Belonging 5-Year Roadmap. Staff will continue to make updates to the Roadmap as new issues and objectives are identified by the City Manager or through the Legislative Request Memorandum process.

Attachment A: Resolution R-5548
Exhibit A: Final Draft DEIB 5-Year Roadmap
Attachment B: Roadmap At a Glance
Attachment C: Matrix of quarterly deliverable updates

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

AT-A-GLANCE

City of Kirkland Local Land Acknowledgement

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

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

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

GOAL AREAS AND KEY OBJECTIVES

GOAL I: Leadership, Operations, and Services

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

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

GOAL II: Plans, Policies, and Budgets

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

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

GOAL III: Workplace & Workforce

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

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

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

GOAL IV: Community Partnerships

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

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

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

GOAL V: Communications & Education

Supports the City's effective learning, outreach, and engagement with a diverse community. The City of Kirkland assures that no person shall on the grounds of race, color, national origin, or sex be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any of its federally funded programs and activities. The City further assures every effort will be made to ensure non-discrimination in all of its programs and activities. It supports the effective education, engagement, and communication of and authentic conversation about City initiatives with internal and external stakeholders.

- The City can effectively communicate with English language learners.
- Community member engagement with City services and opportunities embodies values of diversity, equity, inclusion, and belonging.

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

GOAL VI: Facility & System Improvements

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

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

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

Objective Number & Title	Original Quarterly Deliverable	Updated Quarterly Deliverable
1.1 Organizational Policy Statement	The City Manager will provide options to the Council on policy approaches in Q3 2022.	Q4 2022
1.2 DEIB Communications	CMO and the Leadership Team, in coordination with HR, will develop new hire materials in Q3 2022.	Q4 2022
1.3 Diversity, Equity, Inclusion and Belonging Manager	CMO will oversee hiring process to have incumbent begin Q2 2022.	Complete
1.4 Diversity Services Team	CMO and Human Resources will update Diversity Services Team charter and begin meeting in Q3 2022.	No change
1.5 Performance Measures	CMO and the Finance & Administration department will integrate this plan into the annual performance measures report beginning with the 2024 Performance Measures Report (published in 2025).	2-years from now - 2024
2.1 Ombud Program	CMO will update the City's Ombud Program with clear workflow, mechanisms, and integration with complaint processes for the Police Department, including recent changes of oversight by the Washington state Criminal Justice Training Commission, in Q2 2022.	Complete and ongoing
2.2 Community Responder Program	CMO will hire the Lead Community Responder position to begin in Q1 2022 and have at least two additional Responder positions filled in Q3 2022. CMO will also negotiate an interlocal agreement with the north King County cities to create a regional entity to provide responder services pursuant to Resolution R-5530 by Q1, 2023.	No change
2.3 Park Usage Guidelines and Procedures	Parks and Community Services will include recommendations on equity improvements of these processes as part of the forthcoming Parks, Recreation, and Open Spaces Plan, to be adopted in 2022.	Complete and ongoing
2.4 School Resource Officer Program Evaluation	CMO will begin any needed community engagement in Q4 2021 to inform program changes in Q3 2022	Q3 2022.
2.5 Community Court Piot Program	The Municipal Court and CMO will maintain ongoing support for the Community Court Pilot Program, report on performance, and will bring forward any resource needs as part of the 2023-2024 biennial budget process (Q4 2022).	No change

3.1 Regional Coordination	CMO will maintain attendance and planning coordination with the Human Service Division, Police Department, Human Resources, and other relevant departments, and will provide quarterly presentations on insights and trends at the City leadership retreats beginning in Q1 2022.	CMO in coordination with the Human Service Division, Police Department, Human Resources, and other relevant departments, will maintain attendance at regional events and provide presentations on insights and trends at the City leadership retreats beginning in 2022.
3.2 Support National Racial Justice Initiatives	CMO will maintain an ongoing list of national racial justice initiatives which the City is participating in and will publish on the City's website in Q3 2022 and will update regularly.	Q4 2022
3.3 Welcoming America Certification	CMO will continue to partner with Eastside cities and community-based organization(s) to develop a draft regional plan by Q4 2022.	Q1 2023
3.4 The Houghton Community Council	The City's 2022 State legislative agenda included as a priority, to sunset the Houghton Community Council. House Bill 1769, sunsetting community municipal corporations was signed into law and will go into effect in Q3 of 2022.	Complete
3.5 Native History Document and Land Acknowledgment	CMO will bring to Council for review and potential adoption a draft document in Q2 2022	Complete and ongoing
4.1 Equity Impact Assessment Tool	CMO will formalize an equity impact assessment tool and will provide at least one staff training session by Q3 2022.	No change
4.2 Comprehensive Plan and Other Long-Range Planning Processes	The Planning and Building department will provide recommendations by Q2 2022.	Q2 2023
4.3 Emergency Planning	The Office of Emergency Management will update all relevant procedures and define a regular review process by Q3 2022.	Complete and ongoing
5.1 King County: Lead with Race Process	The City Manager will provide options to the Council on policy approaches in Q3 2022.	Q4 2022
5.2 City Work Program	CMO will integrate recommendations for Council consideration into the 2023-2024 biennial budget process (Q4 2022).	No change
5.3 2021 Legislation Implementation	Police Department and CMO will integrate changes and provide an update by Q1 2022.	Complete and ongoing
6.1 Biennial Budget Process	CMO and Finance and Administration will integrate an equity impact assessment into the 2023-2024 biennial budget process (Q2 2022).	Q2 2023
6.2 Personnel Funding Impact Analysis	Finance and Administration will integrate an equity impact assessment into memoranda in support of positions and other staff funding processes by Q2 2022.	Q2 2023

7.1 Employee Engagement Program	Human Resources will pilot a focus group process and will publish a pilot employee engagement survey by Q4 2022, with results published on the City's intranet for all employees to review by Q1 2023. Data will include demographic indicators including race, gender, location, tenure, and level.	No change
7.2 Supervisor Training	Human Resources and CMO will research best practices and begin training of supervisors by Q3 2022.	Q1 2023
7.3 Enhancement of Existing Training	Human Resources will audit current trainings, research options, and provide options to CMO for review by Q3 2022 with implementation by Q4 2022.	No change
7.4 360° Feedback Reviews	Human Resources will identify a tool for staff feedback and will begin training supervisors on its use by Q3 2022.	Q4 2022
7.5 Organizational Conflict Management Program	Human Resources will research best practices and provide options to CMO for review by Q4 2022	No change
8.1 Employee Development Plans	Human Resources will research employee development best practices, identify options for review by the leadership team, and train to supervisors on its use by Q1 2023.	No change
8.2 Career Path Development	Human Resources will work with relevant unions to establish career development paths by job class and publish on the City's intranet by Q1 2023.	No change
8.3 Attrition Analysis	Human Resources and CMO will audit current process and implement improvements by Q3 2022.	No change
9.1 Hiring Panel Guidelines	Human Resources will research best practices, create interview guidelines, and distribute and provide training to hiring managers by Q3 2022.	Complete and ongoing
9.2 DEIB Interview Question Requirement	CMO and Human Resources will develop at least five standard DEIB interview question options for hiring managers for use beginning Q3 2022.	Complete
9.3 Public Safety Recruitment	Human Resources will provide an update to CMO on the status of the plans by Q2 2022 for continued enhancement and implementation in 2022.	Ongoing
9.4 Diversity Hiring and Tracking Software	Human Resources and Information Technology will complete implementation of a software platform by Q4 2021.	Complete and ongoing
10.1 Equity in Contracting Policy and Program	CMO and Finance and Administration, in consultation with the City Attorney's Office, have updated all necessary contract language and will develop a training schedule and other program elements by Q3 2022.	No change
10.2 Funding Community Building Activities	Based on available funding, CMO and Parks and Community Services will develop a pilot program to launch Q2 2022.	Q1 2023

10.3 Shared Application for Human Services Funding	Human Services division will continue to manage the Human Services Funding Collaborative applications and tasks associated with the grant for the 2023-2024 biennial budget cycle (Q3 2022).	Complete and ongoing
11.1 Technical Assistance to Businesses	CMO will launch a pilot program of cultural navigators for business technical assistance by Q3 2022.	Q1 2023
11.2 Community Group Training	CMO will develop a regularly occurring civic training program that provides community members with knowledge of City functions and processes with the first training occurring by Q4 2022.	No change
11.3 Diversity Representation on Neighborhood Association Boards and General Membership	CMO will collaborate with the Kirkland Alliance of Neighborhoods in developing a plan to be implemented by Q4 2022, which will include clear definitions of success.	No change
12.1 Relationship Building with Community Groups	CMO will develop a framework to be implemented by Q3 2022.	No change
12.2 Coalition Against Hate & Bias	The work of fostering a safe, inclusive, and welcoming community where everyone belongs includes being able to appropriately respond to incidents of hate and bias that may occur. Developing a response and support plan to such incidents will demonstrate to the community, including businesses, that the City prioritizes the well-being and safety of all community members. King County recently supported the establishment of the Coalition Against Hate & Bias. Staff will work with the community to develop a response and support plan to incidents of hate and bias that occur in the community that can be easily communicated with community partners, businesses, and neighborhoods and that aligns with the intent of the King County Coalition Against Hate & Bias.	Q3 2023
12.3 Diversity on Boards and Commissions	CMO and the City Clerk's Office will develop a recruitment strategy to increase representation for Boards and Commissions by Q2 2022.	Q4 2022
12.4 Equitable and Welcoming Third Places	CMO will work with the Greater Kirkland Chamber of Commerce and other local business organizations to implement training with the first program to occur in Q3 2022.	Q1 2023
13.1 City wide Language Access	CMO, Finance and Administration, Human Resources, and Information Technology will collaborate on standard support documentation and training published by Q2 2022.	Q4 2022
13.2 Title VI Vital Document Translation	CMO and Finance and Administration will support all departments in identify anticipated budget needs for Title VI vital document translation, with specific funding allocations	No change

	identified through the 2023-2024 biennial budget process (Q4 2022).	
13.3 Employee Bilingual Pay Program	Human Resources will research best practices, liaise with relevant unions, and present options for CMO review by Q4 2022.	No change
14.1 Cross Departmental Outreach and Engagement	CMO, in collaboration with other departments and community partners, will assess the existing engagement processes and will make recommendations as necessary by Q3 2022.	Q1 2023
14.2 City Leadership Program	CMO, in collaboration with other departments, will finalize and implement the pilot City Leadership Program by Q4 2022.	Q2 2023
14.3 DEIB Integration into Community Meetings	CMO will work with relevant groups and departments to implement recommendations by Q3 2022.	No change
15.1 Culturally Competent Communication Plan	CMO will develop initial communication plans by Q3 2022.	No change
15.2 Ongoing Feedback and Update Process for the Roadmap	CMO will incorporate feedback opportunities into its initial 2022 work plan by Q2 2022.	Complete and ongoing
15.3 Culturally Effective Outreach Methods	CMO will research best practices, develop a pilot program, and provide training by Q3 2022.	Q1 2023
15.4 Proactive Community Engagement Network	CMO will research best practices and develop a pilot program to begin Q4 2022.	No change
15.5 Host, Sponsors, and Support DEIB Learning Opportunities	CMO will incorporate such opportunities into its initial 2022 work plan by Q4 2022 and will evaluate requests on a case-by-case basis.	No change
15.6 Closing the Participation Gap	CMO, in collaboration with the other departments, will research best practices and develop a resource list of options by Q3 2022.	No change
15.7 DEIB Dashboards	CMO will coordinate the completion of all remaining R-5434 dashboards in Q3 2021.	No change
16.1 CIP Feedback and Participation Plan	Public Works and CMO will expand current options for community input on the CIP to inform the adoption of the 2023-2028 CIP (Q3 2022).	Q4 2023
16.2 Community Participation Compensation Policy	CMO and Finance and Administration will develop a pilot program for implementation by Q2 2022.	Q3 2022
16.3 Body Worn Camera Pilot Program	CMO will begin a community engagement process for the body worn camera pilot program by Q4 2021 for an implementation of the program by Q2 2022.	Complete and ongoing

17.1 Standardized Data Sources	Planning and Building, Information Technology, and CMO will develop a pilot data tool that incorporates available demographic data sources for initial launch by Q3 2022.	Complete and ongoing
17.2 Equity Impact Assessment for the CIP	CMO, Finance and Administration, and Public Works will integrate an equity impact assessment into the 2023-2028 CIP adoption process (Q3 2022).	Complete and ongoing
17.3 Equity Analysis in the City's Planning Documents and Processes	CMO will assist all departments in incorporating an equity impact assessment into their master and strategic planning documents beginning in Q3 2022.	Q2 2023
18.1 Cooling and Warming Center Activation	Office of Emergency Management and CMO will implement a plan in coordination with community partners that will be ready to implement by Q2 2022.	Q4 2022
18.2 Maintaining and Enhancing the City's Infrastructure	Public Works and CMO will audit and update current materials for implementation by Q3 2022.	Q4 2022
18.3 Maintaining and Expanding Opportunities to Internet Access	IT and Finance & Administration will research and provide options to the City Manager by Q3 2022.	Q2 2023