



Human Services Commission Meeting

Date: November 22, 2022

Time: 6:30 p.m.

Place: Virtual Zoom Meeting -

Webinar ID: [https://kirklandwa-](https://kirklandwa.gov.zoom.us/j/85815841707?pwd=ZEJUZUVxVmtaZzM0T0piSWIPd0tuUT09)

[gov.zoom.us/j/85815841707?pwd=ZEJUZUVxVmtaZzM0T0piSWIPd0tuUT09](https://kirklandwa.gov.zoom.us/j/85815841707?pwd=ZEJUZUVxVmtaZzM0T0piSWIPd0tuUT09)

Passcode: 822788

The commission is directed by the City Council to advise the Parks and Community Services Department, City Manager, and City Council in leading the City's efforts to support a socially sustainable community through health and human services and programs that fulfill the basic needs of all people and enhance the quality of life in our city now and into the future.

AGENDA

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. LAND ACKNOWLEDGMENT**
- 4. APPROVAL OF MINUTES**
 - a. November 1, 2022
- 5. ITEMS FROM THE AUDIENCE**
- 6. BUSINESS ITEMS**
 - a. 2023-24 Human Services Grant Recommendations Update
 - b. Teen Union Building (KTUB) Proposal Update
 - c. DEIB Update
- 8. COMMUNICATIONS**
 - a. Commissioner Reports
 - b. Staff Reports and Announcements
- 9. ADJOURNMENT**

Upcoming Commission Activities:

December 13, 2022 – Special Meeting

January 24, 2023 – Regular Meeting

Alternate Formats: Persons with disabilities may request materials in alternative formats. Persons with hearing impairments may access the Washington State Telecommunications Relay Service at 711.

Title VI: Kirkland's policy is to fully comply with Title VI of the Civil Rights Act by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with the City.

To request an alternate format, file a complaint or for questions about Kirkland's Title VI Program, contact the Title VI Coordinator at 425-587-3011 or titlevicoordinator@kirklandwa.gov.

The City of Kirkland strives to accommodate people with disabilities. Please contact the City Clerk's Office at 425.587.3190, or for TTY Services call 425.587.3111 (by noon the work day prior to the meeting) if we can be of assistance. If you should experience difficulty hearing the proceedings, please bring this to the attention of the Chairperson by raising your hand.

CITY OF KIRKLAND

HUMAN SERVICES COMMISSION

Minutes Commission Regular Meeting

November 1, 2022

1. CALL TO ORDER

Meeting was called to order at 6:35 pm by Chair Gildas Cheung

2. ROLL CALL

Members Present: Commissioners, Jonathan Stutz, Gabriella Lopez Vazquez, Marjorie Carlson, Vice Chair Jory Hamilton, and Chair Gildas Cheung.

Commissioner Michelle Alten-Kahler, absent

Staff Present: Jen Boone, Human Services Manager, Anny Smith, Human Services Coordinator, Amanda Judd, Human Services Coordinator

Meeting Recorder: Regi Schubiger, Youth Services Coordinator

3. LAND ACKNOWLEDGEMENT

Commissioner Marjorie Carlson read the Local Land Acknowledgement. Vice Chair Jory Hamilton will read the acknowledgement for the next meeting on November 22nd.

4. APPROVE MINUTES

Chair Jory Hamilton requested a motion to approve the September 27,2022 minutes. Motion made by Vice Chair Jory Hamilton and seconded by seconded by Marjorie Carlson

Motioned carried (Yes: 5 No: 0).

5. ITEMS FROM THE AUDIENCE

None

6. BUSINESS ITEMS

- a. 2023-24 Human Services Grant Recommendations Update

Human Services Manager Jen Boone gave an update on the Human Services Grant Recommendations following the City Council special budget study session meeting that occurred on October 25, 2022.

The City Council requested that the Commission provide a forced ranking list for the programs included in Option B and C. Council is supportive of the recommendations but may be unable to fully fund the additional one-time funding request. The Commission's ranked list provides Council with the Commission's highest priorities for 2023-24.

b. Teen Union Building (KTUB) Update

Human Services Manager Jen Boone and Youth Services Coordinator Regi Schubiger provided an update on the future of the Kirkland Teen Union Building (KTUB), including a presentation on the City's vision for its use. City Council has requested that two proposals, one from an external partner and one from the City be presented for consideration. City Council will be presented with both options and is expected to make the final decision in late 2022 or early 2023.

Currently a review committee made up of City staff are reviewing five Request for Proposals that were submitted from local service organizations to determine which proposals will be selected to interview. Simultaneously, staff is working on a city-operated model. At the November 22nd Human Services Commission meeting, Commissioners will be asked for their input on the top proposal(s).

c. 2023 Planning and Meeting Structure

Human Services Manager Jen Boone presented the proposed calendar for 2023 and requested a discussion on the topics and organizations the Commission would like to invite as part of the 2023 meeting calendar.

7. COMMUNICATIONS

a. Reports

An update on the Human Services Commission recruitment was provided by Jen Boone.

Human Services Manager Jen Boone brought up the recent resident/tenant concerns with Imagine Housing.

Commissioner Jonathan Stutz attended the Kirkland Health Fair at Juanita High School on September 27th.

9. ADJOURNMENT

Chair Gildas Cheung requested a motion to adjourn. Moved by Commissioner Jonathan Stutz and seconded by Commissioner Gabriella Lopez Vazquez. The meeting was adjourned at 8:30 p.m.



CITY OF KIRKLAND
Department of Parks & Community Services
123 5th Avenue, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: Human Services Commission

From: Lynn Zwaagstra, Director
Jen Boone, Human Services Manager

Date: November 15, 2022

Subject: 2023-2024 Human Services Grants Update

RECOMMENDATION

The Human Services Commission receive an update following the November 15, 2022 City Council meeting.

BACKGROUND DISCUSSION

At the November 1 Special Meeting, the Commission approved a ranked order of its one-time requests to help Council understand the priorities of the Commission if City Council was unable to fully fund the additional one-time funding request. The Commission submitted a [one-time ranked list](#) to Council for consideration at its November 15, 2022 meeting.

In addition, the City received a funding request from the King County Promotoras Network (KCPN) to support the Kirkland Health and Wellness Fair for 2023 and 2024. Recognizing the alignment of the Health Fair with Commission priorities and the 2023-24 framework, staff recommended Council consider the KCPN's request as part of the one-time grants funding discussion. **Attachment A** is a copy of the funding request from KCPN.

Staff will share a synopsis from the November 15, 2022 City Council meeting and next steps on the 2023-24 grants process.

Attachment B shares a copy of the Human Services Issue Paper that accompanied the budget process and City Council's consideration of the Commission's grant funding recommendations.

ATTACHMENT A – King County Promotoras Network 2023-24 Funding Request

ATTACHMENT B – 2023-24 Human Services Issue Paper

ATTACHMENT A

November 14, 2022

Dear Kurt, Lynn, Jen, and Antoinette,

I hope this e-mail finds you well and enjoying the early wintery weather. Today we write to you with a formal request related to Kirkland health fairs for the upcoming two years. On October 8th, 2022, Kirkland city staff, [King County Promotores Network](#) (KCPN), partners, and community members gathered at Juanita High School to launch the Kirkland Health and Wellness Fair. Based on community feedback, this was the most celebrated and favorably recognized health fair ever organized by KCPN and its partners.

As a result of this event, 921 community members were offered a range of free health and wellness services. The program included 21 booths with information and resources related to local programs and community services. We also provided healthcare screenings, dental services, COVID-19 vaccines/boosters, flu shots, activities for children, food, entertainment, raffle prizes, and free giveaways. During this event, 269 community members submitted the survey. Based on these results, participants identified 38 countries of origin and 24 languages with dialects recognized and spoken within Kirkland. See summary highlights and survey in Attachment A.

Promotores focused on outreach to historically marginalized populations, those who lack access to healthcare, and those who are non-English speaking members of the community. The health fair allowed people to come together, interact with other neighbors, and feel a sense of community. Additionally, this event was strategically planned based on recommendations from the Latino community to the City of Kirkland. For a copy of the report "2021 Latinos in Kirkland-10 Community Priorities & Recommendations", please email Anny Smith at amsmith@kirklandwa.gov.

For the past two years, KCPN has received ARPA funds through the City of Kirkland Human Services Division, allowing KCPN to allocate a budget of \$40,000 for the strategic planning and implementation of this event. Through this letter, we would like to request an additional \$40,000 per year for the next two years (2023 and 2024), for a total of \$80,000 to secure the operations and staffing. Funding will directly support the two health fairs and as a result, outline a process that generates a mentorship opportunity for local BIPOC groups and organizations. Our vision is to build a culture of health, inclusion, and opportunities for both people and providers in Kirkland. We aim to keep in touch with the pulse of the community and provide insight into the local status

as it relates to social determinants of health and wellness. This process can lead to further authentic services and partnerships for Kirkland families and individuals.

KCPN is a dedicated champion of equity and social justice in all aspects of its work. For the past six years, KCPN has been working diligently to advance trust and relationships as it relates to BIPOC communities in the Eastside area. For the past four years, Promotores have been building opportunities for collaboration and actions that directly impact the lives of our Kirkland community in a positive light. Additionally, we allow space for the integration of natural community leaders in civic activities that are meaningful to them. Below is a sample list of these activities:

- 2019-2020 Census
- 2020-2022 COVID-19 Rapid response-PHSKC Navigator Program
- 2020 Mi Kirkland Latino
- 2020-2022 City of Kirkland Resources & information Guide (Co-Creator)
- 2021 Latinx Health Board-Promotores Auxiliares
- 2021 Latinos in Kirkland-10 Community Priorities & Recommendations
- 2021-2022 Webinars-Platicas & Novedades (Co-Lead)
- 2021 Kirkland Health Fair-Partner
- 2022 Kirkland Health and Wellness Fair-Lead Agency

Thank you for taking the time to review this request to fund future Kirkland health fairs. Our vision is to continue building a foundation where health, inclusion, and opportunities for the Kirkland community continue to prosper. As you can see, our summary of results can further reinforce our recent health fair's positive impact and the potential growth it can sustain in years to come. Please let me know if you have any questions. Your consideration of this request is highly appreciated.

Respectfully,

Mercedes Cordova-Hakim
King County Promotores Network
Founder & Co-Lead
(206) 280-9055
mercedes@promotoresnetwork.org

Learn/Share/Network/Transform



EVENT HIGHLIGHTS

2022 KIRKLAND

HEALTH & WELLNESS FAIR

SAT OCT 8, 2022
10 AM - 2 PM

JUANITA HIGH SCHOOL
10601 NE 132nd Street
Kirkland, WA 98034

EVENT OVERVIEW



The vision for this event was to provide the Kirkland community a wide range of health services. Great emphasis was placed on **outreach to historically marginalized populations, those who lack access to healthcare, and those who are non-English speaking community members.**

EVENT OVERVIEW

This is the second health fair sponsored by the City of Kirkland. **Our focus was placed on safety, community trust, and providing a meaningful experience.**

Both inclusion and integration of community members within the planning process played a significant role for the success of this event.

This free event offered basic health care services, health screenings, and COVID-19 immunizations for both children and adults. In addition, flu shots, dental services, social services information, food, entertainment, and giveaways were offered to the community.

EVENT OVERVIEW



This event was made possible in partnership with City of Kirkland, King County Promotores Network (KCPN), Public Health of Seattle & King County, ACASA Pharmacy and Latinos Promoting Good Health.

It is our hope that this event **inspired the community to observe a healthier, richer, and more resourceful lifestyle.**

2022 KIRKLAND HEALTH & WELLNESS FAIR

SAT OCT 8, 2022
10 AM - 2 PM

JUANITA HIGH SCHOOL
10601 NE 132nd Street
Kirkland, WA 98034

CONTACT
Mercedes Cordova-Hakim
(206) 280-9055
mercedes@promotoresnetwork.org

FOLLOW US
promotoresnetwork.org

YOU ARE INVITED!

FREE SERVICES INCLUDE:

COVID-19 Vaccinations: Moderna & Pfizer Vaccines available for babies 6 months and up, children, youth and adults. Gift cards for Adults 18 years+ receiving their 1st or 2nd vaccine dose.

New Boosters: Available for ages 12+

Flu Shots: Available for ages 3+

For questions and additional vaccine info: ACASA Pharmacy (425) 364-9227

Health Screenings: Blood pressure, cholesterol, Body Mass Index (BMI), and blood glucose

Dental Services: Limited URGENT dental care such as extractions, fillings, X rays, and dental exams. By appointment only for eligible King County residents.
For additional information & appointments please call 1 (800) 756-5437

Local Health & Community Services: information, resources, food, music, raffles, giveaways, and so much more! Language assistance available in Spanish, Portuguese, Russian, Filipino, Cantonese, and Mandarin.

All are welcome!

This community event is brought to you in partnership with:

OUTREACH

Over 5,000 flyers were distributed and offered in 5 different languages.

Methods of outreach included social media, telephone, and personal invitations made by the City of Kirkland, KCPN, and community partners.

2022 KIRKLAND FEIRA DE SAÚDE E SERVIÇOS SOCIAIS

8 DE OUTUBRO DE 2022
10 AM - 2 PM

JUANITA HIGH SCHOOL
10601 NE 132nd Street
Kirkland, WA 98034

SICAHOS
promotoresnetwork.org

¡VOCÉ ESTÁ CONVIDADO!

SERVIÇOS GRATUITOS:

Vacinas COVID-19: Vacinas Moderna e Pfizer disponíveis para bebés com 6 meses ou mais, crianças, jovens e adultos. Cartões de presente para adultos com 18 anos ou mais que recebem a sua 1ª ou 2ª dose de vacina.

Novos reforços: Disponíveis para idades 12+ anos ou mais.

Atalhos de gripe: Disponíveis para idades 3+ anos ou mais.

Exames de saúde: Pressão arterial, colesterol, Índice de Massa Corporal (IMC) e níveis de glicose.

Serviços Dentários: Assistência URGENTE e limitada para cuidados dentários, extrações, enchimentos e raios X e exames dentários. Por agendamento apenas para residentes elegíveis do Condado de King. Para mais informações e agendamentos, por favor ligue para 1 (800) 756-5437.

Serviços Comunitários e de Saúde: Informação, recursos, raffles e sorteios, comida, música e variedade de serviços comunitários disponíveis nos idiomas Espanhol, Português, Russo, Tagalog, Cantoneês e Mandarim.

Todos são bem-vindos!
Este evento comunitário é oferecido em parceria com:

2022 KIRKLAND FERIA DE SALUD & BIENESTAR

SÁBADO, 8 DE OCT 2022
10 AM - 2 PM

JUANITA HIGH SCHOOL
10601 NE 132nd Street
Kirkland, WA 98034

SICUENOS
promotoresnetwork.org

¡USTED ESTÁ INVITADO!

SERVICIOS GRATUITOS:

Vacinas COVID-19: Vacinas Moderna e Pfizer para bebés de 6 meses en adelante, niños, jóvenes y adultos. Tarjetas de regalo para adultos de 18 años de edad que reciben su 1ª o 2ª dosis de vacuna.

Vacinas de Refuerzo Actualizadas: Disponibles para personas mayores de 12 años.

Vacinas contra la Gripe/Flu: Disponibles para niños de 3 años en adelante.

Pruebas de salud: Presión arterial, colesterol, índice de masa corporal (IMC) y glucosa en sangre.

Servicios Dentales: Atención URGENTE y limitada para procedimientos dentales, extracciones, rellenos y rayos X dentales. Por agendamiento solamente para residentes elegibles del Condado de King. Para más información y citas, por favor llame al 1 (800) 756-5437.

Servicios Comunitarios y de Bienestar de Salud: Se ofrecen servicios de información y recursos de salud comunitarios, música, alimentos y variedad de servicios disponibles en Español, Portugués, Ruso, Tagalog, Cantoneés y Mandarín.

¡Todos son bienvenidos!
Este evento de salud y bienestar comunitario es ofrecido en:

2022 KIRKLAND ЯРМАРКА ЗДОРОВ'Я И ХОРОШЕГО САМОЧУВСТВИЯ

СУББОТА 8 ОКТЯБРЯ
10 AM - 2 PM

JUANITA HIGH SCHOOL
10601 NE 132nd Street
Kirkland, WA 98034

ПОДПИСЫВАЙТЕСЬ НА НАС
promotoresnetwork.org

ВЫ ПРИГЛАШЕНЫ!

БЕСПЛАТНЫЕ СЕРВИСЫ:

COVID-19 Вакцинация: Вакцины Moderna и Pfizer для детей от 6 месяцев и старше и для взрослых. Подарочные сертификаты на взрослые 18 лет и старше, получающие свою 1-ю или 2-ю дозу вакцины.

Вакцины от гриппа: Доступны для взрослых от 3 лет и старше. По всем вопросам и вакцинации обращайтесь: ACASA Pharmacy (425) 364-9227

Прививка против гриппа/гриппозной лихорадки: Доступна для детей от 3 лет и старше.

Проверка здоровья: Проверка давления, холестерин, индекс массы тела и уровень сахара.

Услуги стоматолога: Предоставляются ограниченные услуги по неотложным случаям, включая экстракции, пломбы и рентгеновские снимки. Только по предварительной записи для жителей округа Кинг. Для дополнительной информации и записи, пожалуйста, позвоните по телефону 1 (800) 756-5437.

Местные общественные службы и социальные услуги: Предоставляется информация, ресурсы, розыгрыши, музыка и разнообразные услуги сообщества, доступные на испанском, португальском, русском, филиппинском, кантонском и мандаринском языках.

Добро пожаловать!

Этот мероприятие проводится в партнерстве с:

2022 KIRKLAND ЯРМАРОК ЗДОРОВ'Я ТА ГАРНОГО САМОВІДЧУТТЯ

СУБОТА 8 ЖОВТНЯ
10 AM - 2 PM

JUANITA HIGH SCHOOL
10601 NE 132nd Street
Kirkland, WA 98034

СЛАЙДУ ЗА НАМИ
promotoresnetwork.org

ВИ ЗАПРОШЕНІ!

БЕЗКОШТОВНІ ПОСЛУГИ:

COVID-19 Вакцинація: Вакцини Moderna і Pfizer для дітей від 6 місяців і старше та для дорослих. Сертифікати подарунків на дорослих 18 років і старших, які отримують свою 1-ю або 2-ю дозу вакцини.

Вакцини від грипу: Доступні для дітей від 3 років і старших. По всіх питаннях про вакцинацію звертайтеся: ACASA Pharmacy (425) 364-9227

Прививка проти грипу/грипової лихоманки: Доступна для дітей від 3 років і старших.

Перевірка здоров'я: Перевірка кровного тиску, холестерину, індексу маси тіла та рівня цукру.

Служби стоматолога: Обмежені послуги стоматолога, включаючи екстракції, заповнення, рентгенівські знімки та інші послуги. Тільки за попереднім записом для мешканців округу Кінг. Для додаткової інформації та запису, будь ласка, зателефонуйте за номером 1 (800) 756-5437.

Місцеві громадські послуги та соціальні послуги: Надано інформацію, ресурси, розваги, музичні заходи, послуги громади, доступні на іспанській, португальській, російській, філіппинській, кантонській та мандаринській мовах.

Ласкаво просимо!

Ця подія проводиться в партнерстві з:



**PEOPLE
ATTENDED**

921

**WELCOME BAGS
DISTRIBUTED**

1,048

76 HEALTH SCREENINGS COMPLETED

63

BASIC HEALTH SCREENINGS



13

AIC SCREENINGS



PARTNERS:

UW Medicine

UW SCHOOL OF MEDICINE



SCHOOL OF PHARMACY
UNIVERSITY of WASHINGTON

2

DOCTORS



17

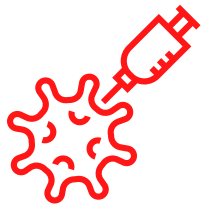
MEDICAL STUDENTS



261 VACCINES ADMINISTERED

111

COVID-19



BABY: 4 (1ST DOSE)

CHILDREN: 26 (7-1ST, 19-2ND)

YOUTH: 38 (0-1ST, 3-2ND, 35-BOOSTERS)

ADULT: 43 (2 PEOPLE RECEIVED 1ST DOSE

1 PERSON RECEIVED 2ND DOSE.

TOTAL BOOSTERS ADMINISTERED = 40



150

FLU SHOTS



CHILDREN: 63

ADULT: 87

4

MEDICAL
STUDENTS



PARTNERS:



SCHOOL OF PHARMACY
UNIVERSITY of WASHINGTON



21 RESOURCE TABLES

4 Tomorrow
 City of Kirkland
 City of Kirkland Parks Services
 CHAP-Public Health
 Chinese Information and Service Center
 Eastside for All
 Eastside Legal Assistance Program
 Entre Hermanos
 Fire Department
 Health Point
 Hopelink

ICHS
 King County Library Services
 King County Metro-Transportation Planner
 King County Promotores Network (KCPN)
 Lake Washington Technical College
 Public Health-Seattle & King County-Dental Services
 Public Health Seattle & King County Navigator Program
 Sophia Way
 WA Department of Ecology-Air Quality
 Youth Eastside Services (Y.E.S)





60 VOLUNTEERS + PROMOTORES



32 VOLUNTEERS

10 STUDENT/PARENT VOLUNTEERS

18 KCPN PROMOTORES

A great and noble event.

Well organized, friendly volunteers.

These activities are necessary for our community, especially for new residents.

21

**\$50 GIFT CARDS
PROVIDED BY PUBLIC
HEALTH DENTAL SERVICES**



65

**\$50 GIFT CARDS
PROVIDED BY CITY OF
KIRKLAND TO COVID 19
VACCINATIONS**



15

**\$50 GIFT CARDS
RAFFLE PRIZES**



12

GIFT BAGS





375

**LUNCH TRAYS &
SNACKS SERVED**

269

**SURVEYS
COMPLETED**

COORDINATING COMMITTEE

Cecilia Martinez - Volunteer/General Meeting Coordination

Gaby Lopez - Health Area Coordination

Maru De La Peña - Exhibitor Area Coordination

Catalina Porterfield - Welcome Table Coordination

Angelica Flores- Volunteer Room Coordination

Liliana Medina - Parent Outreach

Anny Smith - City of Kirkland/Health

Erika Mascorro - City of Kirkland

Giselle Zapata - Garcia - Public Health: Dental Services & Health Screenings

Don Robinson - City of Kirkland

Luis Navarro - COVID-19 & Flu Vaccination

Mercedes Cordova-Hakim - General Event Coordination

THANK YOU!

Our highest appreciation to all the KCPN Promotores, volunteers and community partners who made this event possible. Also, to Debbie Lacy and City of Kirkland staff for their support and endless advocacy for this event.



For questions and comments e-mail:
mercedes@promotoresnetwork.org

2022 Kirkland Health & Wellness Fair
 Juanita High School
 10.08.22

GENERAL SURVEY

Surveys completed: 269

Please tell us:

How did you learn about this event?

120	Social Media
41	Community Program/Organization
141	Community Flyer
43	City of Kirkland Web page/City News Letter
58	LWSD Schools
61	Family, Friend or Neighbors
54	Other: <ul style="list-style-type: none"> • KCPN/Promotor Facebook networks • Work (Restaurant) • Local market/Tienda • City Council • City e-mail • Evergreen Hospital • My Doctor • Program event Volunteer • Through volunteering at the city of Kirtland • Community Volunteer • Park's e-mail • Health Fair committee member • Library • 4 Tomorrow • Learn more about the health fair • Y.E.S - JHS Latino Club

Health

What health services are you looking for?

93	COVID-19 Vaccine
120	COVID-19 Booster
130	Flu Shots
112	Health Screenings
86	Dental services
141	Other:

2022 Kirkland Health & Wellness Fair
 Juanita High School
 10.08.22

GENERAL SURVEY

Surveys completed: 269

	<ul style="list-style-type: none"> • COVID-19 Tests • Health care resources • Free dental services • Info about Cancer patient support groups in the community • Free prescription services • Local social services • Housing information • City community resources • Free resources for families • Resources for homeless people
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I have medical insurance (Adult):

83	Yes
75	No
1	"I'm in between"

My children have Medical Insurance:

45	Yes
37	No

Education

What information are you looking for?

33	Child care
31	Early Education
23	Special Needs
51	Schools/School District info about: <ul style="list-style-type: none"> • Learn more about extracurricular activities • How schools communicate with bilingual parents • Free Music classes/schools • Volunteering opportunities • Technical schools for adults • Other free classes offered to parents by the district • Free ESL classes/English classes

2022 Kirkland Health & Wellness Fair
 Juanita High School
 10.08.22

GENERAL SURVEY

Surveys completed: 269

	<ul style="list-style-type: none"> • How to care for children with special needs • Free child care
49	<p>Adult Education:</p> <ul style="list-style-type: none"> • I would like to talk to a specialist in Adult ed. • Tech school • Apprenticeships • Mental health education for adults and youths • Scholarships for higher education • Health industry • Small Business • Local Free ESL classes • Jobs opportunities in Kirkland • How does the City of Kirkland work? • ESL • Safety in the community
64	<p>Other:</p> <ul style="list-style-type: none"> • Community Leadership • Higher education/scholarships • Volunteer/Internships opportunities • Preventive Health services • Know your rights • Immigration services • Supports for new families in the community. • How to get a job within the city • Family supports: Housing, food, free health services, etc. • Free activities for families • Free athletic activities for youth/children • Diversity and elected officials in Kirkland • Kirkland Road Map • Social services in Kirkland

2022 Kirkland Health & Wellness Fair
 Juanita High School
 10.08.22

GENERAL SURVEY

Surveys completed: 269

Community Services

I am looking for information and resources related to:

75	<p>I am not sure what I am looking for:</p> <ul style="list-style-type: none"> • Metro • Rent assistance resources • Housing • Rent support (housing) • Supports and and info related to Social determinants of health within the Kirkland community • Holiday programs and supports for my family • Kirkland Police Department • Free programs and services for immigrant and refugee families in Kirkland • List of services in Kirkland • LWSD
129	<p>I want to explore the activities and services offered here today.</p>
15	<p>Other:</p> <ul style="list-style-type: none"> • Senior health and wellness • Worker's compensation • Free Transportation services in the Eastside • Resources for Seniors on the Eastside • Free Immigration services • Free legal services in Kirkland • Job opportunities • Free Translation and interpretation services in Kirkland • Vocational leaning • Free Music Classes (adults) • Rent supports (Housing) • Free exercise community programs • Housing-Mortgage- Support programs • Small business classes • Rent assistance • Resources for single parent- families • Ethnic support groups in Kirkland?

2022 Kirkland Health & Wellness Fair
 Juanita High School
 10.08.22

GENERAL SURVEY

Surveys completed: 269

Attendance

How many ADULTS came with you today (including yourself)

<i># Participants</i>	<i>Age</i>
19	18-20
38	20-29 yrs.
51	30-39 yrs.
79	40-49 yrs.
39	50-59 yrs.
38	60-69 yrs.
9	70-79 yrs.
9	80+ yrs.

How many CHILDREN came with you today?

<i># Participants</i>	<i>Age</i>
15	1-11 mos.
20	1-5 yrs.
25	6-10 yrs.
34	11-15 yrs.
12	16-17 yrs.

Where do you live/City:

134	Kirkland
12	Edmonds
31	Bothell
21	Bellevue
8	Seattle
10	Kenmore
46	Redmond
1	Eastern WA
6	Sammamish

2022 Kirkland Health & Wellness Fair
 Juanita High School
 10.08.22

GENERAL SURVEY

Surveys completed: 269

2	Des Moines
2	Mill Creek-Snohomish
2	Mountlake Terrace
6	Lake City
3	Lynwood
2	Puyallup
2	Tukwila
4	Woodinville
2	Shoreline

Ethnicity, race or nationality:

60	Caucasian/White
18	White, South Asian
62	Asian
26	Asian-Indian
2	Afghani
98	Latinos /Hispanic/Latinx, Mexicanos/Purépecha/Mixtecos/Triqui, El Salvador, Perú, Nicaragua, Ecuador, Argentina)
37	Latin-American
26	Brazilian/Portuguese
16	African-American
2	African
5	Pacific Islander, Samoan, Filipinos
2	Japanese
8	Middle Eastern/Arab
1	White-Middle Eastern
11	Russian
3	Ukrainian
3	Vietnamese
15	Mix race

Primary language spoken:

2022 Kirkland Health & Wellness Fair
Juanita High School
10.08.22

GENERAL SURVEY

Surveys completed: 269

129	English
4	English/Arabic
4	English-Manipuri (Tibet/Burman)
6	Chinese, Mandarin-English
19	Chinese, Cantonese
4	Japanese
26	Portuguese (Brazil)- Portuguese/Mirandese (Portugal)
62	Spanish-English
2	Somali, Oromo
86	Spanish/Español, Purépecha, Mixteco, Cuicateco, Triqui
12	Hindi, Telugu, Saurashtra,
5	Pacific Islander, Samoan, Tagalog
6	Farsi, Pashto
8	Arabic
11	Russian
3	Ukrainian
3	Vietnamese

Additional Comments/Suggestion:

- *Thank you for offering this event. As new residents this is really helpful.*
- *I said I did not know that I was looking for, because we have never been to one of this events.*
- *Everything was great. I love the organization.*
- *A great and noble event.*
- *Very well organized.*
- *Thank you for the health services for the community.*
- *Great services- Looking for services for my M-I-L- Thank you!*
- *This is an amazing initiative- Thank you for doing this!*
- *I need to go to work but wanted to stop check this out. Wish I could stay longer-Well done!*
- *This is such an important event-You may need better advertise it- I saw the flyer by chance. Also I volunteer for a non-profit. that may have been interested in a table.*
- *The school posted the information late-Good event.*
- *This was a great fun event.*

- *Thank you for having this (event) we had a hard time finding locations that work for us.*
- *Love it!*
- *Thank you very much for having us...*

2022 Kirkland Health & Wellness Fair
Juanita High School
10.08.22

GENERAL SURVEY

Surveys completed: 269

- *Well organizes, friendly volunteers.*
- *Needed more outreach to other communities in King County.*
- *Wonderful event, so welcoming and helpful-Thank you!*
- *Thank you!*
- *We need more services in Kirkland.*
- *Love this type of events-good for the whole family.*
- *I am grateful for the dental service I received today.*
- *Thank you for answering my call-wanted to get more info about this event-Great!*
- *Well Done!*
- *My friend told me about this event.*
- *I loved the cakes and food-Thank you!*
- *Events like this help community come out of the COVID state of things-Good.*
- *These activities are necessary for our community, especially for new residents.*
- *I wish I knew about this event earlier... could have invited all my family...*
- *Organizers, local Programs and City need to do a better job at announcing this activity next year.*
- *I had fun!*
- *Great fair- I needed mental help resources for my family.*
- *I received health and dental services today-I am grateful.*
- *Event was too short.*
- *Thank you, City of Kirkland, for offering this event a second time. Please continue!*
- *Health screening services are highly appreciated-Good Service.*
- *We hope to come back next year.*
- *It was hard to use public transportation to come to the event.*
- *Great-We felt Welcome/Bienvenidos!*
- *Possibly more directions and signs next year.*
- *I want to volunteer for the next health fair.*
- *I was happy to find other neighbors from my community and people who spoke my language at this event.*
- *We need to do more outreach to seniors next time.*
- *Good event-We need Flyers in other languages*



CITY OF KIRKLAND
 Department of Parks & Community Services
 123 5th Avenue, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
 Michael Olson, Director of Finance & Administration

From: Lynn Zwaagstra, Director
 Jen Boone, Human Services Manager

Date: October 19, 2022

Subject: HUMAN SERVICES ISSUE PAPER

City of Kirkland Funding for Human Services

The City makes investments to address basic community needs through several City functions. While this issue paper focuses on human services grant funding, staff have included a summary of overall human services funding the City provides in the budget for additional context. Funding for Human Services is incorporated into a variety of operating and non-operating budgets. **Attachment A** summarizes the total human services funding provided by the City across all departments and functions.

Regional Approach to Human Services Grant Funding

The City's Human Services Division works regionally with North and East King County funders to coordinate, collaborate, facilitate, and fund support systems that help residents access basic needs, such as housing, food, healthcare, transportation, and sense of community belonging.

Kirkland has worked with other King County funders to develop a regional approach to funding, creating benefits that are three-fold: 1) nonprofit organizations experience easier access when seeking funding; 2) residents' ability to access services, improving their quality of life in Kirkland and the broader Eastside; and 3) leveraging the City's investment in human services grant funding leading to a greater impact in meeting the needs on the Eastside.

Recent examples of regional investment and partnership among King County cities include:

- Creation of an online joint application between 16 King County cities that agencies can apply for two-year funding to multiple cities using one application;
- Launch of a regional online data collection system, allowing for consistent information and improved alignment of programs and funding among cities;
- Participation in a pooled funding program with select north and east city funders so an agency receiving funding from multiple cities holds one contract, reducing overhead costs and reporting requirements;
- Shared training opportunities for Human Services Commissions to learn about incorporating equity into the grant decision-making framework, creating opportunity for small community-based organizations serving historically underserved communities to be considered for City funding.

Current Human Services Grant Funding

Since the City began investing in human services grants to nonprofit organizations in 1986, City funding for grant programs has been derived from ongoing funds approved in the Parks and Community Services Department's base budget, and one-time supplemental funding as authorized by the City Council during each budget cycle.

The ongoing base budget per year for human services for 2023-24 is \$969,237. For the 2021-22 biennium, City Council authorized one-time supplemental funding in the amount of \$241,889 for a total biennial budget of \$1,810,587.

Funding Sources

The City of Kirkland has added several funding streams to support human services for Kirkland residents over the last few biennium cycles.

Community Development Block Grant (CDBG)

Since it became a Joint Agreement City in the King County Urban Consortium in 2015, the City allocates its portion of public services funds from the federal Community Development Block Grant (CDBG) program to support human services. The estimated amount to support public services for 2023-24 is \$41,785 per year.

Enhanced Police Services and Community Safety Ballot Measure (Prop 1)

In 2018, Kirkland voters approved a 0.1% public safety sales tax that provided additional funding for human services to address homelessness, mental health needs, domestic violence, and suicide prevention for youth. Earlier this year, an additional \$186,406 was allocated to human services funding following a program modification to the [School Resource Officer \(SRO\) program](#). The funding available to support human services grants for 2023-24 is expected to be \$636,406 per year.

Multi Family Tax Credit Agreement with Kirkland Sustainable (MFTE)

In the fall of 2019, the City entered into an agreement with Kirkland Sustainable Investments, LLC (KSI) to offer new affordable rental housing units and City (and other public sector) employee rental housing units in downtown Kirkland. Part of this agreement called for "the payment to the City of 65% of KSI's property tax savings for use by the City to invest in low-income housing programs and in support of the Eastside Women and Family Shelter." Over the last three years of the agreement the City has supported housing navigators and client move-in assistance to families and women staying at the new Kirkland Place for Families and Women. The estimated funding available for 2023-24 is \$79,564 per year.

House Bill 1406

State House Bill 1406 dollars were allocated by the City Manager to fund human services programs administering rent assistance in 2021 and 2022 to support those experiencing housing instability during the pandemic. 1406 dollars will continue to support rent assistance for 2023-24. The estimated funding available is expected to be \$253,726 per year.

CARES and ARPA

Since the onset of the COVID-19 pandemic in 2020, the City has invested over \$3 million in federal dollars received from the Coronavirus Aid, Relief, and Economic Security Act (CARES) and the American Rescue Plan Act (ARPA) to allocate additional one-time

funding to meet the increased needs and subsequent demand for services in the community. In 2020, the City invested \$1.2 million in CARES dollars to support agencies facing increased administrative costs related to COVID-19, rent assistance, food, and other basic needs. In 2021, the City allocated \$1 million to support housing stability, behavioral health, digital equity, and vaccine incentives to underrepresented populations. In early 2022, an additional \$1.15 million was earmarked to support households with rent assistance. Staff anticipate unspent ARPA dollars earmarked for Human Services by end of 2022. The City Manager is proposing to reallocate the unspent dollars to help fund 2023-24 human services grants. The estimated unspent total is \$720,000, or \$360,000 per year.

The combined total funding proposed in the City Manager’s budget for 2023 and 2024 is \$4,681,436 (\$2,340,718 per year).

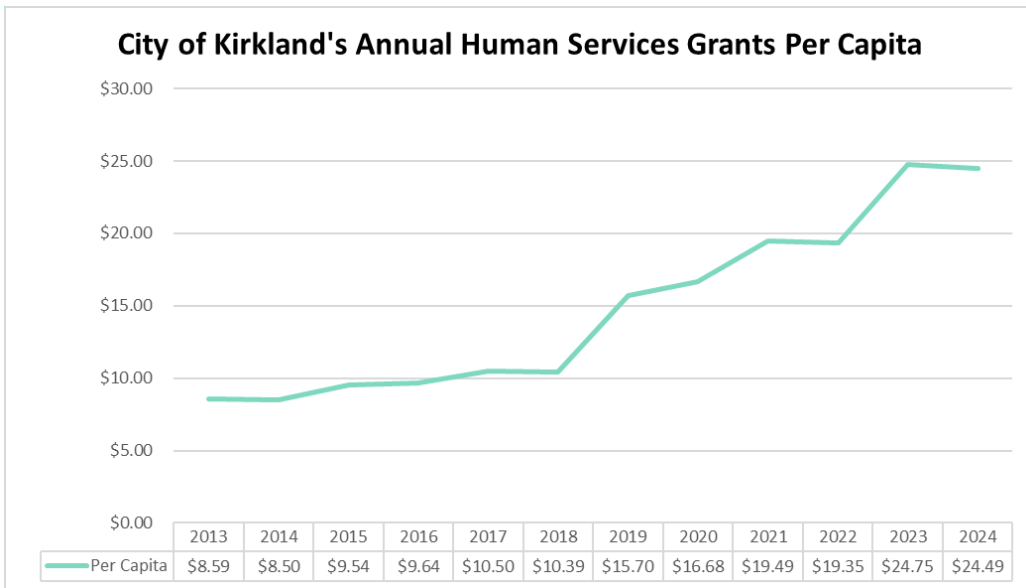
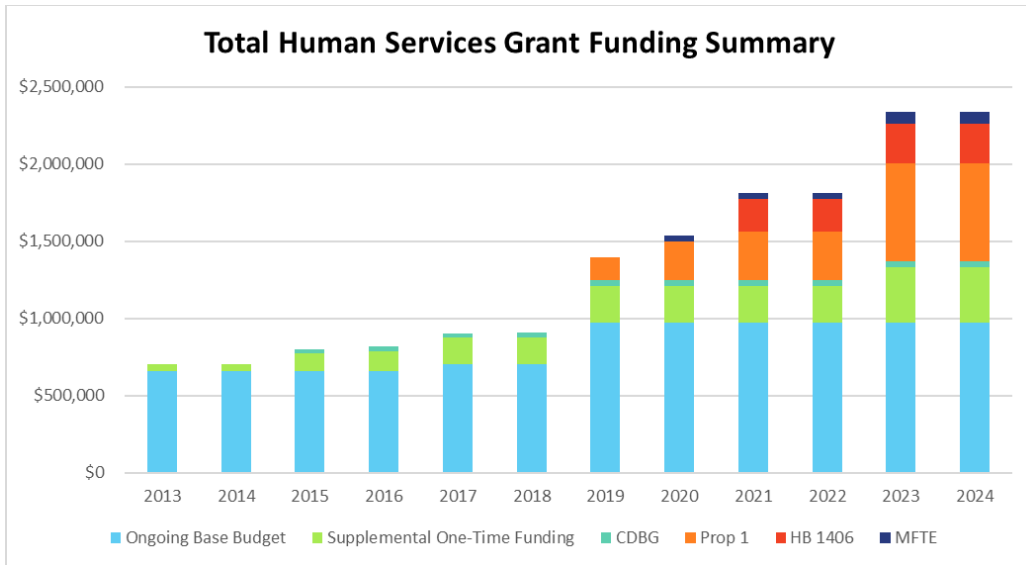
Table 1 summarizes funding amounts made available for human services grants since 2013.

Table 1. City of Kirkland Funding for Human Services Grants 2013 – 2024

Year	Population*	Ongoing Base Budget	Supplemental One-time Funding	CDBG	Community Safety Prop 1	WA HB 1406	MFTE	Total Funding	Per Capita
2013	81,730	\$656,944	\$44,814	\$0	\$0	\$0	\$0	\$701,758	\$8.59
2014	82,590	\$656,944	\$44,814	\$0	\$0	\$0	\$0	\$701,758	\$8.50
2015	83,460	\$656,944	\$114,679	\$24,470	\$0	\$0	\$0	\$796,093	\$9.54
2016	84,680	\$656,944	\$129,679	\$29,892	\$0	\$0	\$0	\$816,515	\$9.64
2017	86,080	\$701,758	\$171,149	\$30,691	\$0	\$0	\$0	\$903,598	\$10.50
2018	87,240	\$701,758	\$171,149	\$33,687	\$0	\$0	\$0	\$906,594	\$10.39
2019	88,940	\$969,237	\$241,889	\$36,664	\$148,818	\$0	\$0	\$1,396,608	\$15.70
2020	92,175	\$969,237	\$241,889	\$38,931	\$248,818	\$0	\$38,862	\$1,537,737	\$16.68
2021	92,900	\$969,237	\$241,889	\$38,931	\$310,000	\$211,668	\$38,862	\$1,810,587	\$19.49
2022	93,570	\$969,237	\$241,889	\$38,931	\$310,000	\$211,668	\$38,862	\$1,810,587	\$19.35
2023	94,590	\$969,237	\$360,000	\$41,785	\$636,406	\$253,726	\$79,564	\$2,340,718	\$24.75
2024	95,565	\$969,237	\$360,000	\$41,785	\$636,406	\$253,726	\$79,564	\$2,340,718	\$24.49

* 2023 and 2024 estimates based on King County estimated rate of growth from the Washington Office of Financial Management

Kirkland’s total funding amount for human services grants has increased annually, as shown in the following charts.



Comparison Snapshot: Neighboring Cities Human Services Investment

Table 2 provides a comparison of Kirkland and neighboring cities funding allocations for human services grants by total dollars invested and on a per capita basis. Due to the severity of need, jurisdictions are proposing additional one-time funding to support base budget investments for the 2023-24 cycle. The one-time funding request process differs by jurisdiction. The numbers included in the additional one-time funds' column are recommended for consideration as part of the budget process, the final number is not approved until the budget is passed.

Table 2. Human Services Annual Investment by Jurisdiction for 2023-24 Biennium

City	Estimated 2023 Population	Annual Human Services Grant Funds (Base Budget)	Per Capita Human Services Investment (Base Budget)	Additional One-Time Funds Requested ¹	Total Recommended Grant Funds ²	Total Recommended Per Capita Investment
Bellevue	155,578	\$2,275,000	\$14.62	\$2,713,131	\$4,988,131	\$32.06
Issaquah	41,396	\$500,000	\$12.08	\$56,720	\$556,720	\$13.45
Kirkland	94,590	\$1,726,992	\$18.26	\$613,726	\$2,340,718	\$24.75
Redmond	76,091	\$1,611,255	\$21.18	\$931,303	\$2,542,558	\$33.41
Sammamish	68,893	\$440,345	\$6.39	\$242,391	\$682,736	\$9.91
Shoreline	60,978	\$440,000	\$7.22	\$0	\$440,000	\$7.22

¹ The additional one-time supplementary fund request process differs by jurisdiction. The numbers are proposed as part of the budget process, additional one-time funds are not guaranteed until the budget is approved.

² The total recommended is per year not per biennium.

Comparison Snapshot - Current Need to Current Funds Available

Services Landscape

The Community Needs Assessment released by Hopelink in June 2022 identifies four overarching themes of program and service needs on the Eastside. The needs all stem from having insufficient financial resources to meet one’s needs in North and East King County. The themes are interrelated, and intersect with race, ethnicity, nativity, and personal history to shape the experience of poverty in the region. While the assessment uses the latest available data and reports, some data is based on pre-COVID findings and therefore is already outdated in assessing a hyper-current snapshot of needs. The themes are as follows:

1. Community members are challenged to meet their basic needs.
2. Lack of affordable housing is undermining household security and leading to displacement.
3. There are insufficient transit and transportation options for people with low incomes, particularly outside of urban centers.
4. There is persistent evidence of food insecurity and hunger.

Staff utilize the data and findings provided by the Needs Assessment to understand current trends and needs that impact the human services landscape. The full report released by Hopelink can be found [here](#) with the corresponding memo prepared for City Council earlier this year.

COVID-19

The new economic realities caused by current inflation, the shortfalls of the Great Resignation¹, and continued short and long-term financial and emotional impacts COVID-19 on low-income populations, intersected by systemic racism and the disproportionate impact the above referenced has on under-resourced and Black, Indigenous, People of Color (BIPOC) communities, add additional context to the current services landscape.

¹ The Great Resignation began in 2021 where employees resigned at an alarming rate in sectors most impacted by wage stagnation out of alignment with cost of living, job dissatisfaction, safety concerns due to COVID-19, and the desire for improved work-life balance.

- The demand for behavioral health services has skyrocketed and providers are unable to meet the need. Many workers in the behavioral health industry are leaving the sector because of burnout and pay inequity.
- There is significant demand for eviction prevention services, including emergency financial assistance and legal assistance for residents to maintain their housing. The demand for rent assistance far exceeds the supply as households face significant rent increases in tandem with higher living expenses due to inflation, leading to an ongoing need for assistance to maintain housing stability.
- Access to food continues to be an issue since the onset of the pandemic and is a barrier for folks maintaining stability.
- The needs of those disproportionately impacted by the pandemic and racism, specifically Black and African American, Indigenous, Latinx, immigrants, and refugees, require specific investment in services that are culturally competent, relevant, and appropriate.
- Agencies are requesting significantly higher investment of funds to keep workers in the nonprofit sector, as workers are leaving the industry due to the high levels of stress and demand from COVID-19 intertwined with pay inequity, secondary trauma, and general fatigue in supporting populations with increasingly chronic, and often intersecting needs.

Current Need

The number of grant applications and the total amount requested from community agencies to the City significantly increased from the previous biennium, with many agencies citing the need for additional funding to cover increased costs, staff retention, and higher demand of services. The average increase in request from programs awarded funding in 2021-22 is 94% with requested amounts ranging up to 700% increase in total ask compared to the previous biennium.

For the 2023-24 cycle, the City received 109 grant applications from community agencies, totaling \$8,716,708 for the upcoming biennium (\$4,358,354 per year), reflecting similar trends outlined in the services landscape discussion around unmet need. Table 3 summarizes the funds available compared to the current need since 2013.

Table 3. Comparison of Funds Requested to Funds Available

Budget Period	Total Funds Requested	Total Funds Available	Percentage of Requests Funded
2013-14	\$1,794,000	\$1,403,516	78.2%
2015-16	\$2,354,298	\$1,597,608 ¹	67.9%
2017-18	\$2,848,644	\$1,810,192 ¹	63.5%
2019-20	\$4,080,740	\$2,934,345 ²	71.9%
2021-22	\$4,741,854	\$3,197,838 ³	67.4%
2023-24	\$8,716,708	\$4,681,436	53.7%

¹ Includes CDBG

² Includes CDBG and Prop 1 funding

³ Includes CDBG and Prop 1 funding

⁴ Includes CDBG and Prop 1 funding; as proposed in the City Manager's 2023-24 budget

Human Services Commission

The City formed a Human Services Advisory Committee in 1986 to provide funding recommendations to the City Council for the distribution of grants to agencies providing human services to Kirkland residents. The Committee's role was limited to this purpose. In 2018, the City Council established a Human Services Commission (HSC) to align with Bellevue, Issaquah, Redmond, and Sammamish. The Commission meets monthly to understand current and emerging community needs, available community programs and the impact of such programs. The Commission is also available to provide additional policy guidance to Council and staff as needed.

Upon formation of the HSC, City Council requested the Commission proactively identify Kirkland needs and actively address those needs with recommendations to distribute grant funding. Correspondingly, the Commission recognized that certain areas of service needed to be prioritized regardless of the funding amount available. Each biennium, the Commission reviews the prior biennium's priorities and makes funding adjustments based on current need. Subsequently, their strategy has led to proposed increases in the level of funding for grants by way of one-time supplemental funding requests to be considered by City Council.

For the 2023-24 biennium, the Commission adjusted the framework in how they prepared grant recommendations to include the following considerations given the current services landscape.

- Invest a minimum of 10% of base budget recommendations to community-based organizations serving BIPOC communities
- Invest a minimum of 15% of total funding recommendations to community-based organizations serving BIPOC communities
- Reallocate the prior biennium's investment in larger organizations with greater capacity to seek other grants and shift those requests to be considered for supplemental one-time funding
- Include a cost-of-living adjustment of 7% for agencies which received 2021-22 funding
- Include unallocated grant funding set-aside support to support Indigenous and Black/African American residents

Recognizing the historical and disproportionate impact current events, like the pandemic, continue to have on BIPOC communities, the Commission's framework aligns with the direction from City Council for the Commission to strategize how the City is proactively responding to current community need.

Human Services Staff Support

The Human Services Element of the City's Comprehensive Plan supports the City to create a community where all residents have their physical, mental, economic, and social needs met, increasing the opportunity to enhance their quality of life in Kirkland. The City serves as facilitator and coordinator in addition to funder to meet this goal. City staff in the human services division are directed in the plan to do the following:

1. Regularly assess local human service needs and provide leadership in the development of services to address newly identified needs.
2. Promote community awareness of human service needs, the resources available to meet those needs and the gaps in services.
3. Provide funding for local nonprofit organizations serving the needs of Kirkland residents.
4. Maintain and support a Human Services Commission.
5. Commit Community Development Block Grant Funds (CDBG) to affordable housing and house repairs for low- and moderate-income residents.
6. Participate and provide leadership in local and regional human service efforts.
7. Encourage the development of partnerships among the City, schools, human services providers, and other stakeholders, to address the needs of children and families within the school setting.
8. Ensure human service programs are available and financially accessible.
9. Prior to adoption, consider impacts to human services of any proposed legislation, including City codes and regulations.
10. Administer community donation programs.

The 2021-22 biennium supported the expansion of the Human Services Division staff to include two new Human Services Coordinators, focused on wellbeing and equity. The Equity Coordinator position was originally time-limited to the end in December 2022 but was converted to an ongoing position earlier this year. In addition, the Supervisor position was reclassified to a Manager position to support the growth and expansion of the Division's role and impact in meeting the community's needs.

The City Manager is recommending an additional position in the Human Services Division to include a Street Outreach Worker position to support residents who are unhoused and experiencing homelessness. The position was originally included in the 2021-22 grants budget through a contract with an agency to provide the outreach services. The agency struggled to provide this service. Combined with the increased demand for services for those who are unhoused, it was determined that contracting with an outside agency was not meeting the current need. An internal position to support residents unhoused is a similar approach used in various cities on the Eastside, including Bellevue, Redmond, and Issaquah, increasing collaboration and capacity at the City level among first responders, Human Services staff, and other stakeholders to better coordinate in addressing homelessness. The addition of this position will add capacity to the Division, bolstering the City's ability to respond and support those who are unhoused, first responders, Parks staff, the business community, and residents.

The above activities address priorities identified by the City Council, the Human Services Commission, the 2018 Enhanced Police and Community Safety Ballot Measure, the City's Comprehensive Plan, and Resolutions R-5240 and R-5434 to continued investment in human services to meet basic human needs, allowing residents to thrive in Kirkland and the Eastside.

The continued investment in both the human services grant program and the expanded capacity of human services recommended in the City Manager's 2023-2024 budget responds to the significant needs of Kirkland residents resulting from the services landscape and takes an important step forward to proactively address community need using an equity lens.

ATTACHMENT A

City of Kirkland Human Services and Related Activities Funding

Funding for Human Services and related activities is incorporated into a variety of operating and non-operating budgets. The following summary provides an overview of funding for 2023-24 and includes 2021-22 as a comparison.

Program/Funding Source	2021-2022 Budget	2023-2024 Budget
Human Services Program Grants (including CDBG) ¹	3,353,834	3,396,921
Prop 1: Additional Grant Funding ²		312,354
Human Services Forum and Other Regional Programs	15,028	15,112
Prop 1: Women and Family Shelter Operations	200,000	200,000
Prop 1: Mental Health and Human Services Programs	420,000	441,211
Prop 1: Mental Health and Human Services Program Coordination	280,000	258,789
Human Services Coordination (including CDBG)	781,424	642,455
Homeless Outreach Coordination		328,882
WA HB 1406 (Affordable Housing Sales Tax): Rental Assistance ³	546,814	706,194
Senior Center Operations	572,369	647,019
Subtotal People in Need	6,169,469	6,948,937
Human Services Reserve Programming Uses	977,345	
ARPA Funded Rent Assistance, Healthcare, Housing Programs	1,916,289	
Subtotal People in Need - One Time Funding After Budget Adoption	2,893,634	
A Regional Coalition for Housing (ARCH) ⁴	1,486,561	1,716,133
Housing Initiative	150,000	-
Subtotal Affordable Housing	1,636,561	1,716,133
Community Safety Responders Program ⁵	1,819,026	2,450,122
Diversity, Equity, Inclusion and Belonging - Manager/Outreach	476,367	553,791
Community Court	145,487	145,567
Subtotal Inclusive & Welcoming Community	2,440,880	3,149,480
Community Safety Initiative: MIH-Funded Firefighter/EMT and Social Worker	648,376	733,808
Subtotal Fire & Emergency Medical Services	648,376	733,808
Domestic Violence Advocacy in the Police Department	996,089	1,021,011
Prop 1: Neighborhood Resource Officers (NROs) ⁶	556,796	539,518
Police School Resource Program (City-funded portion) ⁷	377,928	
Prop 1: 4 SROs in Kirkland Middle Schools (City-funded portion) ⁸	755,856	587,979
Subtotal Police Services	2,686,669	2,148,508
Senior Discounts for Utility and Garbage Services	97,475	125,473
Kirkland Cares (assistance with utility bills from utilities customer donations)	6,450	6,953
Subtotal Recycling & Garbage Collection	103,925	132,426
King County Alcohol Treatment Programs	48,000	56,000
Community Youth Services Program/Teen Center ⁹	534,591	828,043
Rent Subsidy for Youth Eastside Services ¹⁰	78,000	78,000
Recreation Class Discounts	14,000	32,000
Subtotal Other	674,591	994,043
Total Human Services and Related Activities Funding	17,254,105	15,823,335

TOTAL SPENDING PER CAPITA 2021-2022:	\$ 185.06
TOTAL SPENDING PER CAPITA 2023-2024:	\$ 169.11
SPENDING WITHOUT POLICE SERVICES PER CAPITA 2021-2022:	\$ 156.24
SPENDING WITHOUT POLICE SERVICES PER CAPITA 2023-2024:	\$ 146.15

¹ Additional Human Services funding approved by the Council is not included in these figures. The Council approved \$749,196 of CDBG-CV CARES Act funding for Human Services needs; \$526,756 of this is expected to carryover to 2023. Projected carryovers are included in the 2023-24 budget.

² Additional Prop 1 budget of \$186,406 per year was authorized by Council in 2022; of this, \$60,458 will offset the Homeless Outreach Coordinator position.

³ Affordable Housing Sales Tax budget in 2021-22 includes a 2020 carryover of \$123,478. The 2023-24 budget is \$253,726 per year and also includes a projected carryover of \$198,742 from 2022.

⁴ 2021-21 ARCH funding reflects the base budget amount of \$360,689, ongoing funding of \$295,872 from Community Development Block Grants (CDBG), and one-time service package funding of \$830,000. In addition to these amounts, Affordable Housing in Lieu fees totaling \$3,449,153 are expected to be remitted to ARCH or directly invested in affordable housing in 2021-22 that are not reflected in the table above. The 2023-2024 Budget includes the same funding elements with adjusted base budget (\$562,567) and CDBG (\$323,566) amounts.

⁵ The Community Safety Responder program was part of the 2021-22 Community Safety Initiative with 4 Community Responders; it was modified to add Lead and Supervisor positions in 2021, incorporating Prop 1 budget for the mental health services consultant from the Neighborhood Resource Officer Program.

⁶ The 2021-22 program originally included mental health professional services budget that was then moved to the Community Responder Program. The 2023-24 program includes budget for 1.63 FTE NROs.

⁷ In 2022, two SRO positions were converted to NRO and ProAct officer positions.

⁸ Program was reduced to 4 SRO positions in 2022, which is reflected in the 2023-24 budget.

⁹ 2023-24 budget includes the full expenses of running the Kirkland Teen Union Building.

¹⁰ Rent is waived completely; figure represents a conservative market rent equivalent.



CITY OF KIRKLAND
Department of Parks & Community Services
123 Fifth Ave, Kirkland, WA 98033 · 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: Human Services Commission

From: Lynn Zwaagstra, Director
Jen Boone, Human Services Manager
Regi Schubiger, Youth Services Coordinator

Date: November 15, 2022

Subject: Kirkland Teen Union Building (KTUB) Proposal Update

RECOMMENDATION:

The Human Services Commission receive an update on the Kirkland Teen Union Building (KTUB) proposal timeline.

BACKGROUND DISCUSSION:

At the November 1, 2022 Human Services Commission meeting, staff presented the City's vision for KTUB and provided an overview of the RFP (request for proposal) process. The original intent was to present and seek feedback from the Commission on the top external proposal(s) and City's proposal at the November 22, 2022 meeting. Staff is proposing the Commission consider holding a special meeting in December if they want to propose formal feedback on the external and City proposals. Staff will provide an update on current progress at the November 22, 2022 meeting.



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MEMORANDUM

To: Human Services Commission

From: Lynn Zwaagstra, Director
Jen Boone, Human Services Manager

Date: November 15, 2022

Subject: Diversity, Equity, Inclusion, and Belonging (DEIB) 5-Year Road Map Update

RECOMMENDATION:

The Human Services Commission meet the new Diversity, Equity, Inclusion and Belonging Manager, Erika Mascorro, and receive an update on the DEIB 5-Year Road Map.

BACKGROUND DISCUSSION:

In February 2017, City Council adopted [Resolution R-5240](#) declaring Kirkland a safe, inclusive, and welcoming community for all residents. In 2020, [Resolution R-5434](#) was adopted following the murder of George Floyd, promoting the safety and respect of Black people, and a commitment to dismantle racism structurally, and institutionally, in Kirkland.

Key actions stemming from R-5240 and R-5434 included a City organizational equity assessment to address gaps in City policy, practice, and procedures from a diversity, equity, and inclusion lens. A five-year plan was recommended as part of R-5434 to hold the City accountable in meaningfully and intentionally addressing the identified organizational equity gaps in the short-term.

Since 2020, significant City efforts have contributed to the development of a DEIB 5-Year Roadmap, and to hire the City's first DEIB Manager to implement the plan. In June 2022, Erika Mascorro was hired as the City's first DEIB Manager. At the July 5, 2022 City Council meeting, Council adopted the [DEIB 5-Year Roadmap](#) through [Resolution-5548](#).

The roadmap outlines six objectives for the City to achieve over the next five years.

1. **Leadership, Operations, and Services** – pro-equity practices at all levels of the City
2. **Plans, Policies, and Budgets** - integrating equity into department work plans
3. **Workplace & Workforce** - fostering empathy, respect, and engaging with social and racial equity issues
4. **Community Partnerships** - ensuring City agreements express our equity and social justice values
5. **Communications & Education** - effective learning, outreach, and engagement with a diverse community

6. **Facility & System Improvements** - identify historically underserved areas through data and analysis to help fix historical inequities

At the November 22, 2022 Human Services Commission Meeting, DEIB Manager Erika Mascorro will present a DEIB 5-Year Plan update to the group.

Attachment A provides a summary of the DEIB 5-Year Roadmap. **Attachment B** is the full DEIB 5-Year Roadmap Report.

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

AT-A-GLANCE

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.

**CITY OF KIRKLAND
DIVERSITY,
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FIVE YEAR ROADMAP**



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

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

ACKNOWLEDGEMENTS

The City would like to thank the following individuals and groups for their contributions to the initial Roadmap.

City Council

Penny Sweet, Mayor
Jay Arnold, Deputy Mayor
Neal Black, Councilmember
Kelli Curtis, Councilmember
Amy Falcone, Councilmember
Toby Nixon, Councilmember
Jon Pascal, Councilmember

Project Team

City Manager – Kurt Triplett

Project Director – James Lopez, Deputy City
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Kelly-Rae Consulting

Project Team

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Consulted Groups

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

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

For more information please visit:

www.kirklandwa.gov/5434

PURPOSE

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

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

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

VISION

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

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

DEFINITIONS

Diversity, Equity, Inclusion, and Belonging

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

Diversity

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

Equity

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

Inclusion

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

Belonging (heading added)

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

Marginalized Communities

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

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

HOW THIS DOCUMENT IS STRUCTURED

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

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

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

1. Goal.

1.1 Objective.

→ *Next Action.*



Indicates a completed Objective



Indicates a completed Next Action

LEADERSHIP, OPERATIONS, AND SERVICES

OVERVIEW

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

GOALS

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

1.1 Organizational Policy Statement

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

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

1.2 DEIB Communications

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

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

✓ 1.3 Diversity, Equity, Inclusion, and Belonging Manager

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

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

1.4 Diversity Services Team

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

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

1.5 Performance Measures

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

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

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

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

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

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

2.1 Ombud Program

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



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

2.2 Community Responder Program

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

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

2.3 Park Usage Guidelines and Procedures

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



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

2.4 School Resource Officer Program Evaluation

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

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

2.5 Community Court Pilot Program

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

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

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

3.1 Regional Coordination

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

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

3.2 Support National Racial Justice Initiatives

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

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

3.3 Welcoming America Certification

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

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

✓ 3.4 The Houghton Community Council

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

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

3.5 Native History Document and Land Acknowledgement

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



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

Goal Area II

PLANS, POLICIES, AND BUDGETS

OVERVIEW

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

GOALS

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

4.1 Equity Impact Assessment Tool

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

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

4.2 Comprehensive Plan and Other Long-Range Planning Processes

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

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

4.3 Emergency Planning

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



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

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

5.1 King County: Lead with Race Process

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

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

5.2 City Work Program

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

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

5.3 2021 Legislation Implementation

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



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

6. Financial decisions include equity impact assessments and considerations.

6.1 Biennial Budget Process

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

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

6.2 Personnel Funding Impact Analysis

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

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

Goal Area III **WORKPLACE & WORKFORCE**

OVERVIEW

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

GOALS

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

7.1 Employee Engagement Program

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

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

7.2 Supervisor Training

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

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

7.3 Enhancement of Existing Training

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

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

7.4 360° Feedback Reviews

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

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

7.5 Organizational Conflict Management Program

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

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

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

8.1 Employee Development Plans

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

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

8.2 Career Path Development

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

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

8.3 Attrition Analysis

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

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

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

9.1 Hiring Panel Guidelines

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



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

✓ 9.2 DEIB Interview Question Requirement

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

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

9.3 Public Safety Recruitment

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

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

9.4 Diversity Hiring and Tracking Software

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



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

Goal Area IV

COMMUNITY PARTNERSHIPS

OVERVIEW

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

GOALS

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

10.1 Equity in Contracting Policy and Program

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

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

10.2 Funding Community Building Activities

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

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

10.3 Shared Application for Human Services Funding

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



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

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

11.1 Technical Assistance to Businesses

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

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

11.2 Community Group Training

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

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

11.3 Diversity Representation on Neighborhood Association Boards and General Membership

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

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

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

12.1 Relationship Building with Community Groups

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

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

12.2 Coalition Against Hate & Bias

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

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

12.3 Diversity on Boards and Commissions

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

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

12.4 Equitable and Welcoming Third Places

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

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

Goal Area V

COMMUNICATION & EDUCATION

OVERVIEW

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

GOALS

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

13.1 Citywide Language Access

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

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

13.2 Title VI Vital Document Translation

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

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

13.3 Employee Bilingual Pay Program

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

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

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

14.1 Cross Departmental Outreach and Engagement

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

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

14.2 City Leadership Program

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

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

14.3 DEIB Integration into Community Meetings

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

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

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

15.1 Culturally Competent Communication Plans

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

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

15.2 Ongoing Feedback and Update Process for the Roadmap

This Plan should be considered a living document. Although it provides a roadmap with destinations and milestones, those should be regularly reviewed and aligned with the Council's and the community's expectations on no less than an annual basis. The City Manager or City Manager's Office shall provide the Council with an annual progress update including the City's progress on the plan's goals and also proposals for new goal areas, goals, and/or objectives, and additionally as issues and opportunities are identified in between annual progress updates. The City will also provide regular avenue(s) for community feedback about this Plan and its implementation at City Hall for All and/or other effective platforms, as well as from the City's Boards and Commissions. Council requested updates to the Roadmap including but not limited to additions and/or amendments to goal areas, goals, and/or objectives, shall be through the Legislative Request Memorandum process for staff analysis and Council evaluation. Each department should include in its DEIB strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.



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

15.3 Culturally Effective Outreach Methods

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

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

15.4 Proactive Community Engagement Network

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

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

15.5 Host, Sponsor, and Support DEIB Learning Opportunities

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

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

15.6 Closing the Participation Gap

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

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

15.7 DEIB Dashboards

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

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

Goal Area VI **FACILITY & SYSTEM IMPROVEMENTS**

OVERVIEW

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

GOALS

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

16.1 CIP Feedback and Participation Plan

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

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

16.2 Community Participation Compensation Policy

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

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

16.3 Body Worn Camera Pilot Program

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

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

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

17.1 Standardized Data Sources

Numerous public data sources exist for demographic data, including, but not limited to, the Census, Washington Office of Financial Management, Washington State Department of Transportation, and the Washington Office of Superintendent of Public Instruction. Compiling demographic data for specific areas of Kirkland will help the City identify potential gaps in service. Therefore, the City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify underrepresented communities and areas in the City of lower income, higher rates of residence by communities of color, and/or English language learners to ensure equitable investments are made throughout the city.

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

17.2 Equity Impact Assessment for the CIP

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



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

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

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

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

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

18.1 Cooling and Warming Center Activation

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

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

18.2 Maintaining and Enhancing the City's Infrastructure

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

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

18.3 Maintaining and Expanding Opportunities to Internet Access

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

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