



Human Services Commission Meeting

Date: November 28, 2023

Time: 6:30 p.m.

Place: Hybrid – Council Chambers, Kirkland City Hall, 123 5th Ave Kirkland, WA 98033

Webinar ID: [https://kirklandwa-](https://kirklandwa.gov.zoom.us/j/95665567758?pwd=eEhGaEYraThBbnlhUTdzUWVCa3c5dz09)

[gov.zoom.us/j/95665567758?pwd=eEhGaEYraThBbnlhUTdzUWVCa3c5dz09](https://kirklandwa.gov.zoom.us/j/95665567758?pwd=eEhGaEYraThBbnlhUTdzUWVCa3c5dz09)

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 ACKNOWLEDGEMENT**
4. **APPROVAL OF MINUTES**
 - a. October 24, 2023
5. **ITEMS FROM THE AUDIENCE**
6. **SPECIAL PRESENTATIONS**
 - a. Communities Rise
 - b. Indian American Community Services
 - c. Diversity, Equity, Inclusion and Belonging 5 Year Roadmap Update
7. **BUSINESS**
 - a. 2024 Meeting Calendar Update
8. **COMMUNICATIONS**
 - a. Commissioner Reports
 - b. Staff Reports and Announcements
9. **ADJOURNMENT**

Upcoming Commission Activities:

December 19, 2023 – TBD

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**CITY OF KIRKLAND
HUMAN SERVICES COMMISSION
Minutes Commission Regular Meeting
October 24, 2023**

1. CALL TO ORDER

Chair Jory Hamilton called the meeting to order at 6:33 pm.

2. ROLL CALL

Members Present: Commissioners Jonathan Stutz, Sriram Rajagopalan, Cristian Liu, Gildas Cheung, Chair Jory Hamilton

Commissioner Melantha Jenkins joined at 6:38pm; Commissioner Chloe Sow joined at 7:02pm.

Staff Present: Jen Boone Human Services Manager; Antoinette Smith, Human Services Coordinator, Amanda Judd, Human Services Coordinator
Meeting Recorder: Regi Schubiger, Youth Services Coordinator

3. LAND ACKNOWLEDGEMENT

Commissioner Gildas Cheung read land acknowledgement. Commissioner Jonathan Stutz will read the acknowledgment at the November meeting.

4. APPROVAL OF MINUTES

Chair Jory Hamilton requested a motion to approve the September 26, 2023 minutes. Commissioner Jonathan Stutz made a motion for approval, Commissioner Cristian Liu seconded. Motion carried (Yes: 5 No: 0).

5. ITEMS FROM THE AUDIENCE

None

6. SPECIAL PRESENTATIONS

a. Chinese Information Service Center

Olga Nikitina from Chinese Information and Services Center (CISC) presented on their services and programming provided to Eastside communities.

b. A Regional Coalition for Housing

Presentation cancelled; no ARCH staff present.

7. BUSINESS

a. 2024 Meeting Calendar

That the Human Services Commission discuss the 2024 meeting calendar. Staff will be sending out a survey to get feedback on the meeting cadence for next year and to poll dates for the rescheduled joint meeting with City Council.

8. COMMUNICATIONS

a. Commissioner Reports
None

b. Staff Reports

Staff provided an update on the City's response to homelessness. Staff plan to bring a shortened version of the Symposium presentation to Commission in 2024.

9. ADJOURNMENT

Chair Jory Hamilton requested a motion to adjourn. Moved by Commissioner Gildas Cheung and seconded by Commissioner Sri Rajagopalan. Meeting was adjourned at 7:57 pm.

DRAFT



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
Antoinette Smith, Human Services Coordinator, Equity

Date: November 8, 2023

Subject: COMMUNITIES RISE

RECOMMENDATION:

That the Human Services Commission (HSC) receive a presentation from Communities Rise to learn about their recent capacity building cohort with Eastside organizations.

BACKGROUND DISCUSSION:

As part of the 2023 Human Services Commission work plan, community organizations are invited to share about the programs and services provided in the community. In developing the work plan, the HSC prioritized invitations to agencies whose programs were funded for the first time, did not seek funding, or applied and did not receive funding during the 2023-2024 budget cycle.

Communities Rise is a local non-profit based in Seattle. From their website, “Communities Rise fosters movements to build power in communities impacted by systemic oppression. To create an equitable system, we pursue cross-sector collaboration, and provide capacity building and legal services for community organizations and microenterprises.”

The agency’s programming includes supporting other non-profits and community-based organizations by providing legal clinics, cohort programs, tech support, and opportunities to learn. They also work with small businesses to support building a more sustainable organization.

Staff members from Communities Rise recently completed a 12-month cohort project with Eastside non-profit organizations funded by a City of Bellevue grant. The work provided support to seven grassroots community organizations on the Eastside to build capacity in goal areas that developed with the technical assistance of Communities Rise staff.¹ The Commission will learn more about this process and general learnings at its November 28th meeting. Presenters will include:

Brianna Jones – Co-Executive Director

Bri/Brianna (they/them) is an organizer and artist staying on unceded Puyallup land (Tacoma, WA). Bri is the Co-Executive Director of Capacity Building at Communities Rise, and they support Community

¹ 2023 Evaluation of Communities Rise Bellevue Capacity Building Cohort, Annie Laurie Armstrong
https://drive.google.com/file/d/1wAAAnb2Gma9_KbX6iR8N8dxhpCdWt5BXb/view

Rise's team in offering community-driven capacity building programs for organizations led by and serving communities impacted by oppression. Rooted in their experience as a Queer/Trans Black person, Bri is passionate about creating affirming and empowering spaces for QT2BIPOC² to embrace themselves - while building a society that does the same.

Khyree Smith – Capacity Building Program Manager

Khyree (he/they) is an educator and consultant from Seattle, WA. Khyree serves as the Capacity Building Program Manager at Communities Rise. He supports the Communities Rise team by overseeing our capacity building work with cohorts including coaching and managing our grant writing and fundraising clinics. Khyree is passionate by making sure organizations have what they need to serve their respective communities and create opportunities for its members to flourish.

Attachment A contains the full evaluation report of the 2023 Bellevue Capacity Building Cohort.

Learn more about the organization and other services Communities Rise supports on the agency's [website](#).

Attachment A – 2023 Evaluation of Communities Rise Bellevue Capacity Building Cohort Program

² QT2BIPOC stands for queer, transgender, two-spirit, black, indigenous, and people of color.

2023 EVALUATION OF COMMUNITIES RISE BELLEVUE CAPACITY BUILDING COHORT PROGRAM

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Prepared by Business Government Community Connections for Communities Rise, with thanks to Ayan Maternity Healthcare, BIGHUG-KARC, Essentials First, Global Social Business Partners, Indian American Community Services, RISE, and VCBynum Arts and Education for sharing your experiences and insights

1. BACKGROUND

This report presents the results of an evaluation of the 2023 Bellevue Capacity Building Cohort Program. Communities Rise, a Washington Nonprofit engaged in a contract with the City of Bellevue that began in March 2022 and will end in August 2023.

The purpose of the contract was to support grassroots community organizations on the Eastside of King County to build their capacity in goal areas that they developed with the technical assistance of Communities Rise staff.

The services provided by Communities Rise included the following:

- Recruitment of grassroots, small/ emerging and mid-size nonprofit organizations that provide human services to immigrant, refugee, communities of color, low-income and other marginalized communities residing in Eastside cities, with a focus on Bellevue, to form the 2022 cohort.
- Provision of five capacity building workshops or clinics for community organizations, and five peer learning spaces for the cohorts to encourage community building across the cohort organizations and to improve cohort development.

- Assessment of the capacity building and sustainability needs of organizations, and co-design of capacity building work plans based on organizational needs assessments.
- Technical assistance, training and coaching necessary to help organizations show improvement in capacity, as measured by achieving at least two of the goals stated in each organization's work plan.
- One-on-one mentoring sessions at least once a month.

Each of the cohort organizations were offered a stipend upon demonstrating their commitment to program participation and building program capacity.

ENCOURAGE
COLLABORATION
 AND CARE IN THE
 WAYS WE SHOW
 UP FOR ONE
 ANOTHER

Five staff from Communities Rise worked on the project. The Co-Executive Director of Capacity Building (Co-ED CB) led development of cohort workshops and gatherings with Capacity Building Program Managers (CBPMs), worked with the Development Director on reporting and invoicing requirements, and provided support and coaching to the two Capacity Building Program Managers assigned to the project. One of the CBPMs coached three organizations, and one coached four organizations. Both worked with the Co-ED CB to coordinate and deliver workshops and gatherings. The Communities Rise Development Director led cohort invoicing and reporting. The Development Coordinator drafted and coordinated a story featuring one of the cohort organizations which Communities Rise featured in their newsletter. Seven organizations participants in the cohort program.

Communities Rise partners in this work included representatives from the City of Bellevue and Eastside 4 All, and workshop consultants on HR Policies and Procedures, and Nonprofits.

The cohort values, which were developed by cohort members are featured throughout this report.

2. PURPOSE OF EVALUATION

The purpose of this evaluation, conducted by Business Government Community Connections, is to track the effectiveness of the 2023 Bellevue Capacity Building Cohort Program and document what worked well or may need to be changed. Communities Rise staff and cohort member input shaped and guided the content of the report. Staff plan to use the evaluation findings to make continuous improvements in their cohort model, and to connect organizations to capacity building resources they need after the contract ends.

3. RESEARCH METHODS

Data sources for this evaluation include:

- A review of source documents, including the Communities Rise contract with the City of Bellevue, cohort organization assessments and work plans, workshop agendas, attendance logs, and feedback forms, cohort calendar, value statement, and stipend awards.
- Materials showing cohort organization engagement in non-grant funded activities (legal services, grant writing, and fundraising) offered by Communities Rise.

- Interviews with cohort organizations to assess their impressions of the technical assistance and coaching services they received from Communities Rise, and the effect of these services on their organization's efforts to achieve the capacity building goals stated on their workplan.
- Surveys of the two Communities Rise coaches and Co-ED CB to assess the nature and extent of their technical assistance and coaching work, and influence on the capacity building goals stated on the work plans of cohort organizations.

The above data was collected, coded, and entered into a qualitative database and incorporated into this report. This evaluation takes a participatory research approach. As such, cohort members and Communities Rise staff voice, observations and recommendations are prominent. Direct quotes of cohort members are woven throughout the report. All interviews were conducted virtually by phone or Zoom.

CREATE JOYFUL
SPACE – HAVE
ROOM FOR **FOOD,**
MUSIC, AND
DANCING

4. KEY FINDINGS

Communities Rise Took Time to Connect with Key Community Organizations from the Eastside of the County Prior to Selecting Cohort Organizations.

The initial discussions for the 2023 Bellevue Capacity Building Program started in 2019 when the previous Executive Director of Communities Rise met with the Bellevue Human Services Commission and began exploring the capacity building needs of nonprofit and grassroots organizations on the Eastside of King County. The Commission was interested, but lacked the funding at the time to support the creation of an East King County-specific cohort. Communities Rise stayed in communication with the Bellevue Human Services Commission. Two years later in 2021 the Commission was interested in officially planning and launching an East King County cohort. Because Communities Rise staff believes that all of their work should be driven and informed by the community staff spent at least six months before launching the cohort application to connect with organizations and individuals to get referrals to organizations that might be a good fit for the cohort. Before distributing the cohort application Communities Rise staff had met with thirty-three individuals who worked and lived on the Eastside.

Cohort Selection Process Was Thorough

The cohort selection process included reviewing application materials for each organization, including their cohort application, board and staff roster and geographic areas served. Staff also verified if applicants met basic eligibility requirements and, for example, had annual budgets of \$1,000,000 or less and provided at least 30% of their services in Bellevue. Communities Rise also looked at the annual and program reports of organizations which provided information about the organization's history and evolution, staff and board and finances.

The approach that Communities Rise took to the application process was appreciated by cohort members. One cohort member said, "We had some additional questions we needed to get answered and Communities Rise staff were really helpful. We were not very experienced with grant writing so that was greatly needed. The Communities Rise grant is the first one we have received."

Organizations were rated on a scale of up to 100 points; 40 points pertained to an organization's readiness; 40 points for capacity and 20 points for commitment.

Communities Rise used video conferencing and Zoom and Google Meet to conduct interviews and calls, and sent texts, and emails for additional communication. All of these methods were identified by cohort members as easy to navigate during interviews conducted by the evaluator.

Organizations that were not selected were also connected by Communities Rise staff to other resources.

A review of the mission and services provided by cohort member organizations underscores the critical role that they play in promoting the health, wellness, welfare, sense of belonging, cultural capital, and economic security of the community.

| ORGANIZATION NAME | BRIEF DESCRIPTION |
|---|--|
| Ayan Maternity Healthcare | Ayan Maternity Healthcare provides high-quality, perinatal, and maternal care to pregnant women and new mothers in socially and economically vulnerable situations, or who experience hardships and challenges. |
| BIGHUG-KARC | The Korean American Resource Center (KARC) is a nonprofit organization founded in 2020 to empower and promote the welfare of Korean residents and their relatives in Washington State, economic growth of Korean American small business owners. |
| Essentials First | Essentials First strengthens community-wide wellness by providing equitable access to vital personal and household hygiene products as well as food assistance. |
| Global Social Business Partners (GSBP) | GSBP fosters entrepreneurship and social business innovation to solve social and environmental issues. GSBP serves as a food innovator and entrepreneurship incubator. |
| Indian American Community Services (IACS) | IACS works to connect and empower the Asian-Indian community through programs, services, and advocacy for people of all stages and ages, in ways that incorporate and respect cultural traditions and values. |
| RISE | RISE provides vital support for marginalized communities directly impacted by gun violence, vulnerable children, mothers, and families. RISE provides tools to assist in trauma recovery, healing centered engagement, positive identity, professional development, and grief support for families impacted by gun violence. |
| VCBynum Arts and Education | VCBynum Arts and Education empowers communities in the Pacific Northwest and beyond through socially relevant dance and performing arts programming, with a focus on educating and connecting artists of color. |

ENCOURAGE OPEN MINDEDNESS –
 HAVE PATIENCE FOR MISTAKES
 WHILE ALSO HOLDING ONE
 ANOTHER ACCOUNTABLE

Assessment Results Drove the Development of Workplans

In order to develop work plans for cohort members, Communities Rise Coaches used the initial capacity building assessments they conducted during the assessment process to identify key areas that the organization wanted to work on. Communities Rise CBPMs then explored these topics in more detail using their organizational assessment tool, which identifies the organization’s strengths, through interviewing organizations in areas such as human resources, financial management, technology, and advisory board/board development, that are foundational components of their infrastructure. When recalling this process one cohort member said, “We are so new to this work that the assessment could be kind of overwhelming, but prioritizing things we wanted to take on first with the coach made it seem doable.”

Following this process Communities Rise asked cohort representatives to prioritize which areas they wanted to work on during the cohort. One cohort member said, “When I made suggestions we would then discuss what it would take to do what I suggested. It was very helpful.”

Communities Rise staff report that it worked well to:

- Have the cohort representatives, as well as other team members fully participate in developing goals.



- Invite cohort members to articulate their goals and hopes for their time in the cohort with the assistance of the Capacity Building Managers/Coaches who helped them hone these statements in ways that stated their intentions and timeframes for getting certain tasks done.
- Discuss with the cohort representative how the assessment tool informed the organizational priorities, and engage them in a rich conversation about why and how the work plan goals were formed; and
- Provide opportunities for organizations to revise their work plans at a later date which allowed flexibility in case other urgent needs took precedence.

One cohort member who ended up revising her work plan said that she appreciated the opportunity to do this. She said, “It really helped me to be open and honest about our capacity and needs, and to share along the way thoughts and situations that led to us making mid-course changes.”

Grantees Made Progress on Workplans

At the time of the interviews conducted for this report, all organizations were on track to complete their work plan goals. Organizations made progress in areas which contributed to their organization’s presence in the community, growth, and sustainability. All participated in monthly calls with their coach, and some had more frequent contact. Examples of areas where cohort members made progress include the following:

WELCOME HOPE IN THIS WORK AND IN OUR SPACES

- One organization **moved into a new office** where they now work in person two days a week, and **expanded their services** to the South Asian/immigrant and refugee communities at 5 new sites.
- Two organizations held **successful fundraisers** drawing more resources to community wellness, nutrition, and economic empowerment efforts.
- One organization, which **grew from two to six staff**, received a multi-year grant for maternity services from the Department of Health, and a ten month time-limited grant of from King County Public Health, and another received a **grant for permaculture training**. Another organization hired a staff person to fill communications and fundraising tasks, and also contracted with a bookkeeper. This person worked with the coach to develop job/task descriptions for these roles. In addition, one organization **hired 10 new doulas** and are now able to provide additional maternity support.

- One organization **recruited three new board members** who share their passion for helping people affected by gun violence; and another expected to onboard at least one or two board members who will champion their arts programming before the program ends.
- Organizations also made important internal improvements in their infrastructure. One organization created a **new invoicing process** for contractors, and another started using Clinico for **tracking client information**. A different organization worked to ensure that their **financial management** processes were **in compliance** with federal regulations, and started using tools, including QuickBooks to set up their accounts.

Legal Services Were Not Available

One of the challenges encountered involved an organization which was pursuing legal help, and wanted to use the free legal services of Communities Rise. This cohort organization was seeking to create Board Member Agreement and Conflict of Interest forms and policies, and to discuss legal guidelines for contracts for new hires, independent contractors, and community partners. Unfortunately, Communities Rise staff report that their legal team has been understaffed for the past six months, making it difficult for four cohort members who wanted to access legal help to access the help they needed to review board bylaws, or review contracts, or other legal tasks.

VALUE THE WORTH OF EVERYONE IN THE SPACE, INCLUDING OURSELVES

Cohort Members Attended Peer Learning Community Meetings and Workshops

Workshops and Peer Learning Community meetings were well attended. Oftentimes, more than one representative from different organizations attended meetings, including board members and volunteers. Attendance data is presented in the calendar.

Cohort Members Liked the Approach and Content of the Workshops

The feedback from cohort members in the end of workshop surveys and during interviews with the evaluator revealed that all rated the approach and content of workshops very highly. The workshops were consistently described as well-organized, and as having up-to-date, and helpful materials and information. All cohort members reported that they would recommend the training to others in their professional network. The workshops were also considered **relevant**, and **useful**, and **focused on learning objectives** that were **aligned with the** needs of **organizations**.

| MONTH (2022-23) | MONTHLY COACHING ACTIVITIES | PEER LEARNING COMMUNITY GATHERINGS & WORKSHOPS | FREE COMMUNITY RISE CLINICS |
|-----------------|---|--|--|
| SEPTEMBER 2022 | COHORT KICK OFF | 9/8/22 via Zoom (PLC 1) Cohort Kickoff! (7 cohort members from 4 organizations, and 3 CR staff attended, for a total of 10 people) | 9/6/22 Grant writing (3:30-6:00pm) 9/12 Fundraising (5:30pm-7:30pm) |
| OCTOBER 2022 | ORGANIZATIONAL CAPACITY ASSESSMENT | 10/25/22 via Zoom Shared Values and Workshop Planning (PLC 2) (11 cohort members from 5 organizations, and 3 CR staff attended, for a total of 14 individuals) | 10/3/22 Grant Writing (See times above) 10/19/22 Legal 5:00pm or 6:00pm |
| NOVEMBER 2022 | WORK PLAN COMPLETION (BY THE END OF THE MONTH) | 11/15/22 via Zoom Fundraising and Grant Writing (Workshop 1) (11 cohort members from 7 organizations and 4 CR staff attended, for a total of 15 individuals) | 11/7/22 Grant Writing 11/9/22 Legal 5:00pm or 6:00pm |
| DECEMBER 2022 | WORK PLAN GOALS (Invoice A by 12/31/22) | 12/6/22 via Zoom Board Development Roles and Responsibilities (Workshop 2) (22 cohort members from 7 organizations, and 3 CR staff attended, for a total of 25 individuals) | 12/5 Grant Writing 12/12 Fundraising 5:00pm or 6:00pm |
| JANUARY 2023 | WORK PLAN GOALS | 1/24/23 via Zoom Cultures of Care at Our Organizations (Workshop 3) 7 cohort members from 6 organizations, and 3 CR staff and 9 others attended, for a total of 19 persons) | 1/9 Grant Writing TBF Legal 5:00pm or 6:00pm |
| FEBRUARY 2023 | WORK PLAN GOALS | No cohort gathering this month | 2/6/23 Grant Writing TBD Legal 5:00pm or 6:00pm |

Continued next page

HOLD INCLUSIVE SPACES THAT CENTER EQUITY AND CELEBRATE THE DIVERSITY IN THE ROOM



Many cohort members appreciated that the trainers used techniques that energized participants, and engaged them readily in conversations.

Participants felt that the workshops were **friendly** and **informative**, and gave them a **chance to network** with, and **learn** from others. A cohort member who completed the fundraising and grant writing workshop said, "It was wonderful to be in the breakout rooms and meet new members of the cohort and learn about their organization and work." The trainers were described as demonstrating **culturally responsive** content and skills. After attending the Board Development meeting one woman wrote on the post-workshop survey, "I am a Black Muslim woman, and every time I meet with Communities Rise staff or attend their workshops, I feel comfortable, happy and confident."

The approaches that CBPM's provided were well received. One person said, "It is always good to talk through issues. My coach was empathetic and understanding. What I liked best was that my coach listened well, then made suggestions and connections for our organization, both to funders, and other people in the community."

| MONTH (2022-23) | MONTHLY COACHING ACTIVITIES | PEER LEARNING COMMUNITY GATHERINGS & WORKSHOPS | FREE COMMUNITY RISE CLINICS |
|-----------------|---|--|--|
| MARCH 2023 | WORK PLAN GOALS | 3/21/23 via Zoom Community Food and Fun (PLC 3) (7 cohort members from 4 organizations, and 3 CR staff attended, for a total of 10 individuals) | 3/6/23 Grant Writing 3/27/23 Fundraising TBD Legal 5:00pm or 6:00pm |
| APRIL 2023 | WORK PLAN GOALS | 4/2/23 via zoom Budget and Accounting (Workshop 4) (6 cohort members from 4 organizations, and 4 CR staff attended, for a total of 10 individuals) | 4/3/23 Grant Writing TBD Legal 5:00pm or 6:00pm |
| MAY 2023 | WORKPLAN GOALS EVALUATOR INTERVIEWS | 5/23/23 via Zoom HR – People and Policies (Workshop 5) (10 cohort members from 6 organizations, 2 CR staff attended, and one other person, for a total of 13 individuals) | 5/8/23 Grant Writing TBD Legal 5:00pm or 6:00pm |
| JUNE 2023 | GOALS COMPLETE (Invoice B by 6/15/23) CELEBRATION | 6/13/23 via Zoom Legal Overview for CBOs (PLC 4) 6/27/23 5:30pm-7:30pm Cohort Graduation Ceremony (PLC 5) | 6/5/23 Grant Writing 6/26/23 Fundraising TBD Legal 5:00pm or 6:00pm |

INVEST IN BUILDING TRUST IN ONE ANOTHER AND BUILDING **COURAGE** TO SHARE OPENLY

Most Effective Capacity Building Strategies Across the Cohort

Communities Rise staff incorporated a wide array of strategies designed to increase the access of cohort organizations to additional, non-cohort funded capacity building supports, and the visibility of these organizations to funders. The Communities Rise Co-ED CB and coaches report that the **most effective cohort wide strategies** included:

- Bringing in outside consultants for particularly technical Community Building topics, such as Human Resources and Nonprofit Budgets. Cohort organizations also liked these presentations and trainers, and said they shared examples of what they learned to their organizations to create job descriptions, and ensure legal and financial compliance.
- Being intentional about engaging Bellevue organizations in other Communities clinics.
- Showcasing the work of cohort organizations on the Communities Rise website, and in Communities Rise events where organizations will be invited to present and share information about their work at the Communities Rise annual fundraiser.
- Creating office hours with a Communities Rise grant writing consultant as a recurring weekly opportunity where they can ask questions and learn about funding opportunities.

Communities Rise also took actions to really get to know the cohort organizations and to promote their self-advocacy skills. The Community Rise Capacity Building Manager and coaches reported that the **most effective capacity building efforts with individual organizations** included:

- Meeting coaches in person at least once.
- Investing time in accounting/operations, and getting things handled on the back end so that CBPM's could focus on critical capacity building areas.
- Using coaching calls to deeply explore why organizations are struggling to secure funding, and provide them with practical strategies to identify and cultivate funders, and to consider how their fundraisers are timed to align well with significant cultural events or holidays.
- Supporting organizations so that they are better prepared to engage in conversations with funders.

Cohort Organizations Accessed Other Communities Rise Resources

Communities Rise connected cohort members to resources in the community and other workshops that Communities Rise offers. Three organizations attended grant writing clinics, and five organizations sent staff for grant writing technical assistance sponsored by Communities Rise. Cohort members appreciated this extra help, and three cohort organizations also sent staff and board members to the Communities Rise grant writing clinic. One cohort member said, "I tell others in the community to go to these workshops. I feel that they helped us to be ready to be more competitive for grants."

Grantees On Track to Receiving Stipends

Cohort organizations were able to receive a total stipend of \$6,000 in two separate payments of \$3,000. All organizations received their first stipend after completing their organizational work plan, and completing stipend documentation. Most had done this by January 2023. All seven organizations are on track to complete the required work plan and attendance goals to receive the second stipend. The stipends were important to all of the cohort members and used in different ways by each organizations. Some used the stipends for travel, office equipment, compensating volunteers, and purchasing supplies for cohort members offices and the communities they served. One cohort member said, "The stipends show us that the funder knows they should invest in capacity building because through our work we are making the community stronger and healthier."

5. COHORT MEMBER RECOMMENDATIONS

Workshops Recommendations Shared by Cohort Members

All cohort members were encouraged to share their recommendations for improving workshops. One cohort member suggested that the **Budget** workshop include samples of actual budgets that were similar to the type of budget their organization had, and another requested that the budgeting workshop trainer spend a little more time in their presentation to explain expenses line-by-line.

One cohort member said that the **Fundraising and Grant Writing** workshop in the future might want to introduce an interactive session to figure out the varying level of understanding and need in the cohort, or let the organization know in advance that the workshop was designed for beginners. This person thought that she might have picked different people from her board to send because they had less experience, and would benefit more from the content shared than others on her staff who were already familiar with this topic. The cohort member from this organization also recommended that Communities Rise try to form cohorts that have people who are at comparable areas of development and expertise.

Cohort member impressions and suggestions for the **Culture of Care** workshop were varied. One person said they would have liked to have more breakout sessions, with role playing scenarios, rather than a more formal lecture. Another cohort member who attended the same workshop suggested that the group have a few exercises, offered online, but not in breakout rooms because she thought the breakout sessions were too brief.

Three cohort members recommended that the cohort model be longer, and three said they would benefit from participating for an extra year in the program.

Institutional Practices Challenged the Capacity Building Efforts of Cohort Organizations

Three cohort members said that the way funders contract, using cost reimbursable, and performance based contracts is really hard for them to manage, as they have limited reserves to support program start-up efforts. One cohort member said, "We have the commitment, technical skills, knowledge, relationships and trust of the community to do our work, but not the start-up money. If funders want to diversify their contracting, and work with people who can do the work, then they need to find a way to adjust contracts so that at the beginning of grants we can compensate our staff, while working to deliver the services they want." Another cohort member said,

"The funder we had wanted us to do a bunch of work, and we did it because the community was desperately in need of our help. But then they turned around and wanted an audit which costs thousands of dollars, something we can't afford. Funders rely on us small community organizations, but are not prepared to invest in us. It does not make sense."

Consider Changing the Time and Approaches to Holding Cohort Meetings

All cohort members said that they would recommend the cohort program to other friends and colleagues. They also thought that virtual methods of coaching worked well, though really liked meeting their coach in person. One cohort member said that it might be good to have the launch meeting of the cohort in person, if possible, as a bonding strategy. One other person suggested that more meetings with coaches be held in person if possible, ideally at the cohort work site, if they worked out of an office to give the coaches a stronger sense of their work. In addition, most cohort members liked the late afternoon cohort meetings. One person also suggested that daytime meetings and the possibility of cohort members bringing children to meetings might be worth considering.

Share Examples of Work Products Developed by Other Cohort Members

Two cohort members suggested that previous cohort members be invited to share examples of their budgets, grants, board bylaws, and other materials. One cohort member said, "I would really like to see some examples of simple job descriptions some more experienced cohort members have developed, and maybe hear how they deal with benefits and other HR issues."

Prepare a Shared Calendar of Cohort and Community Sponsored Activities that Members Regard as Important

One cohort member said she forget about a fundraising event held by another cohort member and said a cross cohort calendar would be useful because even if she could not go to the meeting, she might refer others to it. She said the calendar could also include special advocacy or community events, or training opportunities (including those offered by Communities Rise) in the community that cohort members want others to know about. She suggested that previous cohort members could be invited to contribute to this community calendar.

Ensure the coaching strategies include action-focused work in addition to checking in with cohort members about their progress on work plans.

One cohort member recommended that coaching meetings would be more helpful if they were action oriented and included coaches doing some of the work in partnership with the cohort member. This person said that many cohort members are stretched to the limit, and don't really need to, or have time to check-in with others about what they need to do because they already know that. Rather they require someone to help them get the work done.

Set aside time in cohort meetings so that organizations can collaborate and coordinate their work.

Two cohort members advocated that time be set aside in cohort meetings for organizations to work together, collaborate, and share resources with one another. One cohort member noted that she was able to find office space because of the help of another cohort member. Another cohort member said, "The more I know about the needs of other organizations, the more I can support them."

6. COMMUNITIES RISE STAFF RECOMMENDATIONS

Allocate More Time for Capacity Assessments

Communities Rise staff also identified some changes they wanted to make in the cohort model. They suggested that additional time be allotted to conduct the capacity assessment. Currently, it was getting completed within an hour or so. The recommendation was to either do the assessment in multiple sessions, or extend the time to two hours.

Develop Onboarding Process for New Coaches

Other suggestions include providing new coaches with samples of work plans so that they could become familiar with the level and type of detail and content. Communities Rise is currently planning to do this.

Engage More than one Cohort Staff in All Activities

In addition, Communities Rise staff said that even though organizations were asked to name two people from their organization who would be cohort contacts, one person from cohort organizations ended up being responsible for most activities. Staff said it would be good to establish an expectation that both cohort contacts attend all events unless there are extenuating circumstances.

Institute Healing Conversations Where People Can Share Their Experiences

Communities Rise staff recognized that cohort organizations were often competing for the same scarce resources, and were also experiencing the same challenges in negotiating often complex grant applications and requirements. These experiences take a great toll and underscore the everyday challenges that small organizations face in their work. Upon reflection staff wish that they had spent more time explicitly addressing what nonprofit culture looks like in a capitalistic, white dominant society through healing conversations, designed to create a sense of shared community and solidarity.

SHOW UP WITH
CURIOSITY –
ABOUT EACH
OTHER, OUR
CULTURES, OUR
ORGANIZATIONS,
OUR WORLDS

7. CONSULTANT RECOMMENDATIONS

In addition to considering the **recommendations of cohort members and Communities Rise staff** **Communities Rise may want to:**

- Talk with funders about the significant barriers that current institutional contracting processes have on organizations when they are required to hire firms to conduct audits, hire lawyers to review contract, or to invest upfront funds on staffing because they are engaged in cost reimbursable, performance based contracts. This means that organizations that are small take on significant risk and cost to do the work that the community really needs. For example. they likely have to hire staff, or, in some instances acquire accounting software, and implement expensive case tracking and outcome systems. If funders are truly trying to diversify the base of contractors to include those who have special skills and abilities, are BIPOC-led, and have the relationships needed to support the health and wellbeing of the community funders should assume some of the risk and employ different contracting strategies.

- Develop a plan for using workshop recordings as onboarding tools for new cohort staff, volunteers, and board members and seek resources to translate these materials in order to reach a broader audience. This may require making adjustments to these materials so that people who were not part of the cohort will still fully benefit from using them. One of the cohort members said he would love to have the resources translated into Korean so they could be more broadly shared with, and used by members of his community.
- Consider implementing a modified train the trainer guide so that cohort members who want to adapt or keep using the practices they learned in the cohort program have the ability to do so effectively. The guide could also potentially include examples of practices that promote wellness and healing, and help cohort organizations cope with stress and conflict as cohort members identified the former as aims, and the latter as realities of managing cohort organizations. Communities Rise may want to see if one person from each cohort could be compensated to job shadow the coaches in future cohorts in order to build a greater cadre of nonprofit staff who have the skills to introduce and sustain these strategies to others in their organization or beyond.

8. FINAL THOUGHTS

Communities Rise Capacity Building Cohort Program is filling a great need in the Eastside King County community, and helping organizations access and more effectively use the resources they secure to support the community. Hopefully, this work will continue in the future as many cohort members said such resources are scarce in their community. The Communities Rise Cohort Program is unique. It takes a 360 approach by encompassing the cohort members with supports, that include coaching, workshops, access to outside resources and technical supports, peer engagement, and networking. Communities Rise creates space in peer learning community meetings, workshops, and coaching sessions where cohort members can be themselves, hone their self-advocacy skills and connect with

others. One cohort member said, “The best thing is we learned that we are not alone. We discovered that other organizations understand and share our challenges. Instead of seeing other organizations as competitors we see each other as people who we care about and see as partners in our community work.” Communities Rise CBPMs model through their own broad referral networks, the benefits of developing relationships and networking with others. Cohort members are starting to demonstrate these practices in their own work. Given the strong emphasis placed by Communities Rise on the power of relationships, it is not surprising that one of the CBPMs heard from a community partner that one of the cohort organizations was much more open to inter organization collaboration and partnership, than they had been prior to the cohort.

Lastly, the cohort program lays the groundwork for determining what an organization needs, and what is possible and practical to do in order to support their capacity building aims. It is not, however, a tool that tells cohort members HOW to do their work. Rather, the work plan is a living document that presents real life goals that can be adjusted and molded over time to support the vision, and ever evolving priorities of organizations. Similarly, the cohort program is a living partnership which is intended to support the individual and collective journeys of cohort members and the organizations they represent far into the future

PROACTIVELY COMMIT TO **SUPPORTING**
OUR COMMUNITIES IN AND OUTSIDE
OF THIS SPACE

MOVE FROM
A PLACE OF DEEP
**LOVE AND
RESPECT** FOR
ONE ANOTHER

ATTACHMENT A. COMMUNITY RISE INTERVIEW TOOL

BELLEVUE CAPACITY BUILDING COHORT PROGRAM INTERVIEW TOOL – 2023

- 1. Prior Involvement in Communities RISE:** Before participating in this project what did you know about Communities Rise? Had you worked with Communities Rise which was previously called Nonprofit Assistance Center (NAC) before?
- 2. Application Process:** How did you find out about the Communities Rise Cohort? What are your impressions of the application process? Is there anything you would change?
- 3. Expectations:** What were the main reasons you became a cohort member?
- 4. Capacity Building Priorities:** Did you participate in an assessment? If so, what did you learn about your organization through this process?
- 5. Work Plan Development:** Did you work with the Communities Rise coach to develop a work plan? How did you decide which goals to set in your work plan?
- 6. Work Plan Progress:** Do you feel that you are making progress on the main activities on your work plan? What areas are you making the most progress on? What areas are you making less progress on? Please explain. If applicable, which areas do you need more time to work on? All cohort members have a lot of other work to do.
- 7. Impressions of Cohort Model:** We are interested in finding out how you feel about the different parts of the Communities RISE cohort model. What are your impressions of the coaching/technical assistance? Please explain. Communities RISE adjusted the cohort to be remote due to COVID-19. What were your impressions of communication and technical support for the remote cohort? Is there anything you would change? Would you recommend the cohort model to your friends and colleagues?
- 8. Coaching Services:** How often did you meet with the coach? What kind of work did you do between coaching meetings to support the capacity of your agency? Is there any type of help you wanted that you did not receive? What was the most helpful information you received? Please explain. What are your impressions of receiving virtual coaching services? Are there advantages or disadvantages to this approach?

SHARE WHAT
YOU CAN AND
TAKE WHAT YOU
NEED

ATTACHMENT A. COMMUNITY RISE INTERVIEW TOOL

BELLEVUE CAPACITY BUILDING COHORT PROGRAM INTERVIEW TOOL – 2023

9. **Community Clinics/ Workshops:** Did you attend Communities RISE clinics or workshops? If yes, which ones? What did you learn? Have you had an opportunity to use what you learned at workshops to help your organization? Please explain.
10. **Cohort Learning Community/Cohort Meetings:** Did you, and/or other people) from your organization attend Communities RISE cohort Peer Learning Community meetings? How many meetings have you attended? What are your impressions of the meetings?
11. **Cohort Member Relationships:** Did you know, and/or have you worked with the other cohort members in the past? Are you currently working with any other cohort organizations? Do you plan to stay in contact with or work with any of the other cohort members in the future?
12. **Organization Stipend:** This year cohort members were eligible to receive a capacity building cohort organization stipend. Did receiving a stipend influence your decision to participate in a cohort?
13. **Next Step Priorities for Capacity Building:** Now that the project is ending what do you consider to be the three biggest capacity building needs of your organization? If the funding were available, would you be interested in participating in a future cohort?
14. **Other Organizational Needs:** We try to keep track of other key needs of cohort members. Are there other needs about your organization that you would like to share?

Thank you very much for participating in a cohort interview. Your feedback will help us to celebrate your success and improve our cohort model.



Prepared by:

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CITY OF KIRKLAND
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www.kirklandwa.gov

MEMORANDUM

To: Human Services Commission

From: Lynn Zwaagstra, Director
Jen Boone, Human Services Manager
Antoinette Smith, Human Services Coordinator, Equity

Date: November 8, 2023

Subject: INDIAN AMERICAN COMMUNITY SERVICES (IACS)

RECOMMENDATION:

That the Human Services Commission (HSC) receive a presentation from IACS to learn about programming that focuses on survivors of domestic violence and their families and how these services are impacting Kirkland community members.

BACKGROUND DISCUSSION:

As part of the 2023 Human Services Commission work plan, community organizations are invited to share about the programs and services provided in the community. In developing the work plan, the HSC prioritized invitations to agencies whose programs were funded for the first time, did not seek funding, or applied and did not receive funding during the 2023-2024 budget cycle.

Indian American Community Services (IACS), formerly known as India Association of Western Washington, has served Eastside communities for decades. It is the longest-serving Indian Association in the Pacific Northwest. The agency's programming addresses cultural and linguistic needs. Program areas of focus, in part, include:

- Seniors
- Early Childhood
- Women
- Youth
- Mental Health
- Rental Assistance

From their website, "IACS serves the Indian American community through programs, services, and advocacy for people of all ages and life stages. We help seniors, youth, women, and families with the often difficult and complex circumstances that affect their daily lives. In addition to helping them manage logistics and details, we help them build connections with others in a safe and welcoming environment so that everyone feels they've found a place where they truly belong."

The City of Kirkland currently funds the following IACS programs: 1) Cultural Navigation, 2) Women, Youth and Seniors, and 3) Mental Health Programs. IACS also received Language and Digital Equity

one-time grant funding in 2022 from the City of Kirkland to shift to a permanent, hybrid model of program offerings, which included a multilingual navigator position from the Asian Indian community to support improved digital literacy support for seniors. Grant funds were also used to purchase tablets that can be loaned out to low-income seniors who do not own a device. Several Human Services Commission members participated in the review and recommendation of this funding.

At the November 28th meeting, IACS will provide information on their programming that serves community members impacted by domestic violence. We will hear from the IACS staff who have been providing support to clients, especially women in crisis. Presenters will be:

Priya Srinivasa - Mental Health Coordinator

Priya has been working with IACS since COVID hit our community. Priya's work with the behavioral health services connects her to our clients across all age groups where she works to engage with South Asian providers willing to work with IACS staff and services on culturally nuanced support groups and one on one counseling services. Priya also works with other services especially on IACS large group events, crisis services, and marketing.

Ekta Arora - Co-Lead, Women's Career Services

Ekta supports organizing webinars, mentoring events, career workshops, and one on one counseling to our women in crisis who need to have the skills to gain employment. Ekta also provides digital training and technical support for the organization.

Lalita Uppala - Executive Director

Lalita provides strategic leadership as well as operational oversight and programming content for support services. She also served on the Board of Trustees for King County Library System, the Commission on Asian Pacific American Affairs, as well as the King County Immigrant Refugee Commission.

To learn more about IACS and other services they are providing, please visit the [website](#).



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
Erika Mascorro, DEIB Manager
Antoinette Smith, Human Services Coordinator, Equity

Date: November 8, 2023

Subject: DIVERSITY, EQUITY, INCLUSION, AND BELONGING 5 YEAR ROADMAP UPDATE

RECOMMENDATION:

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

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 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 28, 2023, Human Services Commission Meeting, DEIB Manager Erika Mascorro will present an update on the DEIB 5-Year Plan to the group. The most recent presentation to the Commission was at its [November 22, 2022 meeting](#).

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

Attachment A – City of Kirkland Diversity, Equity, Inclusion, and Belonging Five Year Roadmap Executive Summary

Attachment B - City of Kirkland Diversity, Equity, Inclusion, and Belonging Five Year Roadmap

**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.
- Talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels.
- Employee knowledge and talent is intentionally developed through training, coaching, and mentoring.

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,
EQUITY,
INCLUSION, AND
BELONGING
FIVE YEAR ROADMAP**



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

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

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

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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.*



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MEMORANDUM

To: Human Services Commission

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

Date: November 20, 2023

Subject: 2024 HUMAN SERVICES COMMISSION MEETING CALENDAR UPDATE

RECOMMENDATION

That the Human Services Commission review the proposed 2024 meeting calendar based on survey results received from the Commission.

BACKGROUND DISCUSSION

The Human Services Commission meets on the fourth Tuesday every month at 6:30pm. Currently the HSC meets virtually except for one in-person meeting each quarter.

2024 is a grant year which requires scheduling of special meetings in order to complete timely review of grant applications and finalize recommendations for City Council by the fall. Based on survey results and preference of the Commission, staff are recommending meeting twice per month for three hours from June to August 2024. The Commission also identified the preferred date for the joint meeting with Council. Attachment A outlines a draft calendar for 2024.

At its November meeting, the HSC will provide feedback to staff to finalize the draft calendar.

| Human Services Commission Meeting Calendar 2024 | | | |
|--|---|-----------------|-----------------|
| Month | Meeting Type | Location | Duration |
| January | | | |
| 23rd | Regular Meeting | In-Person | 2 hours |
| February | | | |
| 27th | Regular Meeting | Virtual | 2 hours |
| March | | | |
| 26th | Regular Meeting | Virtual | 2 hours |
| TBD | Special Meeting - Joint Equity Training | Virtual | 2 hours |
| April | | | |
| 2nd | Special Meeting - Joint City Council | In-Person | 1 hour |
| 23rd | Regular Meeting | In-Person | 2 hours |
| May | | | |
| 14th | Special Meeting | Virtual | 3 hours |
| 28th | Regular Meeting | Virtual | 3 hours |
| June | | | |
| 11th | Special Meeting | Virtual | 3 hours |
| 25th | Regular Meeting | Virtual | 3 hours |
| July | | | |
| 9th | Special Meeting | Virtual | 3 hours |
| 23rd | Regular meeting | Virtual | 3 hours |
| August | | | |
| 13th | Special Meeting | In-Person | 3 hours |
| 27th | Regular Meeting | In-Person | 3 hours |
| September | | | |
| 24th | Regular Meeting | Virtual | 2 hours |
| October | | | |
| 22nd | Regular Meeting | Virtual | 2 hours |
| November | | | |
| 26th | Regular Meeting | In-Person | 2 hours |
| December | | | |
| 24th | Regular Meeting - cancel | | |