



City of Kenmore - 18120 68th Avenue NE - Kenmore, WA 98028
Phone: 425-398-8900 - E-mail: cityhall@kenmorewa.gov

City Council Regular Meeting

ON-SITE

MONDAY, JULY 8, 2024 - 7:00 PM

In addition, we try to provide access to the meeting virtually:

ZOOM LINK: <https://kenmorewa-gov.zoom.us/j/83113303619>

ZOOM PASSWORD: DEIA

Or One tap Mobile: US: +12532158782,,83113303619#

Or Telephone Dial US: +1 253 205 0468

Webinar ID: 831 1330 3619

ZOOM PASSWORD: DEIA

SIGN UP FOR VIRTUAL PUBLIC COMMENT HERE: www.kenmorewa.gov/virtualpubliccomment

If you have technical difficulties accessing the meeting virtually, please contact the Deputy City Clerk at mkang@kenmorewa.gov.

Technical Difficulties - If the virtual component of the meeting disconnects, and we cannot resolve technical difficulties to reconnect the virtual component, the in-person meeting will continue at City Hall if there is a quorum of the body to conduct business.

Land Acknowledgement to Honor First Peoples

We acknowledge that the City of Kenmore is situated upon the ancestral lands of the Snohomish, Snoqualmie, Sauk-Suiattle, Duwamish, Stillaguamish, Tulalip, Suquamish, Muckleshoot, and other tribes who are part of the Coast Salish Peoples. We recognize and express our deepest respect for their enduring stewardship and profound relationship with this land, which they have cherished and protected since time immemorial. We honor the First Peoples, acknowledge their vibrant cultures, and commit ourselves to learning from their wisdom in our journey to promote justice, equity, and mutual understanding. We pledge to stand alongside these communities in acknowledging past injustices and working towards a future that respects and celebrates the diverse heritage of this land.

- I. CALL REGULAR MEETING TO ORDER - 7:00 PM**
- II. ROLL CALL**
- III. LAND ACKNOWLEDGEMENT**
- IV. FLAG SALUTE**
- V. AGENDA APPROVAL**
- VI. WHERE'S THE FUN?**
- VII. PUBLIC COMMENTS**

Welcome to the Council's meeting. Please address your comments to the Mayor and Council. You'll have three minutes to speak. If there are more than 20 speakers, time will be reduced to two minutes per speaker. The Clerk will call your name when it's your turn. The Presiding Officer may choose to alternate between in-person and online comments. Please state your name and city of residence and keep

within the allotted time. To make every person feel welcome and safe here; please refrain from booing, clapping, heckling, yelling, or other interruptions. The meeting is recorded for transparency. Thank you for being here, and for sharing your input respectfully.

VIRTUAL PUBLIC COMMENT PRE-REGISTRATION PROCESS: To provide public comments virtually, please fill out the [Virtual Public Comment Request Form](#) in advance of the meeting. The form opens Tuesdays at 12:00 Noon and closes Mondays at 12:00 Noon. You will be confirmed by the City Clerk. If you are having difficulty, please reach out to the City Clerk at awarhol@kenmorewa.gov.

VIII. CONSENT AGENDA

APPROVED

- A. Approve the City Council Special and Regular Meeting Minutes from June 17, 2024.
[City Council Special and Regular Meeting Minutes from June 17, 2024](#)
- B. Approve Total Check #s 54501 through 54572 totaling \$2,270,363.80, and Total Payroll/Taxes/Flexible Spending/Retirement & Health Savings Account Electronic Deposits Dated 6/14/2024 in the amount totaling \$292,336.19.
[Voucher Certification and Approval 6/8/2024 through 6/21/2024](#)

IX. STUDY SESSION - TRAINING

TRAINING HELD

- A. Working with Our Biases - Anti-Bias Training, presented by Betsy BeMiller, Consultant and Principal of Workplace Resolutions, LLC
[Presentation - Working with Our Biases](#)
[Participant Packet](#)

X. BUSINESS AGENDA

- A. Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Action Plan and 5-Year Roadmap Annual Report, presented by Assistant to the City Manager/DEIA Coordinator Garrett Oppenheim, *for discussion*
DISCUSSED

[Agenda Bill - DEIA Annual Report](#)
[Attachment 1 - DEIA Policy](#)
[Attachment 2 - DEIA Strategic Plan](#)
[Attachment 3 - DEIA 5-Year Roadmap](#)
[Attachment 4 - Resolution No. 20-348](#)
[Attachment 5 - Equity Framework Tool](#)
[Presentation - DEIA Annual Update 2024](#)

XI. STAFF REPORTS

- A. DEIA Equity Toolkit Training, presented by Assistant to the City Manager/DEIA Coordinator Garrett Oppenheim and DEIA Advisory Committee Member Juliana Pooley
DISCUSSED
[DEIA Equity Framework Tool Presentation - DEIA Equity Toolkit Training](#)
- B. Website Accessibility Tool Demonstration, presented by Assistant to the City Manager/DEIA Coordinator Garrett Oppenheim
DISCUSSED

XII. COUNCILMEMBER REPORTS & COMMENTS

XIII. ADJOURNMENT

UPCOMING MEETINGS

- A. Monday, July 15, 2024 at 7:00 PM - City Council Regular Meeting
Monday, July 22, 2024 at 7:00 PM - City Council Regular Meeting
August - City Council Recess: All regular City Council Meetings in August will be canceled

NOTICE OF POTENTIAL QUORUMS

[Click here for information about Potential Quorums of the City Council.](#) Now found on the City website under City Council Meetings.

**City of Kenmore
City Council Meeting
Special and Regular Meeting Minutes
Monday, June 17, 2024**

These minutes are created to capture Council action. This is not a verbatim transcript.
Meeting video and audio is available on the City YouTube channel.

PRESENT:

Councilmembers: Mayor Nigel Herbig
Deputy Mayor Melanie O’Cain
Councilmember Joe Marshall
Councilmember Debra Srebnik
Councilmember Valerie Sasson
Councilmember Jon Culver
Councilmember Nathan Loutsis

Staff: City Manager Rob Karlinsey
Deputy City Manager Stephanie Lucash
City Attorney Dawn Reitan
City Clerk Anastasiya Warhol
Receptionist / Co-Clerk Elly Gallo
Development Services Director Samantha Loyuk
Planner Reilly Rosbotham
Engineering Director John Vicente
Community Development Director Debbie Bent
Housing and Human Services Manager Tambi Cork

Public Comments Speaking Guests:
Elizabeth Mooney, Kenmore Resident
Patrick O’Brien, Kenmore Resident

Public Hearing #1 Speaking Guests:
None

Public Hearing #2 Speaking Guests:
Elizabeth Mooney, Kenmore Resident
Patrick O’Brien, Kenmore Resident

Public Hearing #3 Speaking Guests:

Elizabeth Mooney, Kenmore Resident
Patrick O'Brien, Kenmore Resident
Stacey Valenzuela, Kenmore Resident

CALL SPECIAL MEETING TO ORDER

Mayor Nigel Herbig called the special meeting to order at 6:00 PM.

EXECUTIVE SESSION

Pursuant to RCW 42.30.110(1)(i), the City Council entered an executive session to discuss pending and potential litigation. The Council will also discussed real estate acquisition, pursuant to RCW 42.30.110(1)(b).

- Time announced: At 6:00 PM, it was announced that the session will last approximately 60 minutes, set to end at 7:00 PM.
- Time entered: 6:00 PM
- Time exited: 7:00 PM
- Extensions: none.
- Final action: none.

ADJOURN SPECIAL MEETING

Mayor Herbig adjourned the special meeting at 7:00 PM.

CALL REGULAR MEETING TO ORDER

Mayor Herbig called the regular meeting to order at 7:00 PM.

LAND ACKNOWLEDGEMENT

Mayor Herbig read the Land Acknowledgement Honoring First Peoples.

FLAG SALUTE

Mayor Herbig led the Council in the flag salute.

AGENDA APPROVAL

The agenda was approved as presented.

PROCLAMATION

Mayor Herbig proclaimed June 19th as the Juneteenth Holiday.

[Juneteenth - June 19, 2024](#)

PUBLIC COMMENTS

The City Council took comments from the public.

Timestamped link here: https://www.youtube.com/live/J4-EaD_iFfl?si=rKSzcDztAVKTSy3K&t=4038

CONSENT AGENDA

- A. Approve the City Council Regular Meeting Minutes of June 10, 2024.
[City Council Regular Meeting Minutes from June 10, 2024](#)
- B. Authorize the City Manager to execute Contract No. 24-C3003 with the Woodinville Farmers Market for managing and executing the Kenmore Farmers Market in 2025 and 2026.
[Agenda Bill - Woodinville Farmers Market](#)
[Attachment 1 - Contract No. 24-C3003](#)
- C. Authorize the City Manager to sign the 2024 Pride Parade Vehicle Hold Harmless Agreement for Kenmore's participation in the 2024 Seattle Pride Parade and to take all acts necessary to implement to City's participation in the Pride Parade consistent with the Council's direction on the event budget.
[Agenda Bill - 2024 Seattle Pride Parade Participation](#)
[Attachment 1 - 2024 Pride Parade Vehicle Hold Harmless Agreement](#)
[Attachment 2 - 2024 Pride Cost Estimations](#)

The Council discussed item D (below) separately.

- D. Authorize the City Manager to execute Contract No. 24-C3061 with Wagner Architects and Planners for the final design of the Public Works Operations Center in a sum not to exceed \$2,035,500.
[Agenda Bill - Contract No. 24-C3061 with Wagner Architects](#)
[Attachment 1 - Contract No. 24-C3061 \(Added 6/11\)](#)

City staff explained the history of the project and the site-selection process. The contract being discussed is to create the final proposed design to begin construction. The City Manager noted that the final financing for the project was approved by the City Council in December 2023. The project will be funded by Real estate excise tax (REET) and surface water utility taxes. Councilmembers asked questions relating to cost, eco-friendly components of the proposed building, the environmental buffers, impacts to herons, and what is slated to be included in the design.

MOTION: Councilmember Culver moved to approve the consent agenda outlined above, minus item D. Councilmember Srebnik seconded the motion.

VOTE: Consent Agenda was approved by UNANIMOUS CONSENT

MOTION: Councilmember Srebnik moved to authorize the City Manager to execute Contract No. 24-C3061 with Wagner Architects and Planners for the final design of the Public Works Operations Center in a sum not to exceed \$2,035,500 (Consent agenda item D). Mayor Herbig seconded the motion.

VOTE: 6 Yes – Srebnik, Herbig, Loutsis, O’Cain, Marshall, Sasson; **1 No** – Culver;
0 Abstain, **MOTION PASSES.**

PUBLIC HEARINGS

- A. Proposed Ordinance No. 24-0607, amending Kenmore Municipal Code (KMC) Title 5, Title 16, and Title 18 to replace the word "marijuana" with "cannabis", presented by Development Services Director Samantha Loyuk and Planner Reilly Rosbotham, for public hearing

[Agenda Bill - Proposed Ordinance No. 24-0607](#)

[Attachment 1 - Proposed Ordinance No. 24-0607](#)

[Attachment 2 - Exhibit A to Proposed Ordinance No. 24-0607](#)

Planner Reilly Rosbotham explained that in 2022, the Washington state legislature passed Second Substitute House Bill (2SHB) 1210, replacing the term “marijuana” with “cannabis.” Cannabis is a more scientific word, and its use is consistent with the current regulation of this substance.

Mayor Herbig opened the public hearing at 8:00 PM

Link: https://www.youtube.com/live/J4-EaD_iFfI?si=79EGI2-ZQfOkfzkd&t=7162

No speakers. Mayor Herbig closed the public hearing at 8:01 PM

- B. Proposed Ordinance No. 24-0608, amending Kenmore Municipal Code (KMC) Chapter 18.20 to update the definitions of "family" and "adult family home", presented by Development Services Director Samantha Loyuk and Planner Reilly Rosbotham, for public hearing

[Agenda Bill - Proposed Ordinance No. 24-0608](#)

[Attachment 1 - Proposed Ordinance No. 24-0608](#)

[Attachment 2 - Exhibit A to Proposed Ordinance No. 24-0608](#)

Planner Reilly Rosbotham explained that this ordinance reflects a Technical changes are made to Chapter 18.20 of the KMC to update the definitions of “Family” and “Adult family home.” The purpose of the code amendment is to remove the limit on the number of unrelated persons occupying a household or dwelling unit, in order to comply with RCW 35.21.682. The code amendment will also update the definition of “Adult family home” in order to allow up to eight adult residents, which is consistent with the definition in RCW 70.128.010.

Mayor Herbig opened the public hearing at 8:03 PM

https://www.youtube.com/live/J4-EaD_iFfI?si=SEJMO_yIS2-oSsjq&t=7355

Two speakers. Mayor Herbig closed the public hearing at 8:07 PM

C. Proposed Resolution No. 24-413, 2025-2030 Six-Year Transportation Improvement Program, presented by Engineering Director John Vicente, for public hearing

[Agenda Bill - Transportation Improvement Program](#)

[Attachment A - Proposed Resolution No. 24-413](#)

[Presentation - Transportation Improvement Program \(Added 6/11\)](#)

Engineering Director John Vicente explained that in accordance with RCW 35.77.010, the City is required to prepare and adopt a six-year comprehensive Transportation Improvement Program (TIP) on an annual basis. The TIP can also be amended as necessary throughout the year. The primary objective of the TIP is to ensure that each city maintains forward-looking plans extending at least six years into the future to guide the implementation of a coordinated transportation strategy. The current six-year TIP has been developed and is attached to Resolution No. 24-413 (Exhibit A). Mr. Vicente briefly discussed which projects are included in the Program.

Mayor Herbig opened the public hearing at 8:25 PM

https://www.youtube.com/live/J4-EaD_iFfl?si=oACli-cLclgMTTm5&t=8810

Three speakers. Mayor Herbig closed the public hearing at 8:34 PM

BUSINESS AGENDA

A. Proposed Ordinance No. 24-0607, amending Kenmore Municipal Code (KMC) Title 5, Title 16, and Title 18 to replace the word "marijuana" with "cannabis", presented by Development Services Director Samantha Loyuk and Planner Reilly Rosbotham, *for adoption*

[Agenda Bill - Proposed Ordinance No. 24-0607](#)

[Attachment 1 - Proposed Ordinance No. 24-0607](#)

[Attachment 2 - Exhibit A to Proposed Ordinance No. 24-0607](#)

MOTION: Councilmember Culver moved to adopt Ordinance No. 24-0607 to amend Title 5, Title 16, and title 18 of the Kenmore Municipal Code to replace the word "marijuana" with "Cannabis". Councilmember Marshall seconded the motion.

VOTE: 7 Yes – Marshall, Loutsis, Srebnik, Sasson, O'Cain, Herbig, Culver; 0 No; 0 Abstain.

MOTION PASSES.

B. Proposed Ordinance No. 24-0608, amending Kenmore Municipal Code (KMC) Chapter 18.20 to update the definitions of "family" and "adult family home", presented by Development Services Director Samantha Loyuk and Planner Reilly Rosbotham, *for adoption*

[Agenda Bill - Proposed Ordinance No. 24-0608](#)

[Attachment 1 - Proposed Ordinance No. 24-0608](#)

[Attachment 2 - Exhibit A to Proposed Ordinance No. 24-0608](#)

MOTION: Councilmember Srebnik moved to adopt Ordinance No. 24-0608 to amend Chapter 18.20 of the Kenmore Municipal Code (KMC) to update the definitions of “Family” and “Adult family home.” Councilmember Marshall seconded the motion.

VOTE: 7 Yes – Marshall, Loutsis, Srebnik, Sasson, O’Cain, Herbig, Culver; 0 No; 0 Abstain.

MOTION PASSES.

C. Proposed Resolution No. 24-413, 2025-2030 Six-Year Transportation Improvement Program, presented by Engineering Director John Vicente, for adoption

[Agenda Bill - Transportation Improvement Program](#)

[Attachment A - Proposed Resolution No. 24-413](#)

[Presentation - Transportation Improvement Program \(Added 6/11\)](#)

MOTION: Deputy Mayor O’Cain moved to Adoption of Resolution No. 24-413 for the 2025-2030 Six-Year Transportation Improvement Program. Councilmember Culver seconded the motion.

AMENDMENT: Councilmember Loutsis moved to include within the plan the Simonds Road Sidewalk (NE 152nd – 88th) project. Deputy Mayor O’Cain seconded the motion.

VOTE: 7 Yes – Culver, Marshall, Loutsis, Srebnik, Sasson, O’Cain, Herbig; 0 No; 0 Abstain. **AMENDMENT PASSES.**

AMENDED MAIN MOTION: Adoption of Resolution No. 24-413 for the 2025-2030 Six-Year Transportation Improvement Program as amended (including the Simonds Road Sidewalk Project).

VOTE: 7 Yes – Marshall, Loutsis, Srebnik, Sasson, O’Cain, Herbig, Culver; 0 No; 0 Abstain.

MOTION PASSES.

STAFF REPORTS

A. Update on Schedule for Imagine Housing (Holt Property), presented by Community Development Director Debbie Bent and Housing and Human Services Manager Tambi Cork

Community Development Director Debbie Bent explained that in December of 2023, the City approved the Imagine Housing project, specifically "The Approach at Kenmore," is a proposed multifamily building that aims to offer both rental and affordable homeownership options. Located at 7010 NE 181st Street in Kenmore, this development is designed to meet the affordable housing goals of the City. Since December, Imagine Housing has been conducting an analysis of the site and continued the due diligence

program. They have been developing a code-compliant proposal, which eliminates the need for a Development Agreement. The primary challenge for code compliance is the height restriction. To adhere to the 65-foot height limit, the total number of units will be reduced from the originally proposed 153 units to 121 units. Additionally, although not mandated by code, the commercial space has been revised. The initial proposal included a 7,000 square foot space, but the new plans reduce it to 3,000-4,000 square feet. The parking requirement is expected to be met.

The Imagine Housing project will include 103 units, ranging from studios to three-bedroom apartments, with affordability levels set at 50% AMI and 60% AMI. Habitat for Humanity will contribute 18 affordable ownership units at 80% AMI. The development will resemble a typical apartment complex. Staff confirmed that the development will be available to families, not just individuals. There will be a pre-application meeting with the development services team in July; the meeting will confirm whether the project is code compliant. It's likely that the community engagement process will kickoff in the summer 2024. The Council will continue to revisit the project, most notably, to approve a purchase and sale agreement. With a purchase and sale agreement in hand, Imagine Housing will be able to secure funding to complete the project.

B. Other – City Manager Rob Karlinsey

City Manager Karlinsey mentioned the upcoming Farmer's Market and Juneteenth celebration, on June 19th.

COUNCILMEMBER REPORTS & COMMENTS

Councilmembers agreed to discuss the Twin Springs parking lot plan at a future meeting. City Manager Karlinsey explained that this will be presented as part of a staff report in the near future.

ADJOURNMENT

Mayor Herbig adjourned the meeting at approximately 9:16 PM.

Nigel Herbig, Mayor

Anastasiya Warhol, City Clerk



Voucher Certification and Approval

City of Kenmore

DATE RANGE: 6/8/2024 through 6/21/2024

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Kenmore and that I am authorized to authenticate and certify to said claim. The following checks and electronic payments are approved for payment:

Total Checks #54501 through 54572:

2,270,363.80

Total Payroll Electronic Deposits: Payroll/Taxes/FSA/HSA/Retirement, Dated 6/14/2024

292,336.19

Rob Karlinsey
Rob Karlinsey (Jun 24, 2024 23:16 PDT)

Jun 24, 2024

City Manager / Date

Melinda Merrell
Melinda Merrell (Jun 24, 2024 23:14 CDT)

Jun 24, 2024

Finance & Administration Director / Date

Vendor Name	Payment Number	Payment Date	Description	Amount
AMERICAN GENERAL LIFE GPO/400S	54501	06/14/2024	Life Insurance	220.33
DILIGENT CORPORATION	54502	06/17/2024	2024/25 Software Subscription	18,834.13
US POSTAL SERVICE	54503	06/20/2024	Postage for Summer Quarterly Newsletter	2,207.19
ADVANCE TESTING & SERVICE INC	54504	06/21/2024	Backflow Tests:Parks, ROW, Facilities, Hangar	1,870.00
AGORA REFRESHMENTS	54505	06/21/2024	Jun 2024 City Hall & PW Office Filtered Water	198.19
AM TEST, INC	54506	06/21/2024	May 2024 Swamp Creek TMDL & Swim Beach Monitoring	490.00
AMADOR FARMS	54507	06/21/2024	SNAP/EBT Reimbursement	64.00
ASHWINI HOSADEVARAHADLU SHIVANANDA	54508	06/21/2024	Deposit Refund for 5/31/24 event	250.00
BCN TELECOM, INC.	54509	06/21/2024	6/15-7/14/15 City Hall Phones	888.56
BOAZ COFFEE	54510	06/21/2024	SNAP/EBT Reimbursement	17.00
BROTHER'S FARMS	54511	06/21/2024	SNAP/EBT Reimbursement	90.00
BROWNE AND TOASTED	54512	06/21/2024	SNAP/EBT Reimbursement	30.00
CALICO COOKIES - ERIN CALI	54513	06/21/2024	SNAP/EBT Reimbursement	15.00
CASCADE PEST CONTROL	54514	06/21/2024	Jun 2024 Rhododendron Park Pest Control	167.50
CHICAGO TITLE	54515	06/21/2024	July 4th Notification Address List	6.06
COMCAST	54516	06/21/2024	Jun 2024 Internet City Hall & Hangar	2,096.76
COMCAST BUSINESS	54517	06/21/2024	6/10-7/9/2024 Internet TI'awh-ah-dees Park	71.95
COMCAST BUSINESS	54518	06/21/2024	6/14-7/13/24 City Hall Internet & Cable	157.66
CONSOLIDATED PRESS	54519	06/21/2024	Solarize Mailer Printing & Prep	1,759.52

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

COTTAGE COMMUNITY BAKERY	54520	06/21/2024	SNAP/EBT Reimbursement	Page 12 of 176	16.00
DTG RECYCLE	54521	06/21/2024	Mulch Delivery for SR 522		1,488.96
FARM FRESH NW	54522	06/21/2024	SNAP/EBT Reimbursement		102.00
FERGUSON WATERWORKS #3156	54523	06/21/2024	Materials for SW WO#12612 & 12624		1,503.13
GCP WW HOLDCO, LLC	54524	06/21/2024	Uniform Pants/Boots P Steiniger		384.13
HOME DEPOT CREDIT SERVICES	54525	06/21/2024	Public Works Materials		129.83
HORIZON DISTRIBUTORS INC	54526	06/21/2024	Irrigation Parts - Moorlands Field		496.77
JENSEN TOFFEE	54527	06/21/2024	SNAP/EBT Reimbursement		5.00
JET CITY PRINTING	54528	06/21/2024	July 4th Banners		163.65
KIMLEY HORN AND ASSOCIATES, INC.	54529	06/21/2024	May 2024 Comprehensive Plan Services		8,197.50
KING COUNTY FINANCE	54530	06/21/2024	2024 Annual WRIA 8 Services		9,099.00
KING COUNTY FINANCE	54531	06/21/2024	May-May 2024 Hangar Sewer Treatment Capac. Fee		158.49
KING COUNTY FINANCE	54532	06/21/2024	May 2024 SW Pond Maint - Debris Disposal		158.95
KING COUNTY SHERIFF	54533	06/21/2024	Jan-May 2024 Police Services		1,959,894.40
KPFF CONSULTING ENGINEERS	54534	06/21/2024	3/1-3/29/24 Consulting Services		51,740.35
MSR KENMORE CREEK HOMES	54535	06/21/2024	Deposit Refund-ROW Agreement PRJ18-0055		7,500.00
NATIONAL BARRICADE CO., LLC	54536	06/21/2024	Arrowboard Rental- Sammamish Bridge Landscaping		496.58
NELSON ELECTRIC, INC.	54537	06/21/2024	Electrical work @ Hangar & PW Office		1,730.27
NORTHSHORE SCHOOL DISTRICT	54538	06/21/2024	May 2024 School Impact Fee		35,926.00
NORTHSHORE UTILITY DIST	54539	06/21/2024	3/31-5/31/24 Irrigation & Restrooms		2,315.53
NORTHSHORE UTILITY DIST	54540	06/21/2024	3/31-5/31/24 Irrigation & Restrooms		4,540.10
NORTHSHORE UTILITY DIST	54541	06/21/2024	3/31-5/31/24 Tl'awh-ah-dees Park Restroom		1,179.37
NORTHSHORE UTILITY DIST	54542	06/21/2024	May 2024 Fleet Fuel & Maintenance		7,373.67
NORTHSHORE UTILITY DIST	54543	06/21/2024	3/31-5/31/24 Irrigation - ROW 61st/522		1,839.45
OFFICE DEPOT	54544	06/21/2024	Finance Personnel Folders		46.60
OFFICE DEPOT	54545	06/21/2024	Office Depot Misc. Office Supplies		167.76
OFFICE DEPOT	54546	06/21/2024	Office Depot Misc. Office Supplies		9.65
O'REILLY/FIRST CALL	54547	06/21/2024	Fleet Maintenance & Parks Supplies		71.04
OSBORN CONSULTING INC.	54548	06/21/2024	Apr 2024 Swamp Creek Restoration Prop. Analysis & Muck Creek Mitigation Site		15,121.56
OUR FAMILY FARM	54549	06/21/2024	SNAP/EBT Reimbursement		6.00
OUTCOMES BY LEVY, LLC	54550	06/21/2024	May 2024 CAP & ESD Consulting		950.00
PACIFICA LAW GROUP LLP	54551	06/21/2024	Apr 2024 Professional Services		792.00
PETTY CASH CUSTODIAN	54552	06/21/2024	6/17/2024 Petty Cash Replenishment		208.50
PLYWOOD SUPPLY	54553	06/21/2024	Surface Water Facility Maintenance WO12613		1,190.16
PREMIER MEDIA GROUP	54554	06/21/2024	July 4th & Farmers Market Advertising		990.00
PUGET SOUND ENERGY	54555	06/21/2024	Streetlight Collective		24,596.30

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

REPUBLIC SERVICES #172	54556	06/21/2024	May 2024 Rhododendron Park Solid Waste and City Hall & PW Shop Solid Waste	1,806.77
SCORE	54557	06/21/2024	May 2024 Jail Services	15,639.65
SEATTLE TIMES	54558	06/21/2024	May 2024 Legal Notices	1,570.50
SIU SONG	54559	06/21/2024	Permit Fees Refund	144.80
STAPLES	54560	06/21/2024	Safety Glasses for Stock	41.77
STAPLES	54561	06/21/2024	Hangar Maintenance Supplies	272.62
STAPLES	54562	06/21/2024	City Hall & Hangar Maintenance Supplies	333.19
STEWART MACNICHOLS HARMELL, INC.	54563	06/21/2024	May 2024 Indigent Public Defense Services	5,000.00
STOWE DEVELOPMENT & STRATEGIES LLC	54564	06/21/2024	May 2024 General Consulting	3,975.00
SUNBELT RENTALS	54565	06/21/2024	Chipper Rental for fallen tree in Linwood Park	590.22
SUNRISE LOCAL BERRIES FARM, LLC	54566	06/21/2024	SNAP/EBT Reimbursement	20.00
SWANK MOTION PICTURES, INC.	54567	06/21/2024	7/17/2024 Movie Night License Fee - WONKA 8/14/24 Movie Night License Fee & DVD Rental	1,075.00
TOTAL LANDSCAPE CORP	54568	06/21/2024	Landscape Maintenance - Parks, City Hall, Moorlands Ball Field	19,536.91
UTILITIES UNDERGROUND LOCATION CTR	54569	06/21/2024	May 2024 Utility Locates	227.04
WAGNER ARCHITECTS	54570	06/21/2024	Nov '23- May '24 PWOC. Consulting Svcs	48,575.00
WASHINGTON CITY/COUNTY MGMT ASSOC	54571	06/21/2024	WCMA 2024 Summer Conf - T Cork & S Lucash	860.00
ZIPLY FIBER	54572	06/21/2024	5/28-6/27/24 City Hall phones	672.78
MISSION SQUARE / 109964	DFT0002047- 2049	06/14/2024	City of Kenmore 401a & 401a Loans	28,672.47
MISSION SQUARE 457 / 304745	DFT0002050- 2053	06/14/2024	Employee 457 DCP	6,912.98
DRS 457	DFT0002054- 2057	06/14/2024	Employee 457 Deferred Comp	516.50
AVIDIA HEALTH	DFT0002058	06/14/2024	Employee HSA Contribution	348.08
DEPARTMENT OF RETIREMENT SYSTEMS	DFT0002059- 2067	06/14/2024	Public Employees Retirement (PERS)	39,511.53
NAVIA	DFT0002068	06/14/2024	Employee FSA Contribution	854.92
BANK OF AMERICA 941	DFT0002069	06/14/2024	Federal Payroll Tax Deposit	31,477.28
PAYROLL	EFT	6/14/2024	Direct Deposit	184,042.43
TOTAL				2,562,699.99

VIII. B. Approve
Total Check #s 54501 through 54572 totaling \$2,270,363....



Vendor Purchasing Report

Page 14 of 176

For Date Range 01/01/2024 - 06/21/2024

City of Kenmore

Name	Amount
1 ALLIANCE GEOMATICS	19,838.55
58 STARS TRAVEL	2,088.36
A & A LIMOUSINE & BUS SERVICE	672.00
AABCO BARRICADE COMPANY INC.	352.37
ABS VALUATION	2,000.00
ACF WEST INC	1,597.28
ADVANCE TESTING & SERVICE INC	2,416.55
AFLAC	938.60
AGORA REFRESHMENTS	1,112.54
ALL AROUND FENCE COMPANY	8,719.92
ALPHAGRAPHICS	741.99
ALWAYS ACTIVE SERVICES LLC	57,417.22
ALYSSA MONTGOMERY	150.00
AM TEST, INC	1,270.00
AMADOR FARMS	64.00
AMBER CLIFTON	2,260.36
AMERICALL	986.71
AMERICAN GENERAL LIFE GPO/400S	1,321.98
AMERICAN SOCIETY OF COMPOSERS	500.00
AMERICAN TRAFFIC SOLUTIONS INC	75,000.00
AMY LINDBLOM	150.00
AMY ZIER	137.60
ANDRES TORRES	249.90
ANNA ARNOTT	215.06
APPLIED CONCEPTS, INC.	1,845.85
ASHWINI HOSADEVARAHADLU SHIVANANDA	250.00
ASPECT CONSULTING LLC	2,090.00
ASSOCIATION OF WA CITIES	22,510.15
AURORA RENTS	2,568.40
AVIDIA HEALTH	4,176.96
AWC EMPLOYEE BENEFIT TRUST	515,126.12
BANK OF AMERICA 941	369,062.41
BASTYR UNIVERSITY	250.00
BCN TELECOM, INC.	5,220.92
BIZDIVERSITY	1,750.00
BOAZ COFFEE	17.00
BOTHELL KENMORE CHAMBER OF COMMERCE	1,500.00
BRASS MONKEY INVESTMENTS LLC	7,554.90
BRIGHT SPARK EARLY LEARNING SERVICES	600.00
BROTHER'S FARMS	90.00
BROWNE AND TOASTED	30.00
BRYAN HAMPSON	165.00
BUD CLARY FORD OF MOSES LAKE	54,007.70
BUILDERS EXCHANGE OF WASHINGTON INC	75.10
C R COLLINS CONSTRUCTION INC	110.40
CALICO COOKIES - ERIN CALI	15.00
CALPORTLAND COMPANY	6,434.70
CAMP UNITED WE STAND	1,125.60
CANON FINANCIAL SERVICES, INC.	1,330.88
CAPITAL ONE TRADE CREDIT/MCLENDON	401.08
CASCADE PEST CONTROL	1,172.05
CASCADIA COLLEGE	30,000.00
CASCADIA LAW GROUP	2,250.00

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

CEDAR GROVE COMPOSTING, INC.	64.74
CENTER FOR HUMAN SERVICES	60,227.77
CENTRICITY GIS, LLC	8,500.00
CHANIN KELLY-RAE CONSULTING LLC	650.00
CHASE WALKER	492.19
CHICAGO TITLE	16.56
CITY OF BELLEVUE	42,142.71
CITY OF KENMORE	2,553.80
CITY OF KENT	575.00
CITY OF LAKE FOREST PARK	56,187.00
CITYWORKS/AZTECA SYSTEMS LLC	43,832.13
CODE PUBLISHING COMPANY	5,712.04
COMCAST	12,649.52
COMCAST BUSINESS	1,397.66
CONFLUENCE ENVIRONMENTAL COMPANY	9,131.45
CONSOLIDATED PRESS	7,567.76
CORE DESIGN, INC.	5,164.86
COSTCO	60.00
COTTAGE COMMUNITY BAKERY	16.00
CRAIG OLSON	248.00
D.P. NICOLI, INC.	469.37
DAHLIA CORONA	445.07
DAILY JOURNAL OF COMMERCE	3,506.45
DALE KRUEGER	208.65
DAVID BAKER	240.39
DEPARTMENT OF COMMERCE	105,918.27
DEPARTMENT OF LABOR AND INDUSTRIES	17,603.49
DEPARTMENT OF RETIREMENT SYSTEMS	455,304.76
DILIGENT CORPORATION	18,834.13
DRS 457	18,043.50
DTG RECYCLE	6,012.67
E SQUARED SYSTEMS, LLC	264.36
EBIX, INC.	33.06
ELECTRONIC BUSINESS MACHINES	1,089.53
EMC RESEARCH, INC.	60,250.00
ENVIRONMENTAL SYSTEMS RESEARCH INST	15,320.10
ENVIROTECH	10,041.75
ESD - LTC	5,921.47
ESD - PFML	10,883.68
FARM FRESH NW	102.00
FAST WATER HEATER	187.10
FASTSIGNS	3,915.35
FERGUSON WATERWORKS #3156	5,130.03
FIRE PROTECTION, INC	3,970.65
FIRESTONE INVESTMENT LLC	73,202.00
FIX AUTO KENMORE	2,840.91
FLEMINGS HOLIDAY LIGHTING LLC	2,247.17
FLYNN BEC LP	13,536.97
FLYWAY RETAIL + LIVING	3,111.41
FOURTEEN CREATIVE	6,100.00
FUELCARE	7,643.05
GAMETIME	84.46
GARY ULRICH	40.00
GAYLYNN BRIEN	300.00
GCP WW HOLDCO, LLC	4,477.24
GOOD, MICHAEL J.	300.00
GORDON THOMAS HONEYWELL	18,060.00
GRAINGER	194.91
H.D. FOWLER COMPANY	4,185.40
HDR ENGINEERING, INC	41,793.50
HEALTH MANAGEMENT ASSOCIATES INC	36,928.75

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

HEIDELBERG MATERIALS	964.37
HERRERA ENVIRONMENTAL CONSULTANTS	1,116.06
HESTON PHOTOGRAPHY	420.04
HILLIS CLARK MARTIN & PETERSON P.S.	25,550.50
HOLMBERG COMPANY	1,100.04
HOME DEPOT CREDIT SERVICES	3,130.75
HONEY BUCKET	1,006.50
HORIZON DISTRIBUTORS INC	9,041.84
HP'S SMOKEHOUSE BBQ	330.00
HRA VEBA TRUST	24,941.03
HUNTINGTON TECHNOLOGY FINANCE	45,235.36
HYDROPOINT DATA SYSTEMS, INC.	3,922.93
ICICLE VILLAGE RESORT	8,138.12
ICLEI	1,200.00
ICMA INTERNATIONAL CITY/CNTY MGMT ASSOC	1,200.00
INSIDESOURCE	2,470.64
INSLEE, BEST, DOEZIE & RYDER, P.S.	187,740.64
INTERNATIONAL INST OF MUNI CLERKS	250.00
iWORQ SYSTEMS	2,800.00
JADA THOMPSON	156.00
JAYMARC AV	1,128.17
JENNIFER LEIGH DIXON	3,520.00
JENNIFER SPELHAUG	1,043.12
JENSEN TOFFEE	5.00
JERRY OWEN	27,732.40
JET CITY PRINTING	449.96
JIM DANDY SEWER & PLUMBING	462.42
JOHN BAYS	7,500.00
JOHN VICENTE	591.28
JONES BOYS MAINTENANCE CO. INC.	1,414.79
JORDAN STECKS	150.00
JURASSIC PARLIAMENT	1,899.64
KARI HATCHER	150.00
KARIM KARMALI	79.92
KBA INC.	11,774.27
KCDA PURCHASING COOP	6,834.60
KENMORE COMMUNITY CLUB	530.00
KENMORE ELEMENTARY PTA	2,500.00
KENMORE HERITAGE SOCIETY	5,393.00
KENMORE MIDDLE SCHOOL	5,000.00
KENMORE SENIOR CENTER	15,625.00
KERRY KAESTNER	150.00
KIMLEY HORN AND ASSOCIATES, INC.	24,502.50
KING COUNTY BAR ASSOCIATION	400.00
KING COUNTY FINANCE	65,419.50
KING COUNTY RECORDER'S OFFICE	541.50
KING COUNTY REGIONAL HOMELESSNESS AUTHORITY	38,000.00
KING COUNTY SHERIFF	1,959,894.40
KING COUNTY TREASURY	103,652.68
KOMPAN, INC	4,238.63
KPFF CONSULTING ENGINEERS	108,645.45
LAKE CITY PARTNERS ENDING HOMELESSNESS	17,000.00
LANGTON SPIETH, LLC	20,000.00
LEIGH ANNE MALAVOTTE	156.00
LIGHTHOUSE CONSULTING INC	74,585.86
LINCOLN NATIONAL LIFE INSURANCE	11,462.05
LINKEDIN CORP.	5,730.00
LITTLE JACK FLOWER FARM	235.00
LUPITA ZAMORA CONSULTING LLC	1,200.00
MARY MILLER STEPHENS	6,250.00
MELANIE O'CAIN	453.50

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

MELINDA MERRELL	971.69
METROPOLITAN TRANSPORTATION COMM/STREETSAVE	2,000.00
MICHELLE KANG	415.39
MINUTEMAN PRESS	28,092.17
MISSION SQUARE / 109964	340,876.12
MISSION SQUARE 457 / 304745	82,025.04
MKS PROPERTIES	20,137.00
MOJO STRATEGIES	1,337.50
MORGAN STANLEY CAPITAL MANAGEMENT LLC	4,166.66
Motorola Solutions, Inc.	1,595.34
MOTT MACDONALD	18,212.05
MR. T'S TROPHIES & AWARDS LLC	28.52
MSR KENMORE CREEK HOMES	7,500.00
NAC INC	44,515.00
NAMI EASTSIDE	3,750.00
NARWHAL MET, LLC	2,125.00
NATIONAL BARRICADE CO., LLC	1,814.37
NATIONAL LIFE INSURANCE CO.	561.61
NAVIA	22,846.63
NELSON ELECTRIC, INC.	5,255.29
NIGEL HERBIG	1,274.71
NIKHIL PATNE	250.00
NINA RASMUSSEN	977.74
NORTH AMERICAN SAFETY, INC.	2,300.50
NORTHSHORE PARK & REC SERVICE AREA	5,440.00
NORTHSHORE SCHOOL DISTRICT	287,976.50
NORTHSHORE SCHOOLS FOUNDATION	1,500.00
NORTHSHORE SENIOR CENTER	8,125.00
NORTHSHORE UTILITY DIST	75,092.91
NORTHSHORE YOUTH SOCCER ASSOC.	55.00
NORTHWEST ARBORICULTURE LLC	14,700.09
NORTHWEST TROPHY	1,548.56
NUHSA	1,000.00
OFFICE DEPOT	2,646.81
OFFICE OF MINORITY & WOMEN'S BUSINESS ENTERPRISE	2,395.47
OLBRECHTS & ASSOCIATES, PLLC	6,633.75
OLSON BROTHERS PRO VAC LLC	69,250.91
OLYMPIC ENVIRONMENTAL RESOURCES INC	27,569.10
OLYMPIC NURSERY INC	1,250.10
ONE DIVERSIFIED	287.34
ONTRA MARKETING GROUP	150.00
O'REILLY/FIRST CALL	370.31
OSBORN CONSULTING INC.	194,261.63
OUR FAMILY FARM	6.00
OUTCOMES BY LEVY, LLC	8,950.00
PACE ENGINEERS, INC.	135,571.75
PACIFIC AIR CONTROL, INC.	10,553.96
PACIFIC TOPSOILS	5,137.00
PACIFICA LAW GROUP LLP	792.00
PARAMETRIX INC	2,601.92
PAWS	2,977.00
PENDLETON CONSULTING LLC	10,701.90
PERFORMANCE SYSTEMS INTEGRATION LLC	390.12
PETROCARD, INC	3,942.42
PETTY CASH CUSTODIAN	472.08
PLYWOOD SUPPLY	1,261.25
POLCO	9,000.00
PREMIER MEDIA GROUP	990.00
PROGENGO LLC	128.76
PSR MECHANICAL, LLC	1,288.77
PUGET SOUND CLEAN AIR AGENCY	23,536.00

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

PUGET SOUND EMERGENCY RADIO NETWORK OPERATOF	604.80
PUGET SOUND ENERGY	195,880.94
PUGET SOUND PLANTS	2,548.73
QUADIENT LEASING USA, INC.	1,290.95
QUALITY BUSINESS SYSTEMS / WELLS FARGO	58.83
QUINN PROFFITT	612.20
RAJESH MASKARA	250.00
REGIONAL ANIMAL SERVICES OF KC	595.00
REGIONAL CRISIS RESPONSE AGENCY	38,459.75
REPUBLIC SERVICES #172	8,552.38
RICH HARTMAN'S BELLINGHAM FORD LINCOLN	53,089.00
ROB KARLINSEY	500.00
RRJ COMPANY, LLC	342,068.79
SAMANTHA LOYUK	146.06
SANDHYA MANICKAVASAGAM	150.00
SARABJIT MANN	7,500.00
SARAH ROBERTS	40,262.41
SCHEMATA WORKSHOP INC.	243.00
SCHINDLER ELEVATOR CORPORATION	3,037.77
SCORE	67,984.77
SEATTLE & KING COUNTY PUBLIC HEALTH	1,026.00
SEATTLE OUT & PROUD FOUNDATION	2,250.00
SEATTLE TIMES	6,835.50
SENTINEL OFFENDER SERVICES, LLC	585.00
SENZA KENMORE LLC / GOLDSMITH	7,500.00
SESAC	581.00
SHANNON & WILSON, INC.	712.50
SHANNON TIPPLE-LEEN	173.45
SHERWIN WILLIAMS CO.	303.76
SHI INTERNATIONAL CORP.	284.67
SHORELINE FIRE DEPT	1,400.00
SHRED IT, C/O STERICYCLE, INC>	114.33
SISKUN POWER EQUIPMENT	3,533.98
SIU SONG	144.80
SKYCORP, LTD	43,074.87
SLABJACK NW, LLC	5,031.57
SMS CLEANING, INC.	32,475.00
SNOHOMISH COUNTY	8,736.00
SOFTWAREONE, INC.	21,668.07
ST OF WA DEPT OF FISH & WILDLIFE	40.00
STAPLES	10,200.59
STATE AUDITOR'S OFFICE	44,387.89
STATE OF WA DEPT. OF LICENSING	1.64
STEPHAN GMUR	1,775.72
STEPHANIE LUCASH	632.00
STEWART MACNICHOLS HARMELL, INC.	30,000.00
STOWE DEVELOPMENT & STRATEGIES LLC	10,200.00
STRATEGIES 360, INC.	18,416.67
STRIDER CONSTRUCTION CO., INC.	57,430.84
SUMMIT LAW GROUP PLLC	1,500.00
SUNBELT RENTALS	1,138.32
SUNRISE LOCAL BERRIES FARM, LLC	20.00
SUPERION, LLC	2,545.62
SWANK MOTION PICTURES, INC.	1,075.00
T MOBILE USA, INC.	8,572.66
TAMBI CORK	243.89
TASTAD CONSTRUCTION INC	138,735.83
THE LODGE AT ST. EDWARD PARK	261.51
THOMCO CONSTRUCTION, INC.	18,882.49
TOASTMASTERS INTERNATIONAL	250.00
TOBIN BENNETT GOLD	711.40

VIII. B. Approve

Total Check #s 54501 through 54572 totaling \$2,270,363....

TOTAL LANDSCAPE CORP	52,595.83
TRUE NORTH EQUIPMENT INC	168.96
TRUGREEN	351.53
TRUSTEES OF THE HAMLINE UNIVERSITY OF MINNESOTA	1,704.47
U.S. BANK N.A. / CUSTODY	314.00
U.S. BANK PURCHASE CARDS	131,883.56
ULINE	4,092.77
UPS STORE KENMORE	505.37
URBAN LAND INSTITUTE	15,000.00
US POSTAL SERVICE	7,123.34
UTILITIES UNDERGROUND LOCATION CTR	897.60
VALLEY, CHRIS & BETH	2,464.75
VERIZON WIRELESS	400.30
VIJAYARAGHAVAN MAKKAKODE	250.00
WA CITIES INSURANCE AUTHORITY	795,456.00
WA FINANCE OFFICERS ASSOCIATION	225.00
WA RECREATION & PARK ASSOC.	605.00
WA STATE DEPARTMENT OF AGRICULTURE	75.00
WA STATE DEPT OF ENTERPRISE SVCS	4,117.00
WA STATE DEPT OF LABOR & INDUSTRIES	284.30
WA STATE DEPT OF TRANSPORTATION	4,565.33
WA STATE DEPT OF TRANSPORTATION	43.04
WAGNER ARCHITECTS	94,174.00
WASHINGTON AUDIOLOGY SERVICES, INC.	1,114.10
WASHINGTON CITY/COUNTY MGMT ASSOC	860.00
WASHINGTON FEDERAL BANK	2,732.20
WASHINGTON MUNICIPAL CLERKS ASSOC	100.00
WASHINGTON STATE FARMERS MARKET ASSOCIATION	350.00
WASHINGTON STATE OFFICE CASH MGMT	343.00
WESTERN DISPLAY FIREWORKS, LTD.	7,500.00
WESTERN ENTRANCE TECHNOLOGY, LLC	1,542.80
WESTLAKE HARDWARE WA-153	1,821.72
WM CORPORATE SERVICES INC.	15,422.30
WONDERLAND CHILD & FAMILY SERVICES	1,000.00
XEROX CORPORATION	3,017.53
YOUNGMIN KIM	150.00
YOURMEMBERSHIP.COM, INC	249.00
ZEN DEVELOPMENT, LLC	11,266.50
ZIPLY FIBER	4,194.65
ZONAR SYSTEMS	544.07
ZUMAR	1,989.99

Page 19 of 176

VIII. B. Approve
Total Check #s 54501 through 54572 totaling \$2,270,363....

City Council, Kenmore WA
Commitment to DEIA

Working with Our Biases
A Professional Development Opportunity

Facilitated by
Betsy BeMiller

Principal, Workplace Resolutions, LLC

(See page 2)

Commitment to DEIA

Working with Our Biases

Getting Underway

- Council's commitment to DEIA training and policy
- Role of councilmembers

City Council, Kenmore WA

Commitment to DEIA

Working with Our Biases

Today's Agenda

Definitions
Material *Bias*



Cultural Identity

4 Entry Points for Interrupting the Playing out of Bias
Closure

Bias *

Prejudice in favor of or against one thing, person, or group compared with another, usually in an unfair or negative way.

Unconscious bias (also known as *implicit bias*)

Attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control.

* Kenmore's *DEIA Policy*, p. 5

Cultural Identity

The sense of belonging to a group that has its own distinct culture. It is part of how one sees oneself and relates to the world. One's cultural identity is influenced by factors such as race, religion, nationality, ethnicity, gender, beliefs, traditions, and values.

Three myths about *cultural identity*:

- *Cultural identity is fixed.*
- *Some of us don't have a cultural identity.*
- *Our own cultural identity is mainstream.*

City Council, Kenmore WA
Commitment to DEIA
Working with Our Biases

Today's Agenda

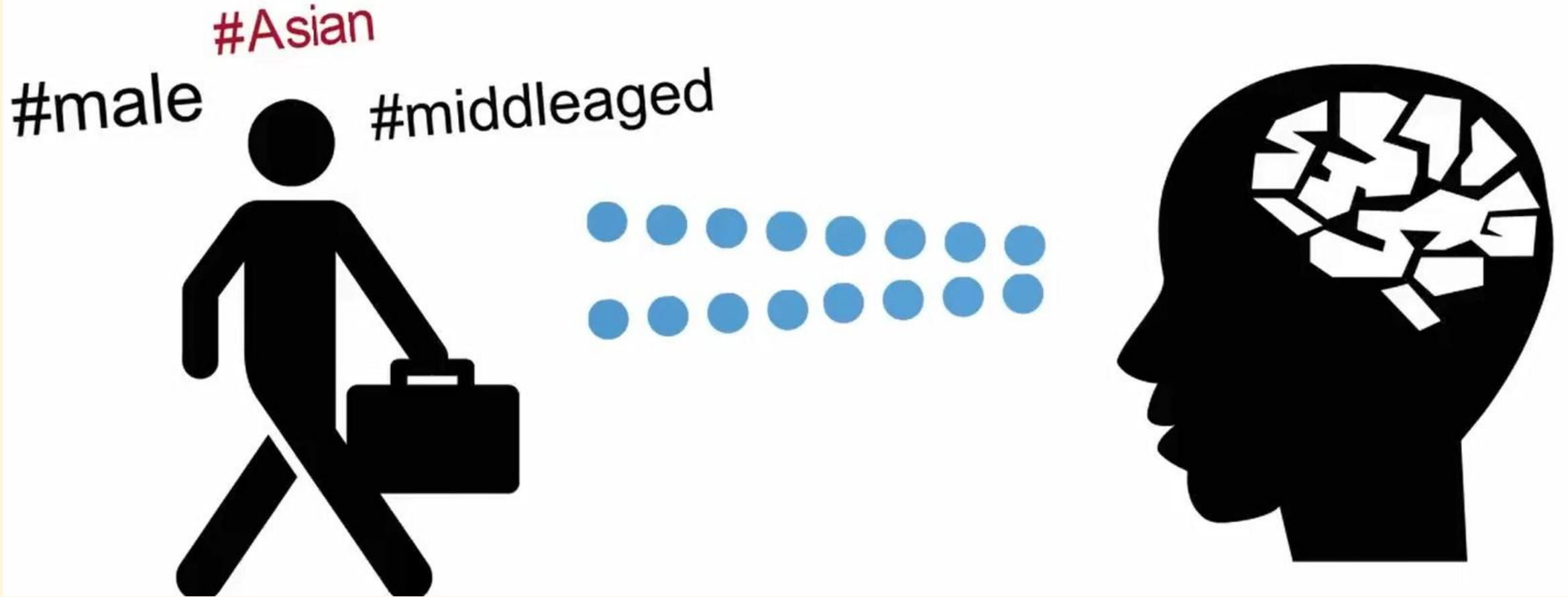
Definitions
Bias

Cultural Identity

4 Entry Points for Interrupting the **Playing out of Bias**
(video)

Closure

Attitudes & Stereotypes



[video](#)

Biases Playing Out

Unconscious bias



Prejudging



Behavior



Discrimination

Treat others unfairly or unequally based on specific characteristics, such as race, ethnicity, gender identity, age, disability, sexual orientation, religious beliefs, or national origin.

City Council, Kenmore WA

Commitment to DEIA

Working with Our Biases

Today's Agenda

Definitions

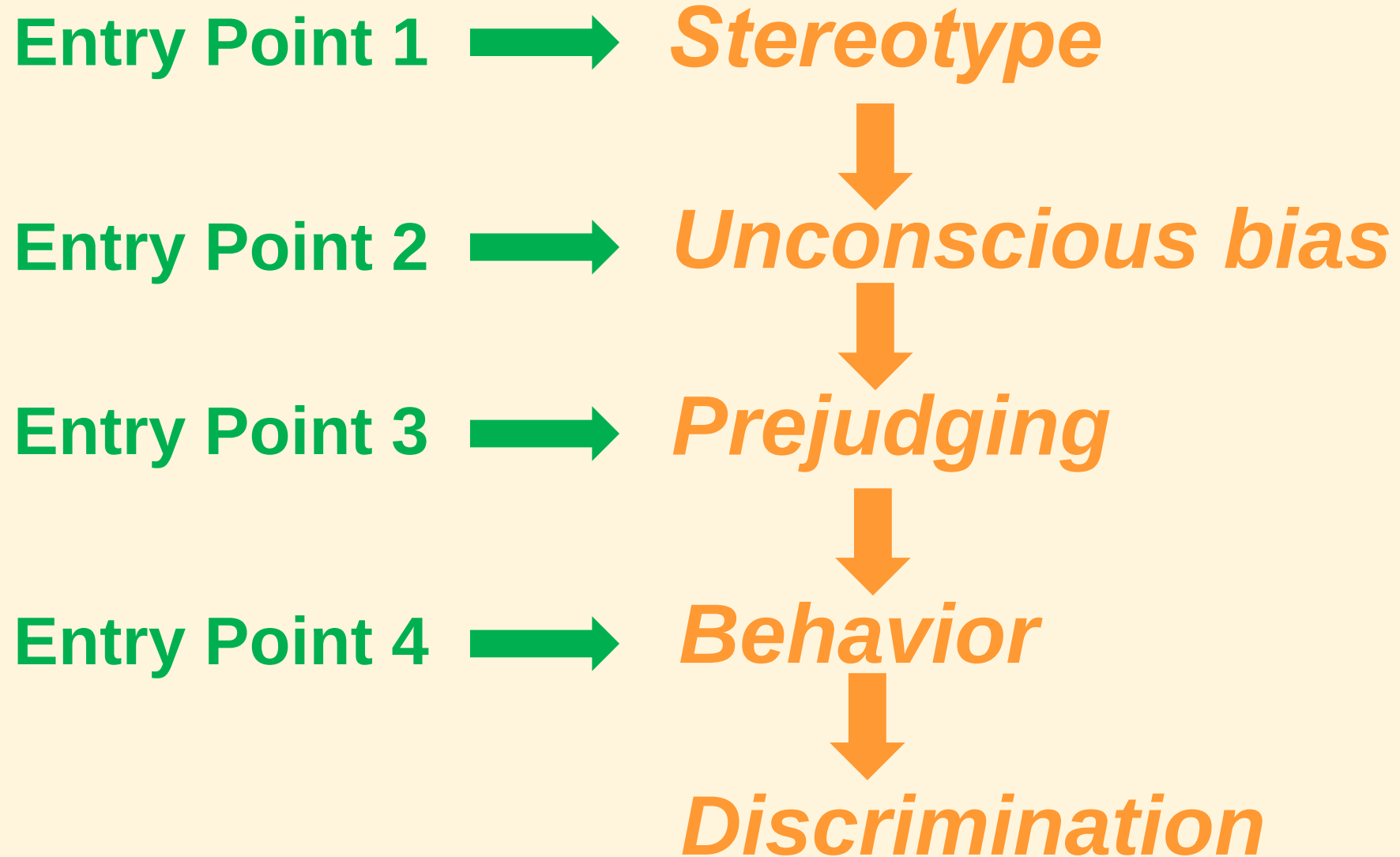
Bias

Cultural Identity

 **4 Entry Points for Interrupting the Playing out of Bias**

Closure

Interrupting the Playing out of Bias



Entry Point 1

Stereotype

A widely held but fixed and generalized image or idea of a particular type of person or thing

Five Major “Areas” of *Stereotyping*

- Cultural (National Origin, Indigenous)
- Social (class, generation, group)
- Racial
- Gender
- Religious

What are the Possible Stereotypes?

You're so articulate. (You talk so well.)

Oh, sorry, wrong person.

Why do you wear that?

Where are you actually from?

I think you're in the wrong room: this is the programmers' meeting.

Do you even know what Snapchat is?

Are you an intern? You look so young.

Is that your real hair?

Your name is so hard to pronounce.

You're transgender? Wow, you don't look like it at all.

(Interrupting) Well, actually, I think . . .

Entry Point 1: Toolkit Strategies

Examining Stereotyping

- Examine societal (and my) stereotyping
- Explore my history: What DEIA messages have influenced me here?
- Recognize my narratives that have developed over my life
 - *Narratives are the untested, uninvestigated theories that hold the foundation for my assumptions, conclusions, and judgments.*
- Initiate Inquiry

Entry Point 2

Unconscious Bias

An automatic – that is, we’re not conscious of – association, attitude, or tendency that operates “below” and beyond our control and awareness

Three Types of *Unconscious Biases*

Affinity	The tendency to favor people who share similar interests, backgrounds, and experiences with us.
Anchor	The tendency to rely on the first piece of information we hear.
Confirmation	The tendency to listen to that which confirms our preconceptions

Entry Point 2: Toolkit Strategies

Recognizing Unconscious Bias

An automatic – that is, we’re not conscious of – association, attitude, or tendency that operates “below” and beyond our control and awareness

Consciousness Strategies:

Learn to recognize – what, when, where, how – situations trigger our “automatic” responses

Stop . . . Pause . . . Reflect

Entry Point 3: Toolkit Strategies

Interrupting Prejudging

An attitude about a group or person based on a belief or stereotype

Attitude Strategies:

Be aware and recognize it

Check assumptions and explore biases

Initiate Inquiry

What's the origin of my narrative?

Is it actually true?

How do I know?

Do my theories align with who I think I am, my best self?

Entry Point 4: Biased Behavior

Inclusion (in-group) or exclusion (out-group) based on preconceptions and unchecked assumptions

Micro-Inequity is a small, often overlooked act of exclusion or bias that is received/perceived as **disrespecting, unfairly singled out, or being overlooked, ignored, or otherwise discounted** based on perceived attributes of disadvantage, such as race, gender, religion, views, etc.

Micro-inequities are a form of subtle – usually unnoticed by the advantaged – mechanisms within a society that contribute to the exclusion, disempowerment, or disadvantage of certain individuals or groups—perpetuating sociocultural inequalities and disparities.

Entry Point 4: Toolkit Strategies

Acknowledging Biased Behavior

Acknowledging Strategies

1. When I recognize my biased behavior.
2. When someone shares with me my biased behavior.
3. When I recognize biased behavior in another.

Entry Point 4: Toolkit Strategies

Acknowledging Biased Behavior I

When I recognize my biased behavior

Acknowledging Strategies:

In the moment:

Acknowledge, apologize, clarify intentions

I just said something that I realize was not supportive or affirming.

I just realized that what I said does not reflect my intentions.

Entry Point 4: Toolkit Strategies

Acknowledging Biased Behavior II

When someone shares with me my biased behavior

For example, when told:

I noticed you ignored my/their idea and then gave someone else credit for it.

Acknowledging Strategies:

Examples of potential responses:

Own it: *You're right: I did do that without thinking it through.*

Ask for clarification: *I don't understand. Can you elaborate?*

Entry Point 4: Toolkit Strategies

Acknowledging Biased Behavior III

When I recognize biased behavior in another.

Example: you notice another's behavior that you perceive as bias-formed

Acknowledging Strategies:

Examples of potential responses:

Own it:

I noticed/heard (be descriptive)

Ask for clarification:

I'm wondering if you could clarify your thinking leading to that action/expression?

City Council, Kenmore WA

Commitment to DEIA

Working with Our Biases

Today's Agenda

Definitions
Bias

Cultural Identity

4 Entry Points for Interrupting the Playing out of Bias



Closure

Commitment to DEIA

Working with Our Biases

Closure

One take-away that you can apply for working effectively with your biases.

One thought about how these tools can support effective Council work.

Thank you to all who made this collaboration possible.

Betsy BeMiller

Commitment to DEIA

Working with Our Biases

The path to creating inclusive environments requires (a) consciously taking action with an understanding that supporting inclusivity lifts up all of us in the accomplishment of our humanness, (b) a willingness to acknowledge systems that undermine equity, and (c) overcoming fear and guilt about our own (implicit) participation in these systems.

A Professional Development Opportunity
City Council, Kenmore WA
Monday, July 8, 2024

Agenda

Getting Underway

Council's commitment to DEIA training and policy

Role of councilmembers

Two Definitions: *Bias & Cultural Identity*

4 Entry Points for Interrupting the Playing Out of Bias

Closure

Facilitated by

Betsy BeMiller

Principal, Workplace Resolutions, LLC

Conflict & Dispute Resolution Systems & Services at Work

Betsy BeMiller, Principal

Workplace Resolutions, LLC

Consultant, Facilitator, Trainer, Coach, Mediator

www.workplace-resolutions.com/

Betsy BeMiller is a consultant, facilitator, trainer, coach and mediator in employment and workplace issues. She effects long-term culture change by assisting individuals with their professional relationships and organizations with their structure, values and processes. Her style is highly facilitative—drawing out the best in individuals and groups—and creates an interactive, dynamic, positively charged learning and growing experience for all. She provides a high degree of sensitivity, ethics, optimism, patience, neutrality and communication skills.

Working in the area of employment law for over 30 years, Betsy has consulted with organizations on policies and procedures, conducted numerous assessments and investigations, and provided coaching and training in all subjects protected by state, federal and tribal laws. For the EEOC, federal agencies, state agencies and municipalities, she has mediated discrimination cases and facilitated the resolution of pre-complaint and post-investigation cases.

In alternative dispute/conflict resolution, Betsy has developed special skill in resource utilization, bringing relevant stakeholders together to achieve positive long-term outcomes. She has collaborated in delivering trainings in leadership development, workplace effectiveness, mediation, dispute/conflict management and resolution, communication, perception, and diversity—while continuing her own growth through myriad trainings, seminars, conferences, certifications and networking.

Betsy serves on mediation panels for: Dispute Resolution Center of King County and the King County Alternative Dispute Resolution Program (InterLocal Conflict Resolution Group). She is involved in social and racial justice initiatives.

For the State of Washington, King County and University of Washington, Betsy is an “Organizational Development Business Consultant,” “Performance Management Consultant,” “Business Partner,” coach, trainer/instructor and facilitator. Many agencies contract with her (i) to facilitate strengthening workplace relationships; developing appropriate, respectful, inclusive, behaviors; and building productive cultures; and (ii) to deliver trainings on communication, collaboration, inclusiveness, awareness and prevention of workplace discrimination, harassment and violence.

Betsy’s clients include: U.S. Dept. of Agriculture (Forest Service; Rural Development), U.S. Dept. of Energy, U.S. Dept. of Interior, U.S. Air Force, U.S. Dept. of Health & Human Services, U.S. Health Care Finance Administration, U.S. Housing and Urban Development (HUD), U.S. General Services Administration (GSA), State of Washington, its cities (Tacoma, Seattle, Kenmore), counties (Pierce, King, Cowlitz, Thurston, Lewis, Snohomish), ports (Tacoma, Grays Harbor), universities (Univ. of Washington, Univ. of Puget Sound) & colleges (Evergreen State, Green River, Highline, Pierce, Clover Park, Bates) and many nonprofit organizations, corporations, utilities, businesses – and individuals.

Conflict / Dispute Resolutions Services & Systems *at Work*

vrsn 0.2.5

Leadership, Management & Supervision

Personnel Interventions Ombuds Services Communication

253–941–0822 voice, message & auto fax

emails: betsy2resolve@msn.com, betsy@workplace-resolutions.com

Several Definitions to get us started.

Bias: *Prejudice in favor of or against one thing, person, or group compared with another, usually in an unfair or negative way. Unconscious bias, also known as implicit bias, is defined as “attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control”. (Kenmore’s DEIA Policy p. 5)*

Cultural Identity: *The sense of belonging to a group that has its own distinct culture. It is part of how one sees oneself and relates to the world. One’s cultural identity is influenced by factors such as race, religion, nationality, ethnicity, gender, beliefs, traditions, and values.*

For understanding our own unique and complex identity, it is essential to recognize our *cultural identity* (see above).

1. Note aspects of your own *cultural identity* (see above).

2. Briefly describe a belief or value with which you grew up.

Furthermore, as we deepen our awareness of our own identity, we empower ourselves to recognize the unique *cultural identity* in others.

Three myths about *cultural identity*

Cultural identity is fixed.

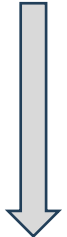
Some of us don’t have a cultural identity

Our own cultural identity is mainstream.

Stereotype*: *A widely held but fixed and generalized image or idea of a particular type of person or thing*



Unconscious bias: *An automatic – that is, we're not conscious of – association, attitude, or tendency that operates "below" and beyond our control and awareness*



Prejudging: *An attitude about a group or person⁴ based on a belief or stereotype*



Behavior: *In particular, inclusion (ingroup) or exclusion (out-group) based on preconceptions and unchecked assumptions*



Discrimination: *Any action – for example denial of opportunity or unequal treatment –that follows prejudicial attitudes*

* page adapted from Traliant.com

What are the Possible Stereotypes?

Put a checkmark in each applicable column.

Cultural (National Origin, Indigenous)	Social (generation, class, group)	Racial	Gender	Religious

When we say . . .

You're so articulate. (You talk so well.)

Oh, sorry, wrong person.

Why do you wear that?

Where are you actually from?

I think you're in the wrong room: this is the programmers' meeting.

Do you even know what Snapchat is?

Are you an intern? You look so young.

Is that your real hair?

Your name is so hard to pronounce.

You're transgender? Wow, you don't look like it at all.

(Interrupting) Well, actually, I think . . .

Entry Point 1: Examining Stereotyping

Stereotype: *A widely held but fixed and generalized image or idea of a particular type of person or thing*

Toolkit Strategies:

Recognize societal (and my) stereotyping

Cultural (National Origin, Indigenous), Social (class, generation, group), Racial, Gender, Religious

Explore my history: What are the DEIA messages that influenced me?

(race, gender, national origin, disability, age, class status, any marginalized group, etc.)

Recognize my narratives that have developed over my life

Narratives are the untested, uninvestigated theories that hold the foundation for my assumptions, conclusions, and judgments.

You're either believing your thoughts or questioning them. There's no other choice. (Byron Katie, <https://thework.com/>)

Initiate Inquiry

What's the origin of the message/narrative?

Is it actually true?

How do I know?

Do my theories align with who I think I am or my best self?

INSIGHTS, IDEAS, INTENTIONS:

Entry Point 2: Recognizing Unconscious Bias

Unconscious bias: *An automatic – that is, we're not conscious of – association, attitude, or tendency that operates "below" and beyond our control and awareness*

3 types of unconscious biases

Affinity bias: The tendency to favor people who share similar interests, backgrounds, and experiences with us.

Anchor bias: The tendency to rely on the first piece of information we hear.

Confirmation bias: The tendency to listen to that which confirms our preconceptions

Toolkit Strategies

Learn to recognize – what, when, where, how – situations trigger our "automatic" responses

making decisions
during meetings
meeting a new person
when tired, hungry, angry, . . .
late in the day
under pressure

Slow down

Stop, pause and reflect
Take 3 deep breaths, hold each for 5 seconds, release slowly

INSIGHTS, IDEAS, INTENTIONS:

Entry Point 3: Interrupting Prejudging

Prejudging: *An attitude about a group or person based on a belief or stereotype*

Toolkit Strategies

Be aware and recognize it

I recognize I'm forming negative judgments . . .

Check assumptions and explore biases

Initiate Inquiry

With myself:

What's the origin of the message/narrative?

Is it actually true?

How do I know?

Do my theories align with who I think I am or my best self?

With others:

Can you clarify your thinking that brought you to that conclusion/statement/action?

INSIGHTS, IDEAS, INTENTIONS:

Entry Point 4: Acknowledging Biased Behavior

Biased Behavior: *In particular, inclusion (ingroup) or exclusion (out-group) based on preconceptions and unchecked assumptions*

Micro-Inequity is a small, often overlooked act of exclusion or bias that is received/perceived as **disrespecting, unfairly singled-out, or being overlooked, ignored or otherwise discounted**

based on perceived attributes of disadvantage, such as race, gender, religion, views, etc.

Micro-inequities are a form of subtle – usually unnoticed by the advantaged – mechanisms within a society that contribute to the exclusion, disempowerment, or disadvantage of certain individuals or groups, perpetuating sociocultural inequalities and disparities.

Toolkit Strategies

When I recognize my biased behavior.

Examples of potential responses:

Own it:

Acknowledge, apologize, clarify intentions.

Make amends:

I just said something that I realize was not supportive or affirming.

I just realized that what I said does not reflect my intentions.

Someone shares with you about your behavior:

I noticed you ignored my/their idea and then gave someone else credit for the idea.

Examples of potential responses:

Own it:

You're right: I did that without thinking it through.

Ask for clarification:

I don't understand. Can you elaborate?

You notice another's behavior that you perceive as bias-formed:

Examples of potential responses:

Own it:

I noticed/heard (be descriptive)

Ask for clarification:

I'm wondering if you could clarify your thinking leading to that action/expression?

INSIGHTS, IDEAS, INTENTIONS:

Closure

One takeaway that you can apply for working effectively with your biases.

One thought about how these tools can support effective Council work.

Individual development:

From this facilitation, what will you apply to your life and position?



City Council Agenda Bill City of Kenmore, WA

Subject/Topic: Diversity, Equity, Inclusion, and Accessibility (DEIA) Annual Update Proposed Council Action/Motion: None	For Council Meeting Agenda of: 7/8/2024 Department: City Manager's Office Prepared by: Garrett Oppenheim, Assistant to the City Manager/DEIA Coordinator <table><thead><tr><th></th><th><u>Initial & Date</u></th></tr></thead><tbody><tr><td>Approved by Department Head:</td><td><u>GO 6/28/24</u></td></tr><tr><td>Approved by City Attorney:</td><td><u>DR 6/28/24</u></td></tr><tr><td>Approved by Finance Director:</td><td><u>MM 6/28/24</u></td></tr><tr><td>Approved by City Manager:</td><td><u>RK 6/27/24</u></td></tr></tbody></table> Attachments/Exhibits: 1. DEIA Policy 2. DEIA Strategic Plan 3. DEIA 5-Year Roadmap 4. Resolution 20-348 5. Equity Toolkit 6. DEIA Annual Update Slide Deck		<u>Initial & Date</u>	Approved by Department Head:	<u>GO 6/28/24</u>	Approved by City Attorney:	<u>DR 6/28/24</u>	Approved by Finance Director:	<u>MM 6/28/24</u>	Approved by City Manager:	<u>RK 6/27/24</u>
	<u>Initial & Date</u>										
Approved by Department Head:	<u>GO 6/28/24</u>										
Approved by City Attorney:	<u>DR 6/28/24</u>										
Approved by Finance Director:	<u>MM 6/28/24</u>										
Approved by City Manager:	<u>RK 6/27/24</u>										
Summary: Staff is presenting an annual update to City Council as to the implementation status of the DEIA Strategic Plan and all the DEIA-related work going on in the City.											
Information/Background: On November 14, 2022, the Kenmore City Council adopted a DEIA Policy. The City Council followed that up by adopting the City's first ever DEIA Strategic Plan on September 11, 2023. Almost immediately, city staff began implementing the Strategic Plan. The initiatives that make up the Plan were put into a Microsoft Planning Board and assigned to the department or departments responsible for carrying them out. The Assistant to the City Manager serves as the DEIA Coordinator and meets quarterly with each department to review their progress in the previous quarter and go over what is to be accomplished during the succeeding quarter. In addition to the DEIA Strategic Plan, the City has a DEIA Advisory Committee composed of experts in the field who either live or work in Kenmore. The Committee meets quarterly throughout the year, hearing updates from individual departments as to their work, advising city staff, discussing DEIA-related topics, and meeting with community groups. The Committee also helps organize and											

volunteers at City events like the 25th Anniversary celebration, Juneteenth, and the Love Where You Live workshops.

Furthermore, as called for within the DEIA Strategic Plan, city staff and City Councilmembers receive DEIA trainings. This year, staff has received training on implicit bias and on the City's DEIA Policy and Plan as well as the equity toolkit as part of the mandatory training series. All new employees will receive training on DEIA materials and those who will deal with policy will also learn about the equity toolkit. City Council is receiving training concurrent with the annual status update, also as called for within the Strategic Plan.

Fiscal Consideration:

See the 5-Year Road Map status update, attached.

City Council Priority or Budget Objective Being Addressed:

5. Implement the Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan.



CITY OF KENMORE WASHINGTON

**DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY POLICY
2022**

**KENMORE CITY COUNCIL
CITY OF KENMORE DIVERSITY, EQUITY, & INCLUSION TASK FORCE**

CITY OF KENMORE

Diversity, Equity, Inclusion, and Accessibility (DEIA) Policy 2022

The City of Kenmore strives to be an open, inclusive, and welcoming place for all. The City Council and staff are committed to prioritizing diversity, equity, and inclusion and enacting change at the local level.

I. Policy Statement

The City of Kenmore, Washington is fully committed to Diversity, Equity, Inclusion, and Accessibility (DEIA) as they relate to public service that is representative of and responsive to the population we serve. Our community continues to become increasingly diverse, and we remain steadfast in identifying and removing barriers in services, programs, processes, policies, funding and expenditures, hiring, and fostering a culture where everyone belongs.

Our definitions of diversity and inclusion apply to and embrace the full variety of environmental, organizational, and individual dynamics and characteristics – including the commonalities that connect organizations and individuals, as well as the different cultures, histories, traits, skills, knowledge, capabilities, and thinking of organizations and individuals that are so unique and vital for our shared success.

Our definition of diversity specifically encompasses the expression of communities, identities, generation, gender, age, ethnicity, race, religious beliefs, sexual orientation, gender identity, immigration status, political beliefs, income level, geographic locations, physical/mental/neurological abilities, Indigenous identity, national origin, primary language, and beliefs of all people.

Overview

The City of Kenmore honors its history while inspiring the future. This Diversity, Equity, Inclusion, and Accessibility (DEIA) policy is rooted in our core public service values for civil service: action, passion, and connection. These values will also guide the development and implementation of an aligned DEIA strategic initiative that represents an opportunity to improve systemic behaviors and actions that have not always been, and may not currently be, equitable and inclusive for every member of our community.

The City of Kenmore must model best practices for the community, so that local businesses, organizations, and individuals might enjoy increased access and improved outcomes for all. Further, this policy has been informed by evidenced-based information, including:

- Consultations with external subject matter experts and community-based organizations, community groups, and internal stakeholders
- National, regional, and local DEIA program benchmarking of current trends
- Both community and municipal employee engagement survey data/results
- Community advisory task force insights and recommendations
- Comprehensive review of policies, processes, and procedures

There is national recognition for the need to improve and focus on factors that influence equity and justice in our communities. Population demographic trends are rapidly changing and it is critical for governments to foster a public sector workforce, workplace, and community culture that is engaging, inclusive, and diverse.

OBJECTIVES

This policy establishes a coordinated citywide strategic initiative to promote DEIA in the City of Kenmore's community culture, programs, services, workplace, and workforce.

The City of Kenmore is fully committed to a strategic initiative, while recognizing that its most valuable asset is its people; those who live in, work in, or visit our municipality and benefit from its success.

In meeting the needs of the City of Kenmore community, the City, with its partners, are committed to addressing the following social determinants of equity through strategic initiatives that seek to improve:

- Access to Affordable, Healthy, Local Food
- Access to Health and Human Services
- Access to Parks and Natural Resources
- Access to Safe and Efficient Transportation
- Affordable, Safe, Quality Housing
- Community and Public Safety
- Early Childhood Development
- Economic Development
- Equitable Law and Justice Systems
- Equity in City Practices
- Family Wage Jobs and Job Training
- Healthy Built and Natural Environments
- Quality Education
- Strong, Vibrant Neighborhoods
- Equitable Access to Participate in Political Institutions
- Access to Suffrage/Democracy

Our definition of diversity also includes underserved communities (i.e., populations and geographic communities, sharing a particular characteristic, that have been systematically denied a full opportunity to participate in all aspects of economic, social, and civic life). By welcoming and including these intersectional, cultural, and social identities, we create a better public service in the interest of all Kenmore community members.

We all share in the responsibility to ensure diversity, equity, inclusion, and accessibility throughout our public service.

Definitions

For purposes of this policy, we have prepared the following definitions that apply:

Diversity: The condition of being different or having differences. Differences among people occur in a variety of respects, such as age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences. Some describe organizational diversity as social heterogeneity.

Equity: Fair treatment for all while striving to identify and eliminate inequities and barriers.

Inclusion: A value supported by incorporating diverse perspectives and practices to promote, develop, evolve, and implement an organization's culture, policies, systems, and norms. An inclusive environment is one where people encourage and embrace different perspectives, ideas, and experiences to create meaningful opportunity, interaction, communication, information, and decision-making prowess. An inclusive workplace is one where people not only feel included, but also where people recognize when workplace traditions and events may result in the exclusion of individuals.

Accessibility: The "ability to access" the functionality of a system or entity and gain the related benefits. The degree to which a product, service, or environment is accessible by as many people as possible. Accessible design ensures both direct (unassisted) access and indirect access through assistive technology (e.g., computer screen readers). Universal design ensures that an environment can be accessed, understood, and used to the greatest extent possible by all people.

Belonging: A feeling of being happy or comfortable as part of a particular group and having a good relationship with the other members of the group because they welcome you and accept you. *A sense of belonging is one of humanity's most basic needs.*

Accommodation: A change in the environment or in the way things are customarily done that enables an individual with a disability to have equal opportunity, access, and participation

Bias: Prejudice in favor of or against one thing, person, or group compared with another, usually in an unfair or negative way. Unconscious bias, also known as implicit bias, is defined as "attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control."

Intersectionality: The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, and their multiple effects on the same individuals or groups. Also refers to the view that overlapping and interdependent systems of discrimination and inequality can more effectively be addressed together.

Cultural Humility: Cultural humility is a lifelong practice of self-reflection about one's own cultural identities. Through that introspection, a humble curiosity of other cultural identities evolves with the goal of improving relationships. This introspective practice of cultural identity gives way to an openness to otherness. Supplemental to the concept of cultural competence, cultural humility is a personal commitment to being humble, curious, and flexible, both inwardly and outwardly. Cultural humility is not achieved after a set amount of study; it is an ever-evolving practice.

Privilege: An unearned, sustained advantage that comes from race, gender, sexuality, ability, socioeconomic status, age, and other differences.

Racism: A belief that racial differences produce or are associated with inherent superiority or inferiority. Racially based prejudice, discrimination, hostility, or hatred. Institutionalized racism, also known as systemic racism, refers to forms of racism that are engrained in society or organizations. It is when entire racial groups are discriminated against, or consistently disadvantaged, by larger social systems, practices, choices, or policies.

Ableism: Beliefs or practices that rest on the assumption that being able-bodied is “normal” while other states must be “fixed” or altered. This can result in devaluing or discriminating against people with physical, intellectual, or psychiatric disabilities. Institutionalized ableism may include or take the form of organizational barriers, both intentional and unintentional, that result in disparate treatment of people with disabilities (PwDs).

Cultural Competence: Behaviors, attitudes, and policies that enable individuals to work effectively in cross-cultural situations. Cultural competence promotes the respect for and understanding of diverse cultures and social groups as well as the unique attributes of each individual within a larger organization. Cultural competence is based on integrating the awareness and learned skills needed to educate, work with, and serve people from diverse backgrounds and social identities effectively and sensitively.

Culture: The values, attitudes, beliefs, experiences, and customs shared and communicated by a group of people that contribute to a person’s sense of identity. Culture also includes the knowledge and collective experiences shared across generations within a cultural group.

II. RESPONSIBILITIES

All City of Kenmore Council Members, Employees and Directors are responsible for:

- A. Safety
 - I emphasize safety in all we do
 - I seek out safety opportunities in our community
 - I proactively identify, report, and follow up on safety concerns
 - I protect the natural and physical assets of our community
 - I speak up to ensure the safety of others
- B. Integrity
 - I walk the talk, modeling what I expect of others
 - I care about the quality and accuracy of my work
 - I strive to be fair and honest
 - I assume good intent in my interactions with others
- C. Courtesy
 - I am friendly and cordial
 - I exercise patience
 - I treat others the way they want to be treated (the Platinum rule) ● I go out of my way to help
- D. Proactivity
 - I seek to know, understand, and anticipate the needs of the community and individuals I serve
 - I exceed expectations others have of me
 - I model an aspirational, “can do” attitude
 - I find ways to make it easier for people to do business with us

- I seek continuous improvement and innovation

E. Collaboration

- I invest the time to build relationships of trust with others
- I build on the strengths and diversity of our community
- I share the information others need, making it easy to access
- I pitch in to support others, providing resources needed for success
- I pull down silos and bring people together

III. CITY OF KENMORE ACTIONS REGARDING DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

FOCUS AREAS:

Communication

Accountability

Understanding

Investment

Support

All City of Kenmore Staff and Kenmore City Council Members are responsible for:

1. Communicating both the significance and value-add of DEIA openly, broadening the circle to include staff, community, and leadership.
2. Creating and maintaining a respectful, inclusive and professional working environment that promotes safety, inclusion, and values difference.
3. Digging deeper into the experiences and outcomes of underrepresented groups in the community and city workforce.
4. Participating in mandatory approved diversity training and/or learning events every 2 years. *(A list of training and learning opportunities shall be maintained by the City of Kenmore Human Resources Manager)*
5. Increasing efforts to build partnerships, support, and retain local businesses and organizations, while reaching individuals and institutions.
6. Honoring the name, gender designation, and pronoun/non-pronoun preferred by each employee and community member and taking steps to ensure that staff (and community members while attending City of Kenmore public meetings and events) respect the individual's expressed preference.
7. Participating in workplace and/or Kenmore community events that honor, celebrate, and build a welcoming culture for City of Kenmore residents, visitors, and staff. The goal is to connect and collaborate with members of the community, resulting in improved understanding and service.

All City of Kenmore Department Heads and City Manager are responsible for:

8. Leaders are accountable for DEIA objectives, collaboration, and key results.
9. Creating and Operationalizing a 5-Year Strategic DEIA Plan
10. Updating a Strategic DEIA Action Plan every five years to align with the goals of the City of Kenmore.

11. Ensuring that there is a staff resource committed to the implementation and coordination of the City of Kenmore DEIA strategic initiative, both in the City Manager's office and within every City of Kenmore department.
12. Collecting data and/or feedback from community members, partners, or relevant stakeholders to best understand the needs and experiences of those members of the City of Kenmore who are impacted by the policies, processes, programs executed by the City of Kenmore.
13. Ensuring all staff participate in DEIA training and/or learning opportunities as required. New staff should participate in DEIA training and/or learning within 12 months of hire.
14. Tracking employee and leader participation in DEIA training and learning events.
15. Collaborating with the HR Manager and relevant City of Kenmore designees to address instances of bias, discrimination, disparity, and/or microaggressions to cultivate a workplace and public events that are free of injustices and harm.
16. Modeling the behaviors that expected of all staff to be equitable, inclusive, and create a culture of belonging.
17. Conducting an annual City of Kenmore Employee Culture Survey
18. Conducting a City of Kenmore Community Culture Survey every 3 years.
19. Maintaining a public page on the City of Kenmore website with updates, information, and resources for the Kenmore community to understand, be made aware of, and participate in the City of Kenmore's DEIA strategies, goals, and results.
20. Creating and maintaining a City of Kenmore Supplier Diversity Program for procurement, setting appropriate goals for participation of minority, women, and socially and economically disadvantaged businesses.

All City of Kenmore Council Members are responsible for:

21. Adequately resourcing Diversity, Equity, Inclusion, and Accessibility strategies for long-term sustainable success.
22. Modeling the behaviors that are expected of all staff to be equitable, inclusive, and create a culture of belonging.
23. Participating in mandatory, approved diversity training and/or learning events every 2 years. (*A list of training and learning opportunities shall be maintained by the City of Kenmore Human Resources Director*)
24. Delivering to the City of Kenmore Community a Non-Discrimination Ordinance.
25. Tracking Council Member DEIA training and learning participation and making reporting available for public information through the City Clerk's office.

IV. POLICY REVIEW AND ACCOUNTABILITY

The Kenmore City Council, Kenmore City Manager, and Department Heads are responsible for:

Reviewing and evaluating the DEIA Policy, DEIA strategic initiatives, and DEIA outcomes annually to determine if the City has made progress toward achieving its goals and also to assess their impact, effectiveness, and efficiency.

Reviewing existing policies of the City of Kenmore to ensure compliance with the principles of the DEIA Policy.

The Kenmore City Manager, Department Heads, and their Partners are responsible for:

Partnering with the Kenmore Community DEIA Advisory Committee and City Department staff, to regularly measure and assess improvement in the areas of DEIA.

RELEVANT ACTIONS, RULES, POLICIES, and LAWS IMPACTING THIS POLICY

Washington State Office of the Attorney General

Everyone in Washington has civil rights. Federal, state, and local laws protect our rights to fair treatment, including in employment, housing, education, voting, insurance, credit, and public accommodations.

This page provides links to some of the primary civil rights laws and enforcement agencies. These links are not intended to cover all rights that may apply in a particular circumstance. Please refer to the Attorney General's [Civil Rights Resource Guide](#) for additional information about specific civil rights laws.

Washington Laws and Enforcement Agencies

Federal Laws and Enforcement Agencies

Local Laws and Enforcement Agencies

Kenmore City Council

City of Kenmore, Washington. Resolution No. 17-292. A Resolution Reaffirming the City of Kenmore as a Safe, Inclusive and Welcoming City for All People.

Additional Information and Resources

Crenshaw, K. Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics. University of Chicago Legal Forum. Vol. 1989, Iss. 1. p. 139 - 167.

<https://chicagounbound.uchicago.edu/cgi/viewcontent.cgi?article=1052&context=ucf>

- o The introduction and original explanation of the term “intersectionality.”
- o Topic: Intersectionality

Coaston, J. The Intersectionality Wars. Vox. May 2019.

<https://www.vox.com/the-highlight/2019/5/20/18542843/intersectionality-conservatism-law-race-gender-discrimination>

- o An examination of what Kimberle Crenshaw originally meant by “intersectionality” and how conservatives interpret it today.
- o Topic: Intersectionality

Kumagai, Arno K. MD; Lypson, Monica L. MD. Beyond Cultural Competence: Critical Consciousness, Social Justice, and Multicultural Education. *Academic Medicine*: June 2009 - Volume 84 - Issue 6 - p 782-787 doi: 10.1097/ACM.0b013e3181a42398

- o Discusses the importance and practice of cultural competence in the context of medical school.
- o Topic: Cultural Competence

McIntosh, Peggy. White Privilege: Unpacking the Invisible Knapsack. *Peace and Freedom*. July/August 1989. https://www.usi.edu/media/5627020/white-privilege_mcintosh-1989.pdf

- o Breakthrough essay in which Wellesley College professor explores some of the various privileges society grants to people with white skin.
- o Topic: Privilege

Payne, K; Niemi, Laura, and Doris, John M. How to Think about "Implicit Bias." *Scientific American*. March 2018.

[https://www.ccas.net/files/2018%20All%20Meetings/Generating%20the%20Pipeline%20Addressing%20Bias_Inc%20Case%20Studies\(1\).pdf](https://www.ccas.net/files/2018%20All%20Meetings/Generating%20the%20Pipeline%20Addressing%20Bias_Inc%20Case%20Studies(1).pdf)

- o An easily accessible discussion on the merits of implicit bias testing and the real-world consequences of implicit bias.
- o Topic: Bias

Payne, K. The Truth about Anti-White Discrimination. *Scientific American*. July 2019.

<https://www.scientificamerican.com/article/the-truth-about-anti-white-discrimination/>

- o A piece about the scientific data showing rates of discrimination and how the anti-white bias perceived by some white Americans is not real but in fact anti-black discrimination remains as high as it was 40 years ago.
- o Topic: Equity

Powell, j.; Menendian, S. Problem of Othering: Towards Inclusiveness and Belonging. *Othering and Belonging: Expanding the Circle of Human Concern*. June 2017.

<http://www.otheringandbelonging.org/2017/06/>

- o A discussion about how human beings find ways to differentiate ourselves from other groups and the problems this causes in society. It seeks to begin the process of solving this to make us more inclusive and giving a sense of belonging.
- o Topic: Belonging/Inclusion

ACKNOWLEDGEMENTS

Kenmore City Councilmember David Baker Kenmore City Councilmember Nigel Herbig
Kenmore City Councilmember Angela Kugler Kenmore City Councilmember Joe Marshall
Kenmore City Councilmember Melanie O’Cain Kenmore City Councilmember Corina Pfeil
Kenmore City Councilmember Debra Srebnik

Kenmore Community Diversity, Equity & Inclusion Task Force

Taskforce Member Darleen Ademba Taskforce Member Peggy Chin Evans
Taskforce Member Juanita Aguilar Taskforce Member Jeanne Galloway
Taskforce Member David Arthur Taskforce Member Carlos B. Gil
Taskforce Member Marco Ballesteros Taskforce Member Aisha Jallow
Taskforce Member Ligia (Lily) Bishop Taskforce Member Juliana Pooley
Taskforce Member William (Bill) Castro Taskforce Member Nancy Thai

Special Recognition to the following staff without whom this work would not have been possible:

Kenmore City Manager Rob Karlinsey
Diversity, Equity, & Inclusion Project Scoping Team
Janet Quinn, Administrative Specialist - Engineering
Brian Randall, Accountant
Lauren Chomiak, Communications Specialist
Leonora Palana, Human Resources Manager
Garrett Oppenheim, Assistant to the City Manager



CITY OF KENMORE DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY STRATEGIC PLAN 2023-2028

CONTENTS

A Message from the City of Kenmore Mayor	3
A Message from the Kenmore City Manager	4
City of Kenmore DEIA Strategic Plan Introduction	5
Service Vision and Values	7
Land Acknowledgment	10
Summary of Diversity, Equity, and Inclusion Goals.....	12
Goal 1. Leadership & Operations	13
Goal 2. Plans, Policies & Budgets	15
Goal 3. Workplace	18
Goal 4. Communication & Education	20
Goal 5. Facility Plans & Improvements.....	21
Goal 6. Public Safety & Justice Services	22
Goal 7. Housing and Human Services	24
Appendix – Key Concepts and Terms.....	27
Acknowledgment of Support for DEIA Strategic Plan Development.....	34

A MESSAGE FROM THE MAYOR



Dear Kenmore residents and community members,

As we embark on the next chapter of our city's journey, I am honored to serve as your Mayor and humbled by the trust placed in me by my fellow council members. Kenmore has come a long way, and we have an exciting future ahead of us. This City of Kenmore DEIA Strategic Plan reflects our commitment to creating a thriving, inclusive, and sustainable community where all people love where they live.

In our pursuit of excellence, we remain dedicated to Diversity, Equity, Inclusion, and Accessibility (DEIA) in every aspect of public service. Our community is becoming increasingly diverse, and we must ensure that our city government is representative and responsive to the needs of all residents. This includes identifying and removing barriers in services, programs, processes, and hiring. It also includes fostering a culture where everyone belongs.

I want to thank our amazing DEIA task force and the resulting advisory committee for all of the hard work and passion that they put into this effort. This strategic plan, which encompasses the values of diversity, equity, inclusion, and accessibility, is a testament to the committee's work as well as the work and dedication of our city staff, City Council members, and community partners. Our consultant Chanin Kelly-Rae has been our guide and advisor through this entire process, and we could not have done it without her.

So much of the work we do as a City is connected to advancing equity and social justice. Whether it's pedestrian and bicycle safety, affordable housing, climate change, or human services, all of these efforts interconnect and point to a more equitable and inclusive Kenmore.

We must remember that government works best when it is representative of the people. For example, achieving gender equity is an ongoing effort, and I am proud to have watched as our Council became more representative of the community we serve. As your Mayor, I invite you to join us in making Kenmore a model for other cities in embracing diversity, equity, inclusion, and accessibility. Together, let's propel Kenmore upward and create a future that improves the lives and quality of life for thousands of people for generations to come.

Sincerely,

Nigel Herbig, Mayor of Kenmore, Washington

A MESSAGE FROM THE CITY MANAGER



Dear Kenmore Community Members,

I want to express my commitment to ensuring that the City of Kenmore is a place where all people feel welcome, valued, and included, and this strategic plan is an important step in achieving that goal. Our community's strength and resilience lie in its diversity, and our mission is to create an environment where everyone has the opportunity to thrive.

Our city has faced many challenges over the years, but we have always come together as a community to overcome them. The events in recent years surrounding racial and social justice and equity have sparked crucial conversations on the importance of addressing systemic issues and ensuring that all voices are heard.

Conversations are important, but they are nothing without action, and they are of little use without changing the underlying systems that perpetuate injustice and inequity. Ijeomo Oluo, the author of *So You Want to Talk About Race*, said, “We can get every person in America to feel nothing but love for people of color in their hearts, and if our systems aren’t acknowledged and changed, it will bring negligible benefit to the lives of people of color.” (page 31)

We have listened, learned, and taken action. But there is so much more to do, especially when it comes to changing systems. With the completion of this strategic plan, we are prepared to take even more systemic, meaningful action with lasting results.

In the coming months and years, we will work relentlessly to implement the goals outlined in this strategic plan. We will foster a culture of inclusivity within our city government and promote equitable access to resources and opportunities for all. We will collaborate with local businesses, organizations, and individuals to make Kenmore a shining example of what a diverse and inclusive community can achieve.

I am grateful for the opportunity to serve the City of Kenmore and am inspired by the incredible spirit of collaboration and determination that defines our community. Together, we will propel Kenmore upward and ensure that our city remains a place where all people love where they live.

Sincerely,

Rob Karlinsey, City Manager of Kenmore, Washington

CITY OF KENMORE DEIA STRATEGIC PLAN

INTRODUCTION

The City of Kenmore is dedicated to serving its community through effective management, public policy, and the best available practices. With various departments and a wide array of employees, the City of Kenmore works to serve its residents in numerous ways. To guarantee the successful execution of our mission, it is essential that we create and foster a community and workplace culture that consistently places equity at the center of all that we do. Our employees must be able to deliver their best work within a City that represents the diversity of our community and promotes inclusion and accessibility, allowing all members of our community to excel in their contributions to mission delivery. This DEIA Strategic Plan will act as our guide in this pursuit.

In compliance with local, state and federal guidelines, the City will submit progress reports annually to the City Council and the community. This plan aligns with and supports the City's various action plans, such as those addressing equity, equality, and other equity-related initiatives. The City is committed to its mission's success, recognizing that it can only be achieved through the valuable experiences of a diverse and talented workforce and actively engaged community. To foster such, it is crucial that the City creates a dynamic, inclusive environment where residents, employees, and visitors are empowered and encouraged to use their unique knowledge and expertise to create and maintain systems that work for everyone.

Furthermore, the City must demonstrate an unwavering commitment to equal rights and opportunities. This commitment will be evident as the City develops strategies with the skills, capacity, tools, and processes necessary to enforce and uphold those rights effectively and efficiently. The goals, objectives, and strategies identified within this DEIA Strategic Plan are intentionally designed to create an environment in which DEIA and equal rights are integrated into the fabric of how the City operates.

As the program of work is developed to implement this strategy, departments will be given guidance for developing plans that meet the objectives of this DEIA strategy and that address the specific needs of the community, their workplaces, employees, and mission. A companion spreadsheet to this document provides a 5-year implementation road map, including who has the lead on each task, timeline for completion, and whether additional resources are needed. The City Manager will have the discretion to make edits, revisions, and amendments to this Strategic Plan and its implementation roadmap as necessary to continue to ensure that they meet the Council's goals.

A standard set of performance measures will unite these citywide and department-level plans, allowing outcomes for the entire City of Kenmore to be tracked. This DEIA Strategic Plan identifies specific goals and strategic objectives to advance DEIA in both Kenmore's workforce and community. It builds upon the DEIA initiatives and work that are already taking place within the City as evidenced by various departments and overall city-wide DEIA self-assessments and efforts.

Leaders from the City of Kenmore's Administration, Departments, and Community contributed their expertise and insights to this plan.

SERVICE VISION AND VALUES

Our Service Vision

Propelling Kenmore Upward: We create a thriving community where all people love where they live.

Our Foundational Values

Safety

- I emphasize safety in all we do
- I seek out safety opportunities in our community
- I proactively identify, report, and follow up on safety concerns
- I protect the natural and physical assets of our community
- I speak up to ensure the safety of others

Integrity

- I walk the talk, modeling what I expect of others
- I care about the quality and accuracy of my work
- I strive to be fair and honest
- I assume good intention in my interactions with others

Courtesy

- I am friendly and cordial
- I exercise patience
- I treat others the way they want to be treated (the Platinum Rule)
- I go out of my way to help

Proactivity

- I seek to know, understand, and anticipate the needs of the community and individuals I serve
- I exceed expectations others have of me
- I model aspirational, "can do" attitude
- I find ways to make it easier for people to do business with us
- I seek continuous improvement and innovation

Collaboration

- I invest the time to build relationships of trust with others
- I build on the strength and diversity of our community
- I share the information others need, making it easy to access
- I pitch in to support others, providing resources needed for success
- I pull down silos and bring people together

Our Core Values: Connection, Passion, and Action

Connection

Creating connection is at the heart of what we do. Connection goes beyond transactional interactions. Connection means that we and our residents have an emotional bond with our City. We create this bond by investing in our city with our hearts and our time.

The more this connection grows, the more comprehensive and holistic it becomes—we see not only the importance of the bonds we have with each other, but we connect other dots and see the bonds and linkages we have with the flora and fauna of our natural environment. This sense of connection to our environment and to those around us gives us a broader and a deeper perspective about why we do what we do and how we go about doing it.

This power of connection also drives our motivation to ensure social justice and equity in Kenmore. We learn that there is more that we have in common with each other than we might initially think, and we strive to make sure everyone is seen, heard, and understood more deeply—not just the loud, frequent voices in our community, but everyone, regardless of background or differences. That means we continually look for creative and new ways to connect with people who may not otherwise have a voice.

This core value of connection is made manifest in everything we do. For example, we don't build sidewalks and bridges just to get people from point A to point B—we wholeheartedly devote ourselves to creating spaces that evoke a sense of belonging and aesthetic appeal, fostering emotional connections between individuals and their city. When they do, they have more reason to love where they live. And when they have more reason to love where they live, they are more inclined to strengthen that love by investing in Kenmore with their hearts and with their time, which inspires others to do the same. And on and upward it goes.

Passion

We're passionate about what we do, and we see the connection between what we do and how it helps our residents thrive. Many of us call it passion for public service. Another way of describing it is "Hearing the Music." The metaphor is about trying to dance (our daily duties) while hearing the music (loving what we do and seeing the why of what we do). Have you ever tried to dance without music? It's awkward, right? By hearing the metaphorical music, our daily jobs are no longer about checking boxes and going through the motions. We see how our jobs matter, and passion and

excitement for the work enters the equation.

Passion as a value is nonnegotiable because we're not going to head in directions where we can't hear the music—directions that don't have meaning and impact. This passion translates into a sense of urgency about what we do because we know how we can impact quality of life for real, individual people.

Action

Connection and Passion translate into action. We take decisive action to make real things happen to keep advancing on Kenmore's upward trajectory of *becoming*. We don't just put policies in place and then hope for the best—we put policies in place and then we take matters into our own hands to make those policies a reality.

Key to this action value is our ability to be scrappy and resourceful. We may not have the same tax base as other cities, but through our scrappiness and resourcefulness, we leverage and act upon what we do to produce outsized results. As we take meaningful action, we see and are energized by the results. These results translate into stronger connections and bonds with one another and the world around us, bringing us back full circle to the core value of connection. And thus, the positive reinforcing cycle continues . . .

LAND ACKNOWLEDGMENT

We acknowledge that the City of Kenmore is situated upon the ancestral lands of the Snohomish, Snoqualmie, Sauk-Suiattle, Duwamish, Stillaguamish, Tulalip, Suquamish, Muckleshoot, and other tribes who are part of the Coast Salish Peoples. We recognize and express our deepest respect for their enduring stewardship and profound relationship with this land, which they have cherished and protected since time immemorial. We honor the First Peoples, acknowledge their vibrant cultures, and commit ourselves to learning from their wisdom in our journey to promote justice, equity, and mutual understanding. We pledge to stand alongside these communities in acknowledging past injustices and working towards a future that respects and celebrates the diverse heritage of this land.

Thank you to all our partners for sharing their wisdom, guidance, insight, and valuable resources. Without your dedication to educating and fostering a respectful understanding of the rich indigenous heritage of this region, we would not have been able to craft this meaningful statement.

We are grateful to The Tulalip Tribes, The Duwamish Tribe, The Suquamish Tribe, The Stillaguamish Tribe of Indians, The Snoqualmie Indian Tribe, The Snohomish Tribe of Indians, and The Sauk Suiattle Tribe for sharing their experiences, stories, and rich cultural histories. You have shown us the depth of your connection with these lands and waters and highlighted the significance of acknowledging our shared history.

The Coast Salish Gathering and United Indians of All Tribes Foundation have been instrumental in guiding our research and understanding, as well as in helping us build a better appreciation of the cultural richness of the Coast Salish Peoples.

The Washington State Department of Archeology and Historic Preservation has provided crucial historical and archaeological context, enhancing our understanding of the longstanding relationship between the Coast Salish Peoples and this land.

We also acknowledge the immense contribution of the University of Washington American Indian Studies Department and the University of Washington Digital Library. The academic resources you provided have significantly enriched our understanding of the cultural, historical, and political aspects of the Coast Salish Peoples.

Native Land Digital, a non-profit led by Indigenous First Nation People, has been indispensable in helping us appreciate the nuanced landscape of indigenous territories.

Our thanks also extend to The Kenmore Heritage Society for shedding light on the local history of Kenmore, and to JSTOR (Journal Storage) and The Burke Museum for their extensive archives and scholarly works, which have been invaluable in our research.

As we present this land acknowledgment and statement of recognition and honor to the City Council, we hope it will serve as a testament to our commitment to acknowledging our shared history, honoring the rich indigenous heritage, and fostering an environment of respect, equity, and mutual understanding. We look forward to continuing to learn from and collaborate with our partners on this journey.

SUMMARY OF DIVERSITY, EQUITY, AND INCLUSION GOALS

In order to seize the opportunities and address the challenges that lie ahead, the City of Kenmore will progress towards the following goals and strategic priorities. This will guarantee that our mission to deliberately cultivate an inclusive culture is one that eliminates systemic inequity and empowers the whole community to enjoy improved outcomes.

Goal 1. Leadership and Operations

Advance pro-equity practices and systems at all levels through accountable leadership and employees who are also empowered to lead and be change agents.

Goal 2. Plans, Policies & Budgets

Promote accountability to ensure our plans, policies and budgets incorporate our foundational and core values so that we equitably address the needs of our communities.

Goal 3. Workplace

Invest in having a pro-equity organization and inclusive workplace culture for every employee.

Goal 4. Communication & Education

Advance our education and communication to better engage our residents and communities in ways that are inclusive, culturally responsive and socially just.

Goal 5. Facility Plans & Improvements

Develop facility and system improvements responsive to the values and priorities of residents and stakeholders and achieve pro-equity outcomes.

Goal 6. Public Safety & Justice Services

Promote an integrated, holistic system of public safety, justice, and human services that focuses on healing and recovery.

Goal 7. Housing & Human Services

Provide access and referral to housing and human services to meet the basic needs of all residents

1. Leadership and Operations

Advance pro-equity practices and systems at all levels through accountable leadership and employees who are also empowered to lead and be change agents.

Objective 1.1: Foster community engagement and inclusivity in decision-making.

- 1.1.1 City Council members will continue to meet with the community to discuss important local issues.
- 1.1.2 City Manager will maintain an informal DEIA Advisory Committee to advise the City Manager and staff on policy and operational issues. Create and maintain a charter for this committee.
- 1.1.3 When engaging the community in planning and decision making, make extra and affirmative efforts to bring in members of the community who have not historically participated. Provide less traditional and more inclusive and accessible opportunities for public input and engagement, such as hands-on engagement models and “pop up” engagement opportunities in neighborhoods.
- 1.1.4 Coffee with Council – continue to provide alternating accessible options to attend.
- 1.1.5 Refer to the equity toolkit in policymaking. Distribute the toolkit to City Council, Planning Commission, and all staff and provide training on the toolkit.

Objective 1.2: Ensure equitable access and representation in city services.

- 1.2.1 Identify and retain important public access and view corridors to Lake Washington and the Sammamish River for all the public to enjoy.
- 1.2.2 Maintain and update the Parks, Recreation and Open Space (PROS) plan using the equity toolkit. Plan for more parks and amenities in underserved parts of the City and for people of all abilities.
- 1.2.3 Accept applications in the order received, with exceptions for affordable housing projects, for public city projects aimed at increasing public access to services and amenities, and applications that support implementation of the Climate Action Plan, all of which shall be fast-tracked for rapid processing.
- 1.2.4 Provide increased access to permit submittals by continuing to accept applications online. In-person paper submittals are also accepted as an accommodation upon request.

Objective 1.3: Facilitate ways to increase diverse representation among City vendors and Committee and Commission members.

- 1.3.1 Requests for Proposals (RFPs), bid advertisements, and all other purchasing and procurement materials will include language about the city's equity and social justice values. When issuing a request for proposals or other solicitation for services, specifically reach out to and invite women- and minority-owned businesses to submit quotes and proposals.
- 1.3.2 When issuing RFPs and other solicitations for services, consider barriers for first-time proposers; provide guidance on and be available to assist with the technical aspects of the solicitation that might be new territory for people who are trying to make entry and gain a foothold in serving cities.
- 1.3.3 Create and maintain a City of Kenmore Supplier Diversity Program for procurement; set appropriate goals for participation of minority, women, and socially and economically disadvantaged businesses.
- 1.3.4 Utilize the services of the state Office of Minority and Women's Business Enterprises (OMWBE) to encourage and assist women- and minority-owned businesses in competing for contracts and doing business in the City.
- 1.3.5 Planning Commission and other committee selection criteria should support broad demographic representation.

Objective 1.4: Support businesses and projects that align with equity goals.

- 1.4.1 Expedite plan review for affordable housing projects and public city projects that increase public access to services and amenities.
- 1.4.2 Continue the City's membership in A Regional Coalition for Housing (ARCH), including leveraging ARCH's resources to build affordable housing units in Kenmore and contributing financial resources to ARCH's housing trust fund.
- 1.4.3 Support businesses in their permit process by providing efficient and predictable services; identify and address barriers or challenges for businesses that may be new to the City's processes.

Objective 1.5: Strengthen leadership commitment to diversity, equity, inclusion, and accessibility.

- 1.5.1 Communicate both the significance and value-add of DEIA openly; broadening this circle of communication to include staff, community, and leadership.
- 1.5.2 Create and maintain a respectful, inclusive, and professional working environment that promotes safety (including psychological safety) and inclusion, and that values difference.
- 1.5.3 Ensure leaders are accountable for DEIA objectives, collaboration, and key results.

- 1.5.4 Implement this 5-Year Strategic DEIA Plan and integrate it into the organization.

Objective 1.6: Ensure accountability through data collection and performance measures.

- 1.6.1 Collect demographic and geographic (GIS) information to analyze potential differences between communities and to assist the City in its efforts to have vendors and Committee and Commission recruitments reflect the community. Seek ways to identify specific languages spoken in the Kenmore community.
- 1.6.2 Update the Strategic DEIA Action Plan every five years to align with the goals of the City of Kenmore.
- 1.6.3 Develop a set of performance measures to assess progress toward realization of this DEIA Strategic Plan. Include these measures in periodic reporting.
- 1.6.4 Conduct a bi-annual City of Kenmore Employee Survey.
- 1.6.5 Conduct a Statistically Valid City of Kenmore Community Survey every 3 years.
- 1.6.6 Participate in the Human Rights Campaign [Municipal Equality Index](#).

Objective 1.7: Strengthen the Organization's Working Knowledge, Integration, and Practice of DEIA.

- 1.7.1 Ensure that staff resources are allocated to the implementation of this City of Kenmore DEIA strategic initiative.
- 1.7.2 Participate in mandatory, DEIA training and/or learning events every two years. (A list of training and learning opportunities shall be maintained by Human Resources).
- 1.7.3 Include DEIA training at new employee orientation. The new employee orientation packet should include the DEIA Policy, this Strategic Plan, and the equity toolkit, among other DEIA resources.
- 1.7.4 Track City Council Member DEIA training and learning participation and make reporting available for public information through the City Clerk's office.

2. Plans, Policies & Budgets

Ensure our plans, policies and budgets advance the City's DEIA Policy and strive to eliminate systemic inequity in Kenmore's organization and interface with the community.

Objective 2.1: Develop and implement inclusive and equitable policies.

- 2.1.1 The Comprehensive Plan and other city-wide planning documents and regulations will be developed and written with a focus on DEIA and will include policies in its elements that advance DEIA and root out systemic inequality.

- 2.1.2 All City policies, procedures, and manuals are written and reviewed with a focus on DEIA. These documents will include references to DEIA and the importance thereof.
- 2.1.3 City Manager will consult with the DEIA Advisory Committee as needed on potential policy and operation issues that may arise.

Objective 2.2: Engage the community in budget and policy decision-making.

- 2.2.1 Host listening sessions with the public regarding remaining American Rescue Plan Act (ARPA) funds that are yet to be allocated.
- 2.2.2 Use online community engagement tools to gather public input.
- 2.2.3 Think outside of the box to bring more people of diverse backgrounds into policy discussions. Make extra and affirmative efforts to bring in members of the community who have not historically participated.
- 2.2.4 Publish the budget online and in hard copy in several locations.
- 2.2.5 Provide a budget development process that is transparent and open to the public.

Objective 2.3: Develop and advocate for affordable housing and diverse housing options.

- 2.3.1 Expedite plan review for affordable housing projects and public city projects that increase public access to services and amenities.
- 2.3.2 Develop and adopt planning and zoning regulations that will prioritize affordable and more attainable housing.
- 2.3.3 Develop land use regulations that allow for a diversity of housing types and choices for different needs.
- 2.3.4 Implement the Transit Oriented Development (TOD) regulations that mandate higher densities and affordable units in the TOD area. (TOD requires 25% of units to be affordable at 50% of area median income or lower.)
- 2.3.5 Implement the residential tenant protection measures adopted by the City Council.
- 2.3.6 Advocate for additional affordable housing policies at federal, state, and county levels.

Objective 2.4: Promote economic development opportunities that benefit all Kenmore residents and businesses.

- 2.4.1 Dig deeper into the experiences and outcomes of underrepresented groups in the business community and city-wide workforce. Based on what is learned, recommend policies and operational changes to lift and support these groups.
- 2.4.2 Increase efforts to build partnerships that support and retain local businesses and organizations, with an emphasis on supporting underrepresented and marginalized groups in the business community.
- 2.4.3 Collect data and feedback from business community members, the Chamber of Commerce, workers, and other relevant stakeholders to best understand the needs and experiences of business owners and workers who are impacted by the policies, processes, and programs executed by the City of Kenmore.
- 2.4.4 Continue partnership with Bothell Kenmore Chamber of Commerce and the Kenmore Business Alliance to support local businesses.
- 2.4.5 Encourage participation of women- and minority-owned businesses in Kenmore Business Alliance activities.
- 2.4.6 Advocate for a broader diversity of business types through external networks and the OMWBE.
- 2.4.7 Support and promote green jobs and companies given their connection to environmental equity and social justice.

Objective 2.5: Adopt policies and practices that prioritize equity, accessibility, and inclusivity.

- 2.5.1 Adopt a Non-Discrimination Ordinance.
- 2.5.2 Honor the name, gender designation, and pronoun/non-pronoun of each employee and community member and encourage staff and community members to respect them.

Objective 2.6: Enhance recreational and cultural opportunities to improve DEIA in Kenmore.

- 2.6.1 Support organizations that offer recreation, arts, and cultural programs and events.
- 2.6.2 Commission art projects with the 1% for Arts fund. Specifically reach out to BIPOC artists and invite them to submit proposals for art.
- 2.6.3 Seek additional partnerships for recreation programming at existing parks and facilities.
- 2.6.4 Partner with waterfront programming providers (Kenmore Waterfront Activities Center, Northshore School District, rowing, etc.) for affordable access to non-traditional rowers. Continue to require KWAC and rowing programs to provide low-income scholarships.

- 2.6.5 Continue to seek external funding to provide public access and recreation opportunities, especially for low-income youth.
- 2.6.6 Continue to partner with the nonprofit and for-profit organizations to provide recreational and development opportunities for youth (e.g., Skyhawks at Rhododendron Park and Skate Like a Girl at the Jack Crawford Skate Court).
- 2.6.7 Collaborate with Kenmore Heritage Society to create awareness, including providing learning and education opportunities, of Local Indigenous People.
- 2.6.8 Consider subsidizing swimming lessons for low-income youth.
- 2.6.9 Offer free, inclusive events, special events, outdoor movies, and concerts for the community.
- 2.6.10 Diversify event schedules, explore new promotion avenues, and support external community events.
- 2.6.11 Partner with nonprofits and other agencies to host community events and presentations focused on low-income populations.
- 2.6.12 Lead an effort to create a regional partnership to build a regional aquatic center in north King County
- 2.6.13 Work cooperatively with Bastyr University for use of their campus athletic fields. Look to partner with Bastyr University in other potential ways, such as youth summer camps.

3. Workplace

Invest in having a pro-equity organization and inclusive workplace culture for every employee.

Objective 3.1: Create and maintain an inclusive workplace culture.

- 3.1.1 Promote and follow the organization service vision as well as the core and foundational values.
- 3.1.2 Increase awareness and working knowledge of the City's Anti-Harassment Policy and other personnel policies pertaining to equity and justice in the workplace.
- 3.1.3 Continue to provide Parental Leave for all employees. Upon returning from parental leave, supervisors will check in with the employee and discuss any supportive accommodations that employees may require, such as any physical limitations, pump breaks, flex scheduling for appointments, etc.
- 3.1.4 Regularly highlight and review the City Council-adopted DEIA Policy.
- 3.1.5 Encourage cross-departmental relationships and communication through internal committees.

- 3.1.6 Model the behaviors that are expected of all staff to be equitable, inclusive, and create a culture of belonging.
- 3.1.7 Provide clear and accessible channels for City staff to provide feedback on the workplace environment and job satisfaction.

Objective 3.2: Develop and implement equitable hiring practices.

- 3.2.1 Strive for diverse hiring panels during the interview process.
- 3.2.2 Ensure that hiring panelists have had DEIA training, including implicit bias training, prior to participating on the panel.
- 3.2.3 Ask DEIA questions of candidates during interviews.
- 3.2.4 Advertise positions through diverse outlets.
- 3.2.5 Establish consistent hiring practices for reaching diverse populations; reach out to and invite minorities and members of historically marginalized groups to apply for open positions.
- 3.2.6 Explore a work study program.
- 3.2.7 Research equitable hiring practices in neighboring cities.

Objective 3.3: Provide professional development and advancement opportunities.

- 3.3.1 Encourage employees to participate in their professional organizations.
- 3.3.2 Continue the tuition reimbursement program.
- 3.3.3 Support career advancement through leadership training such as the Northwest Women's Leadership Academy.
- 3.3.4 Make consistent and planned efforts to grow and promote internal staff. Track promotion history to assess progress. (Succession Planning)

Objective 3.4: Offer competitive employee benefits and support systems.

- 3.4.1 Continue to provide competitive benefits to city employees (Healthcare, EAP, retirement, etc.).
- 3.4.2 Continue monthly all-staff meetings that are inclusive and highlight DEIA.
- 3.4.3 Continue to fund and implement the City's Wellness Program (e.g., floating holiday for healthy practices).
- 3.4.4 Continue the length of service awards program, including the event that goes with it (see Section 5.5 of the Personnel Policies Manual).
- 3.4.5 Continue to allow for brief and informal gatherings to celebrate birthdays and other personal milestones (see Section 5.6.5 of the Personnel Policies Manual).
- 3.4.6 Adopt a Commute Trip Reduction Plan that promotes non-car commute options and resources.
- 3.4.7 Support KCSO Officer wellness and resiliency programs.

Objective 3.5: Monitor and assess workplace diversity.

- 3.5.1 Research how to and begin collecting voluntary demographic data from applicants and new hires so that the City can assess whether the workplace is reflecting the greater community.

4. Communication & Education

Advance our education and communication to better engage our residents and communities in ways that are inclusive, culturally responsive and socially just.

Objective 4.1: Improve accessibility and inclusivity of communications across all channels.

- 4.1.1 Continue to utilize electronic channels: City of Kenmore Website, website calendar, Social Media (Facebook, Twitter, Instagram), Monthly E-news, Weekly Kenmore Top 4, Email listservs for city meetings/events, projects and other specific topics.
- 4.1.2 Continue to implement paper-based communication methods: Kenmore Quarterly Newsletter, Postcard mailings, SEPA & Advisory Mailings, Postings at City Hall/the Hangar.
- 4.1.3 Ensure City of Kenmore digital and printed materials use accessible fonts and colors, approved by Web Content Accessibility Guidelines (WCAG) 2.0. Use Bureau of Internet Accessibility online tool to check for color blindness accessibility when using color in materials. Use approved accessible fonts when possible (Roboto, Tahoma, Verdana, Open Sans, Calibri, and Times New Roman are the top choices).
- 4.1.4 Offer translated communications in Spanish and other community languages on the website, listserv emails, and printed materials and publicize availability of translation services by phone.
- 4.1.5 Utilize the Userway tool on the website for enhanced translation and accessibility tools.
- 4.1.6 Expand the use of QR codes on notices, mailings, and digital materials to provide easy access to information in multiple languages.
- 4.1.7 Create video tutorials for online permit applications. Provide Spanish subtitles and closed captioning.
- 4.1.8 Maintain a public page on the City of Kenmore website with updates, information, and resources for the Kenmore community to understand, be made aware of, and participate in the City of Kenmore's DEIA strategies, goals, and results.

- 4.1.9 Create a fun and engaging Civics 101 video course to help residents better understand the workings of city government. Provide Spanish subtitles.
- 4.1.10 Develop and maintain a list of individuals and agencies who can provide translation services for public meetings and other needs as they arise.
- 4.1.11 Make efforts to ensure accessibility for hearing-impaired individuals at city-sponsored and supported events.

Objective 4.2: Enhance community engagement through targeted messaging and recognition of diverse cultures and histories.

- 4.2.1 Implement an annual Proclamations Calendar to recognize and celebrate diverse communities and their histories.
- 4.2.2 Install parks interpretive signage to educate about environmental sustainability and community history.
- 4.2.3 Annually produce a Juneteenth event to commemorate the liberation of Black Americans from slavery. Include the affected groups in the planning and execution of these events.
- 4.2.4 Continue June Pride Month activities, including the annual Pride flag raising. Include the affected groups in the planning and execution of these events.
- 4.2.5 Provide avenues to celebrate diversity at City events.
- 4.2.6 Invite cultural groups to host events in Kenmore, e.g., the Festival of Colors in the Spring.

5. Facility Plans and Improvements

Develop facility plans and improvements responsive to the values and priorities of residents and stakeholders and achieve pro-equity outcomes.

Objective 5.1: Enhance the safety, accessibility, and inclusivity of parks and city-owned buildings.

- 5.1.1 Evaluate and ensure parks, buildings, and other public facilities are safe, well-maintained, and operate efficiently.
- 5.1.2 Improve access to parks and playgrounds. Seek guidance from inclusive experts such as [The Voice of Play](#).
- 5.1.3 Change City restroom signage to be more inclusive of gender identities.
- 5.1.4 Continue to supply and maintain life jacket loaner stations at waterfront parks.

Objective 5.2: Improve transportation safety and accessibility for multiple modes of

transportation so that owning an automobile isn't the only way to get around.

- 5.2.1 Develop parks and transportation plans that improve public access and mobility as well as recreational opportunities.
- 5.2.2 Obtain funding for and implement the first phase of the ADA transition plan, including replacing noncompliant sidewalk panels and curb ramps. Develop the next phase of the ADA transition plan to include City buildings.
- 5.2.3 Implement and obtain funding for the adopted pedestrian facilities plan.
- 5.2.4 Continue to calm vehicle traffic to improve bicycle and pedestrian safety and comfort.
- 5.2.5 Advocate for completion of the Sound Transit Bus Rapid Transit project through Kenmore and advocate for additional bus routes and "last mile" transit options for Kenmore.
- 5.2.6 Explore options and funding to provide more bike racks in public and private locations throughout the City.
- 5.2.7 Promote King County's Community Van, Metro Flex, and other accessible transportation programs.

Objective 5.3: Update facility plans to reflect community needs and promote equity.

- 5.3.1 Ensure capital facilities plans recognize and provide projects and programs in underserved areas.
- 5.3.2 Consider community vulnerabilities related to climate and proactively respond (e.g., cooling center for impacted community members).
- 5.3.3 Equitably provide green energy infrastructure in higher density and lower income neighborhoods.
- 5.3.4 Reduce the heat-island effect that disproportionately affects disadvantaged neighborhoods by developing a plan to encourage and provide more trees and natural landscape to those areas.
- 5.3.5 Equitably replace assets before reaching the end of their expected life cycle; use a fair, systematic approach to asset replacement and repair rather than the "squeaky wheel" approach.

6. Public Safety and Justice Services

Promote an integrated, holistic system of public safety, justice, and human services that focuses on healing and recovery.

Objective 6.1 Advance the police department's progress in equitably serving and responding to the community.

- 6.1.1 Chief of Police to annually hold listening sessions with the community.
- 6.1.2 Continue to implement the preventative and healing measures identified in the 2020 Mayor's Pledge Use of Force Report.
- 6.1.3 Continue to augment police training, including prevention-oriented training such as cultural diversity, de-escalation, and active bystander training. Offer human services-related training to police officers, including crisis intervention and interacting with persons with disabilities through the Criminal Justice Training Commission and KCSO Advanced Training Unit.
- 6.1.4 Explore and advocate prevention-oriented methods to reduce patrol stops that disproportionately affect people of color. For example, explore the use of technology as a replacement for traffic stops and as a way to reduce the potential for violent encounters.
- 6.1.5 Identify low-level offenses (e.g., DWLS3) that can cause disadvantaged populations to get stuck in a vortex of economic disparity and impoverishment. Take a holistic, preventative, and healing approach to work with the prosecutor, public defender, court, and human services providers to help people out of this vortex.
- 6.1.6 Work closely with the Regional Crisis Response (RCR) program to co-respond with mental health professionals.
- 6.1.7 Become knowledgeable of various human services providers that can assist with cases. Refer individuals to these organizations. Refer individuals to the resource center at the community court. Participate in the community court stakeholder meetings and recommend offenders to the community court when appropriate.
- 6.1.8 Connect and frequently communicate with the City's Housing and Human Services Manager to coordinate ways to prevent human suffering and help lift people out of the cycle of the criminal justice system, reducing recidivism and future crimes.
- 6.1.9 Participate in the King County Sheriff Department's body worn cameras program.
- 6.1.10 Bring back the Nurturing Trust Workshops that build trust between police and communities of color.
- 6.1.11 Research the potential effectiveness and resources needed to produce an academy for residents to learn about police and justice services. Specifically invite people of color and marginalized groups.
- 6.1.12 Continue the Lunch with a Cop program in schools.
- 6.1.13 Continue to provide an inviting social media platform for the police department to interact with the community.
- 6.1.14 Periodically review and work to implement the recommendations in the 2021

King County Public Safety Advisory Committee [Report](#) to improve public safety.

- 6.1.15 Ensure transparency by providing the annual police services report and crime data on the City's website. Include discussion and analysis on crime trends and other public safety problems in the City.
- 6.1.16 Facilitate access to the KCSO Communications Center via text message and TTY machines for hearing-impaired callers.
- 6.1.17 Partner with nonprofits to distribute free locking prescription drug bags and gun cables at City Hall.
- 6.1.18 Partner with Northshore Emergency Management Coalition (NEMCo) and the Fire Department for those agencies to provide educational materials on safety.
- 6.1.19 Increase opportunities for volunteering with the police department.
- 6.1.20 Utilize KCSO Language Access program grant funding to provide front desk interpretation services to limited English-speaking communities via face-to-face interpreters through on-demand video and audio interpretation in over 240 languages, including ASL.¹

Objective 6.2 Collaborate with the court, prosecutor, public defender in promoting equity and lifting people from a downward cycle in the criminal justice system.

- 6.2.1 Hold regular meetings with the judges, court staff, prosecutor, and public defender to assess efforts to reduce disparities in justice services.
- 6.2.2 Ensure electronic home monitoring is financially accessible to low-income offenders.
- 6.2.3 Fully participate in and contribute to the Community Court.
- 6.2.4 Explore drug court and other rehabilitative programs.

7. Housing & Human Services

Provide access and referral to housing and human services aimed at meeting the basic needs of all residents.

Objective 7.1 Advance human services by centering marginalized communities in responding to community needs.

- 7.1.1 Hire a Human Services Manager.
- 7.1.2 Conduct a human services needs assessment and funding recommendation.

¹ Added initiative June 20, 2024 under authority of the City Manager.

- 7.1.3 Conduct and implement a human services strategic plan for 2025-2030 that is centered in equity.
- 7.1.4 Oversee the ARPA-funded mental and behavioral health counseling pilot program that Center for Human Services will operate in one or more Kenmore schools.
- 7.1.5 Use ARPA funds to pilot homelessness response and other human services programs to help people recover from the long-term effects of the pandemic.
- 7.1.6 Continue to co-lead the regional effort to site and construct an accessible 24/7 crisis center in North King County.
- 7.1.7 Build collaborative relationship with Shoreline Fire Department's Mobile Integrated Health Program.
- 7.1.8 Engage Human Services Funding Collaborative in discussions in DEIA in human services, especially with regards to human services funding application and contracting process.
- 7.1.9 Seek opportunities to promote human service providers and programs on city communication channels and through the creation of resource materials.
- 7.1.10 Connect residents in need with state, county, and nonprofit human services agencies.
- 7.1.11 Work to educate the public to increase participation in utility cost and property tax rebates.

Objective 7.2: Collaborate with police and justice services (court, prosecutor, public defender) in promoting equity and lifting people from the downward cycle in the criminal justice system.

- 7.2.1 Consult with police and justice services to ensure human services are holistically integrated into police and justice services.
- 7.2.2 Continue to participate with and help fund the Regional Crisis Response (RCR) co-responder program.
- 7.2.3 Partner with 211 and other agencies to provide Kenmore-specific pamphlets with human services resources for officers to distribute.

Objective 7.3: Promote affordable housing and support services.

- 7.3.1 Prioritize, seek, and advocate for the development of mixed-used, accessible, affordable housing opportunities throughout Kenmore through partnerships with organizations that have a commitment to DEIA values.
- 7.3.2 Complete the Plymouth Housing Development with 100 units of affordable housing at 30% AMI or less.
- 7.3.3 Partner with health or human services providers at the Plymouth Affordable

Housing development.

- 7.3.4 Develop the Holt property for high density affordable housing units and a community support partner on the ground floor.
- 7.3.5 Work with ARCH to provide policies and funding for affordable housing developments in Kenmore.
- 7.3.6 Defend the 2019 Mobile Home Protection Ordinance ([Ordinance 19-0481](#)) (currently being appealed).
- 7.3.7 Seek opportunities for outside funding for affordable housing development in Kenmore (including applying for grants and seeking partners to apply for funds through private sector funding programs).

Objective 7.4: Improve accessibility and inclusivity of city-sponsored events and services.

- 7.4.1 Implement a program to accept SNAP/EBT benefits at the Farmers Market and promote financial accessibility.

APPENDIX – KEY CONCEPTS AND TERMS

This DEIA Strategic Plan encourages all members of the City of Kenmore community to take ownership for creating a welcoming, safe, inclusive, and supportive climate. To that end, everyone must operate from a common, shared understanding of DEIA. Within this DEIA Strategic Plan and in the context of the community, the definition for each component of DEIA is identified below.

Ableism

Beliefs or practices that rest on the assumption that being able-bodied is “normal” while other states must be “fixed” or altered. This can result in devaluing or discriminating against people with physical, intellectual, or psychiatric disabilities. Institutionalized ableism may include or take the form of organizational barriers, both intentional and unintentional, that result in disparate treatment of people with disabilities (PwDs).

Accessibility

The “ability to access” the functionality of a system or entity and gain the related benefits. The degree to which a product, service, or environment is accessible by as many people as possible. Accessible design ensures both direct (unassisted) access and indirect access through

assistive technology (e.g., computer screen readers). Universal design ensures that an environment can be accessed, understood, and used to the greatest extent possible by all people.

Authentic Self

Who an individual is as a person, demonstrating different experiences, perspectives, cultures, history, etc., without being forced to conform to the majority culture in the workplace. The work culture must value a wide range of talents, skills, and experiences to create a sense of belonging for everyone without causing harm to others.

Belonging

A feeling of being happy or comfortable as part of a particular group and having a good relationship with the other members of the group because they welcome you and accept you. A sense of belonging is one of humanity's most basic needs.

Bias

Prejudice in favor of or against one thing, person, or group compared with another, usually in an unfair or negative way. Unconscious bias, also known as implicit bias, is defined as "attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control."

BIPOC

The acronym "BIPOC" stands for Black, Indigenous, and People of Color. It's a term used to group together people with diverse cultural backgrounds who are often not of European descent. It highlights the unique histories, experiences, and challenges faced by

these communities.

Cultural Competence

Behaviors, attitudes, and policies that enable individuals to work effectively in cross-cultural situations. Cultural competence promotes the respect for and understanding of diverse cultures and social groups as well as the unique attributes of each individual within a larger organization. Cultural competence is based on integrating the awareness and learned skills needed to educate, work with, and serve people from diverse backgrounds and social identities effectively and sensitively.

Culture

The values, attitudes, beliefs, experiences, and customs shared and communicated by a group of people that contribute to a person's sense of identity. Culture also includes the knowledge and collective experiences shared across generations within a cultural group.

Disability

RCW 49.60.040

(7)(a) "Disability" means the presence of a sensory, mental, or physical impairment that:

- (i) Is medically cognizable or diagnosable; or
- (ii) Exists as a record or history; or
- (iii) Is perceived to exist whether or not it exists in fact.

(b) A disability exists whether it is temporary or permanent, common or

uncommon, mitigated or unmitigated, or whether or not it limits the ability to work generally or work at a particular job or whether or not it limits any other activity within the scope of this chapter.

(c) For purposes of this definition, "impairment" includes, but is not limited to:

(i) Any physiological disorder, or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems:

Neurological, musculoskeletal, special sense organs, respiratory, including speech organs, cardiovascular, reproductive, digestive, genitor-urinary [genitourinary], hemic and lymphatic, skin, and endocrine; or

(ii) Any mental, developmental, traumatic, or psychological disorder, including but not limited to cognitive limitation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

Disabled Veteran

A person who has served on active duty in the armed forces, has separated under honorable conditions, and has established the present existence of a service-connected disability or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs or a military department.

Diversity

The condition of being different or having differences. Differences among people occur in a variety of respects, such as age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences. Some describe organizational diversity as social heterogeneity.

Equity

Consistent, systematic, fair, just, and impartial treatment, access, opportunity, and advancement for all individuals, including individuals who historically have been denied such treatment, while striving to identify and eliminate barriers that might prevent any employee's full and equitable participation in the workplace.

Inclusion

A value supported by incorporating diverse perspectives and practices to promote, develop, evolve, and implement an organization's culture, policies, systems, and norms. An inclusive environment is one where people encourage and embrace different perspectives, ideas, and experiences to create meaningful opportunity, interaction, communication, information, and decision-making prowess. An inclusive workplace is one where people not only feel included, but also where people recognize when workplace traditions and events may result in the exclusion of individuals.

**Individual/
Person with a
Disability**

A person with a physical or mental impairment that substantially limits one or more major life activities (such as walking, talking, seeing, hearing, or learning), has a record of such impairment, or is regarded as having an impairment unless the impairment is both transitory and minor.

Intersectionality

The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, and their multiple effects on the same individuals or groups. Also refers to the view that overlapping and interdependent systems of discrimination and inequality can more effectively be addressed together.

Privilege

An unearned, sustained advantage that comes from race, gender, sexuality, ability, socioeconomic status, age, and other differences. For example, readers are invited to “unpack” white and male privilege by Wellesley College’s Peggy McIntosh.

Racism

A belief that racial differences produce or are associated with inherent superiority or inferiority. Racially based prejudice, discrimination, hostility, or hatred. Institutionalized racism, also known as systemic racism, refers to forms of racism that are engrained in society or organizations. It is when entire racial groups are discriminated against, or consistently disadvantaged, by larger social systems, practices, choices, or policies.

**Reasonable
Accommodation**

A change in the environment or in the way things are customarily done that enables an individual with a disability to have equal opportunity, access, and participation.

**Talent
Acquisition**

Long-term human resources planning and finding appropriate candidates for positions that require specific skillsets to fulfill a business need.

**Targeted
Disability**

Specific, severe disabilities targeted for emphasis in affirmative action planning that include, but are not limited to, developmental disabilities, traumatic brain injury, deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, intellectual disabilities, psychiatric disabilities, dwarfism, and significant disfigurement.

**Underserved
Communities**

Populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civil life.

**Unseen
Diversity
Characteristic**

Non-visible personal characteristics such as background, culture, and personality, as well as protected classes such as disability, sexual orientation, and religion and belief.

ACKNOWLEDGEMENT OF SUPPORT FOR DEIA STRATEGIC PLAN DEVELOPMENT

The following individuals served as representatives from the City Council, City Manager's Office, and the Kenmore Community, contributing to the development of the Kenmore DEIA Strategic Plan. We are grateful to these individuals for their valuable insights, unwavering dedication, and professional expertise. We also acknowledge that there may be others who have played a role but are not listed here; we apologize for any oversight and sincerely appreciate your contributions.

The City of Kenmore Community

Those members of the City of Kenmore community includes those that either live, work and/or recreate within the municipality.

Kenmore City Council

Mayor Nigel Herbig

Deputy Mayor Melanie O'Cain

Councilmember David Baker

Councilmember Joe Marshall

Councilmember Angela Kugler

Councilmember Corina Pfeil

Councilmember Debra Srebnik

Kenmore Directors Team

Rob Karlinsey, City Manager

Stephanie Lucash, Deputy City Manager

Brandon Moen, Chief of Police

John Vicente, City Engineer
 Jennifer Gordon, Operations Director
 Richard Sawyer, Environmental Services Director
 Debbie Bent, Community Development Director
 Samantha Loyuk, Development Services Director
 Melinda Merrell, Finance & Administration Director

DEI Kenmore Staff Scoping Team

Leonora Palana, Human Resources Manager
 Lauren Chomiak, Communications Specialist
 Janet Quinn, Management Analyst (ARPA)
 Brian Randall, Accountant

Community Diversity Equity Inclusion and Accessibility (DEIA) Advisory Committee

Carlos Gil	Lily Bishop
Juanita Aguilar	David Arthur
Juliana Pooley	Nancy Thai
Erika Del Villar	Alinafe Matenda
Aisha Jallow	Sam Otis
Peggy Evans	Marco Ballesteros
Darleen Ademba	Jeanne Galloway
William Castro	Barbara Deane

Chanin Kelly-Rae Consulting LLC Team

Chanin Kelly-Rae (President/CEO)	Michael Washington
Chelsea Amable-Zibolsky	Miriam Hawkins
Aiyah Morris	Marcelo Berganza
Jacquelyn Kelly	Sharmane Joseph

Other Contributing City Staff

Anastasiya Warhol, City Clerk
 Nancy Meehan, Executive Assistant
 Garrett Oppenheim, Assistant to the City Manager

Michelle Kang, Deputy City Clerk

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
------	----------	------------------------------	---	---	---	---	-------

Goal 1: Leadership & Operations

Objective 1.1: Foster community engagement and inclusivity in decision-making.

1.1.1	City Council members to continue to meet with the community to discuss important local issues.	City Council	ongoing	No			✓		
1.1.2	City Manager will maintain an informal DEIA Advisory Committee to advise the city manager and staff on policy and operational issues. Create and maintain a charter for this committee.	City Manager's Office	ongoing	No	✓	✓	✓	✓	Committee meets quarterly.
1.1.3	When engaging the community in planning and decision making, make extra and affirmative efforts to bring in members of the community who have not historically participated. Provide less traditional and more inclusive and accessible opportunities for public input and engagement, such as hands-on engagement models and "pop up" engagement opportunities in neighborhoods.	City Manger's Office	ongoing	Yes					The Love Where You Live workshops were an effective way to put this into action.
1.1.4	Coffee with Council – continue to provide alternating accessible options to attend.	City Council	ongoing	No			✓		
1.1.5	Refer to the equity toolkit in policymaking. Distribute the toolkit to City Council, Planning Commission, and all staff and provide training on the toolkit.	City Council & All Departments	ongoing	No		✓	✓		In April 2024, staff received training on thr equity toolkit.

Objective 1.2: Ensure equitable access and representation in city services.

1.2.1	Identify and retain important public access and view corridors to Lake Washington and the Sammamish River for all of the public to enjoy.	Community Development	2024	Yes		✓		✓	Part of next Comp Plan Update
1.2.2	Maintain and update the Parks, Recreation and Open Space (PROS) plan using the equity toolkit. Plan for more parks and amenities in underserved parts of the City and for people of all abilities.	Community Development	2026	Some consulting dollars will be needed		✓		✓	
1.2.3	Accept applications in the order received, with exceptions for affordable housing projects, public city projects aimed at increasing public access to services and amenities, and applications that support implementation of the Climate Action Plan, all of which shall be fast-tracked for rapid processing.	Development Services	ongoing	No		✓			Affordable housing developments are receiving expedited review.
1.2.4	Provide increased access to permit submittals by continuing to accept applications online. In-person paper submittals also accepted as an accommodation upon request.	Development Services	ongoing	No				✓	ongoing

Objective 1.3 Facilitate ways to increase diverse representation among City vendors and Committee and Commission members.

1.3.1	Requests for Proposals (RFPs), bid advertisements, and all other purchasing and procurement materials will include language about the city's equity and social justice values. When issuing a request for proposals or other solicitation for services, specifically reach out to and invite women and minority owned businesses to submit quotes and proposals.	All Departments	ongoing	No	✓	✓	✓		New social justice and equity language was drafted and being used in procurement documents.
1.3.2	When issuing RFPs and other solicitations for services, consider barriers for first-time proposers; provide guidance on and be available to assist with the technical aspects of the solicitation that might be new territory for people who are trying to make entry and gain a foothold in serving cities.	All Departments	ongoing	No	✓	✓	✓	✓	Staff promptly answers all questions received about procurements.
1.3.3	Create and maintain a City of Kenmore Supplier Diversity Program for procurement; set appropriate goals for participation of minority, women, and socially and economically disadvantaged businesses.	Finance & Administration	2025	Yes	✓		✓		
1.3.4	Utilize the services of the state Office of Minority and Women's Business Enterprises (OMWBE) to encourage and assist women- and minority-owned businesses in competing for contracts and doing business in the City.	City Manager's Office	ongoing	No	✓		✓		All RFPs are now being posted to OMWBE.
1.3.5	Planning Commission and other committee selection criteria should support broad demographic representation.	Community Development	ongoing	No	✓				Commission application was updated in 2023.

Objective 1.4: Support businesses and projects that align with equity goals.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
1.4.1	Expedite plan review for affordable housing projects and public city projects that increase public access to services and amenities.	Development Services	ongoing	No		✓			Affordable housing developments are receiving expedited review.
1.4.2	Continue the City's membership in A Regional Coalition for Housing (ARCH), including leveraging ARCH's resources to build affordable housing units in Kenmore and contributing financial resources to ARCH's housing trust fund.	Development Services & City Manager's Office	ongoing	No		✓			ongoing work with ARCH
1.4.3	Support businesses in their permit process by providing efficient and predictable services; identify and address barriers or challenges for businesses that may be new to the City's processes.	Development Services	ongoing	No		✓		✓	

Objective 1.5: Strengthen leadership commitment to diversity, equity, inclusion, and accessibility.

1.5.1	Communicate both the significance and value-add of DEIA openly; broadening this circle of communication to include staff, community, and leadership.	City Manager's Office	ongoing	No	✓	✓	✓	✓	Two of our mandatory trainings this year have been DEIA-themed. Leadership and Expanded Leadership Teams get regular DEIA updates. DEIA Implementation meetings are with entire departments.
1.5.2	Create and maintain a respectful, inclusive, and professional working environment that promotes safety (including psychological safety) and inclusion, and that values difference.	All Departments	ongoing	No			✓		
1.5.3	Ensure leaders are accountable for DEIA objectives, collaboration, and key results.	All Departments	ongoing	No	✓	✓	✓	✓	
1.5.4	Implement this 5-Year Strategic DEIA Plan and integrate it into the organization.	All Departments	ongoing	Yes	✓	✓	✓	✓	Implementation meetings occur quarterly with department staff.

Objective 1.6: Ensure accountability through data collection and performance measures.

1.6.1	Collect demographic and geographic (GIS) information to analyze potential differences between communities and to assist the City in its efforts to have vendors and Committee and Commission recruitments reflect the community. Seek ways to identify languages spoken in the Kenmore community.	Community Development	ongoing	No	✓	✓	✓		Have Census data but still must figure out ways to use that data to make sure vendors and commission/committee recruitments reflect the community at large.
1.6.2	Update the Strategic DEIA Action Plan every five years to align with the goals of the City of Kenmore.	City Manager's Office	2028	Yes	✓	✓	✓	✓	work on the next strategic plan to begin in 2026 or 2027
1.6.3	Develop a set of performance measures to assess progress toward realization of this DEIA Strategic Plan. Include these measures in periodic reporting.	All Departments	ongoing	No	✓	✓	✓	✓	Melinda and I are still working through this with help from staff.
1.6.4	Conduct a bi-annual City of Kenmore Employee Survey.	Human Resources	2024, 2026, 2028	No	✓	✓	✓	✓	Gallup Q12 survey in September/October 2023
1.6.5	Conduct a Statistically Valid City of Kenmore Community Survey every 3 years.	City Manager's Office	2023, 2026	Yes	✓	✓	✓	✓	two surveys completed in late 2023 and early 2024
1.6.6	Participate in the Human Rights Campaign Municipal Equality Index.	City Manager's Office	in process	TBD	✓	✓	✓		materials submitted, no response yet. Regular follow-up

Objective 1.7: Strengthen the Organization's Working Knowledge, Integration, and Practice of DEIA.

1.7.1	Ensure that staff resources are allocated to the implementation of this City of Kenmore DEIA strategic initiative.	All Departments	2023-2028	Yes	✓	✓	✓	✓	currently in process of putting together 2025-26 biennium budget
1.7.2	Participate in mandatory, DEIA training and/or learning events every two years. (A list of training and learning opportunities shall be maintained by Human Resources).	Human Resources	2024, 2026, 2028	Yes	✓	✓	✓	✓	March and April 2024 mandatory trainings were DEIA-themed

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
1.7.3	Include DEIA training at new employee orientation. The new employee orientation packet should include the DEIA Policy, this Strategic Plan, and the equity toolkit, among other DEIA resources.	Human Resources	2024	No	✓	✓	✓	✓	April 2024 staff training recorded for all new employees. March 2023 equity toolkit training for Council is available on YouTube and required viewing for new employees whose work will involve policy
1.7.4	Track City Council Member DEIA training and learning participation and make reporting available for public information through the City Clerk's office.	City Clerk	2023-2028	No	✓	✓	✓	✓	DEIA training to be part of annual DEIA updates to Council

Goal 2: Plans, Policies & Budgets

Objective 2.1: Develop and implement inclusive and equitable policies.

2.1.1	The Comprehensive Plan and other city-wide planning documents and regulations will be developed and written with a focus on DEIA and will include policies in its elements that advance DEIA and root out systemic inequity.	All Departments	2023-2028 ongoing	No	✓	✓	✓	✓	Policies throughout Comprehensive Plan address DEIA. DEIA taskforce reviewed the Housing Element of the
2.1.2	All City policies, procedures, and manuals are written and reviewed with a focus on DEIA. These documents will include references to DEIA and the importance thereof.	All Departments	2023 ongoing	No	✓	✓	✓	✓	Staff are using the equity toolkit in writing policies and other documents.
2.1.3	City Manager will consult with the DEIA Advisory Committee as needed on potential policy and operation issues that may arise.	City Manager's Office	ongoing	No	✓	✓	✓	✓	City Manager joins quarterly Committee meetings

Objective 2.2: Engage the community in budget and policy decision-making.

2.2.1	Host listening sessions with the public regarding remaining American Rescue Plan Act (ARPA) funds that are yet to be allocated.	City Manager's Office	2023	No			✓		Listening sessions were held in 2021 and 2022
2.2.2	Use online and in person community engagement tools to gather public input.	City Manager's Office	2023 ongoing	Yes	✓		✓	✓	
2.2.3	Think outside of the box to bring more people of diverse backgrounds into policy discussions. Make extra and affirmative efforts to bring in members of the community who have not historically participated.	All Departments	2023 ongoing	Yes	✓		✓	✓	Staffing resources needed to make the extra outreach. Love Where You Live workshops were an example of this.
2.2.4	Publish the budget online and in hard copy in several locations.	Finance/Administration	2023 ongoing	No				✓	This will happen later this year when the budget for 2025-26 is ready
2.2.5	Provide a budget development process that is transparent and open to the public.	Finance/Administration	2024, 2026, 2028	No			✓		Financial Sustainability Task Force did its work openly and reported to City Council. Used online Balancing Act platform, Bang the Table, Statistically Valid Survey, and an FSP Open House to gather public feedback for the Task Force to consider.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
------	----------	------------------------------	---	---	---	---	-------

Objective 2.3: Develop and advocate for affordable housing and diverse housing options.

2.3.1	Expedite plan review for affordable housing projects and public city projects that increase public access to services and amenities.	Development Services	2023 ongoing	No		✓		✓	Affordable housing developments are receiving expedited review.
2.3.2	Develop and adopt planning and zoning regulations that will prioritize affordable and more attainable housing.	Community Development	2023 ongoing	No	✓	✓			The 2017 Affordable Housing Strategic Plan is being implemented. There is a plan in place to update it this year.
2.3.3	Develop land use regulations that allow for a diversity of housing types and choices for different needs.	Community Development	underway	No	✓	✓			Implementing regulations expected to come forward in 2024
2.3.4	Implement the Transit Oriented Development (TOD) regulations that mandate higher densities and affordable units in the TOD area. (TOD requires 25% of units to be affordable at 50% of area median income or lower.)	Community Development	2023 done	No		✓			Adopted in March 2023
2.3.5	Implement the residential tenant protection measures adopted by the City Council.	Community Development	underway ongoing	No		✓			Adopted in 2022. Currently under appeal.
2.3.6	Advocate for additional affordable housing policies at federal, state, and county levels.	Community Development	underway ongoing	Yes		✓			

Objective 2.4: Promote economic development opportunities that benefit all Kenmore residents and businesses.

2.4.1	Dig deeper into the experiences and outcomes of underrepresented groups in the business community and city-wide workforce. Based on what is learned, recommend policies and operational changes to lift and support these groups.	City Manager's Office	2025 2024	Yes	✓	✓	✓		Plans are in place in the second half of 2024 to assess potential outreach to newly registered businesses as an outcome of the new business regulation requirements
2.4.2	Increase efforts to build partnerships that support and retain local businesses and organizations, with an emphasis on supporting underrepresented and marginalized groups in the business community.	City Manager's Office	2023/2024	Yes	✓		✓		Will need to expand functionality of the business directory.
2.4.3	Collect data and feedback from business community members, the Chamber of Commerce, workers, and other relevant stakeholders to best understand the needs and experiences of business owners and workers who are impacted by the policies, processes, and programs executed by the City of Kenmore.	City Manager's Office	2025	Yes	✓		✓		
2.4.4	Continue partnership with Bothell Kenmore Chamber of Commerce and the Kenmore Business Alliance to support local businesses.	City Manager's Office	ongoing	No			✓		Monthly KBA meetings held at City Hall. Oktoberfest to be held in September.
2.4.5	Encourage participation of women- and minority-owned businesses in Kenmore Business Alliance activities.	City Manager's Office	ongoing	No	✓		✓		This year, photography funding through the Port of Seattle will provide photography to businesses with a focus on WMVOB.
2.4.6	Advocate for a broader diversity of business types through external networks and the OMWBE.	City Manager's Office	2024-2028	No	✓		✓		
2.4.7	Support and promote green jobs and companies given their connection to environmental equity and social justice.	City Manager's Office- Environmental Services	2024	Yes		✓			2024 promotion through EnviroStar.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
--	--	------	----------	------------------------------	---	---	---	---	-------

Objective 2.5: Adopt policies and practices that prioritize equity, accessibility, and inclusivity.

2.5.1	Adopt a Non-Discrimination Ordinance.	City Council	2024 in progress	No	✓		✓		In the drafting phase.
2.5.2	Honor the name, gender designation, and pronoun/non-pronoun of each employee and community member and encourage staff and community members to respect them.	All Departments	ongoing	No			✓		

Objective 2.6: Enhance recreational and cultural opportunities to improve DEIA in Kenmore.

2.6.1	Support organizations that offer recreation, arts, and cultural programs and events.	Public Works Operations & City Manager's Office	ongoing	No	✓		✓	✓	
2.6.2	Commission art projects with the 1% for Arts fund. Specifically reach out to BIPOC artists and invite them to submit proposals for art.	Public Works Operations & City Manager's Office	ongoing	No	✓		✓		
2.6.3	Seek additional partnerships for recreation programming at existing parks and facilities.	Public Works Operations	ongoing	Yes		✓	✓		May need additional funding for low-income participants
2.6.4	Partner with waterfront programming providers (Kenmore Waterfront Activites Center, Northshore School District, rowing, etc.) for affordable access to non-traditional rowers. Continue to require KWAC and rowing programs to provide low income scholarships.	Public Works Operations	ongoing	No		✓	✓		
2.6.5	Continue to seek external funding to provide public access and recreation opportunities, especially for low income youth.	Public Works Operations	ongoing	Yes	✓	✓	✓	✓	
2.6.6	Continue to partner with the nonprofit and for-profit organizations to provide recreational and development opportunities for youth (e.g., Skyhawks at Rhododendron Park and Skate Like a Girl at the Jack Crawford Skate Court).	Public Works Operations	ongoing	No		✓	✓	✓	Skate Like a Girl and Skyhawks both returning for 2024.
2.6.7	Collaborate with Kenmore Heritage Society to create awareness, including providing learning and education opportunities, of Local Indigenous People.	City Manager's Office	ongoing	No	✓		✓		Leadership meets regularly with KHS
2.6.8	Consider subsidizing swimming lessons for low income youth.	Public Works Operations	2023-2024 ongoing	Yes		✓			Funding needs to be identified beyond 2023. Currently being funded with one-time reserves. Exploring the possibility of working with YMCA for winter 2024-25.
2.6.9	Offer free, inclusive events, special events, outdoor movies, and concerts for the community.	Public Works Operations	ongoing	No			✓	✓	
2.6.10	Diversify event schedules, explore new promotion avenues, and support external community events.	Public Works Operations	ongoing	Yes	✓		✓	✓	Additional staffing resources may be needed for additonal external events
2.6.11	Partner with nonprofits and other agencies to host community events and presentations focused on low-income populations.	City Manager's Office	2025	Yes		✓			
2.6.12	Lead an effort to create a regional partnership to build a regional aquatic center in north King County.	Community Development	2023-2028	Yes		✓		✓	Feasibility study currently underway
2.6.13	Work cooperatively with Bastyr University for use of their campus athletic fields. Look to partner with Bastyr University in other potential ways, such as youth summer camps.	Public Works Operations	ongoing	No		✓		✓	

Goal 3: Workplace

Objective 3.1: Create and maintain an inclusive workplace culture.

3.1.1	Promote and follow the organization service vision as well as the core and foundational values.	City Manager's Office	ongoing	No	✓	✓	✓	✓	
3.1.2	Increase awareness and working knowledge of the City's Anti-Harassment Policy and other personnel policies pertaining to equity and justice in the workplace.	Human Resources	2023, 2025, 2027	No		✓			Regular training schedule.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
3.1.3	Continue to provide Parental Leave for all employees. Upon returning from parental leave, supervisors will check in with the employee and discuss any supportive accommodations that employees may require, such as any physical limitations, pump breaks, flex scheduling for appointments, etc.	Finance/Administr ation	ongoing	No		✓			
3.1.4	Regularly highlight and review the City Council-adopted DEIA Policy.	City Manager's Office	ongoing	No	✓	✓	✓	✓	Mandatory Staff trainings and regular exposure at Leadership and Expanded Leadership meetings.
3.1.5	Encourage cross-departmental relationships and communication through internal committees.	All Departments	ongoing	No	✓		✓		Expanded Leadership Team created in 2023.
3.1.6	Model the behaviors that are expected of all staff to be equitable, inclusive, and create a culture of belonging.	All Departments	ongoing	No	✓	✓	✓		
3.1.7	Provide clear and accessible channels for City staff to provide feedback on the workplace environment and job satisfaction.	Human Resources	2023	No	✓	✓	✓		Q12 survey asked questions about this.

Objective 3.2: Develop and implement equitable hiring practices.

3.2.1	Strive for diverse hiring panels during the interview process.	Human Resources	ongoing	No	✓				
3.2.2	Ensure that hiring panelists have had DEIA training, including implicit bias training, prior to participating on the panel.	Human Resources	ongoing	No	✓	✓	✓	✓	Staff has received implicit bias training and the anti-bias training City Council receives on 7/8 will be added to required staff trainings.
3.2.3	Ask DEIA questions of candidates during interviews.	Human Resources	ongoing	No	✓	✓	✓	✓	Standardized DEIA questions are now part of interviews.
3.2.4	Advertise positions through diverse outlets.	Human Resources	ongoing	No	✓		✓		
3.2.5	Establish consistent hiring practices for reaching diverse populations; reach out to and invite minorities and members of historically marginalized groups to apply for open positions.	Human Resources	ongoing	No	✓		✓		Exploring a possible contract with an outside organization to perform targeted recruitments.
3.2.6	Explore a work study program.	Human Resources	2024	Yes		✓			Being proposed as part of 2025-26 biennial budget.
3.2.7	Research equitable hiring practices in neighboring cities.	Human Resources	2024	No		✓			

Objective 3.3: Provide professional development and advancement opportunities.

3.3.1	Encourage employees to participate in their professional organizations.	All Departments	ongoing	No		✓			
3.3.2	Continue the tuition reimbursement program.	Human Resources	ongoing	No		✓			
3.3.3	Support career advancement through leadership training such as the Northwest Women's Leadership Academy.	All Departments	ongoing	No	✓	✓			
3.3.4	Make consistent and planned efforts to grow and promote internal staff. Track promotion history to assess progress. (Succession Planning)	Human Resources	ongoing	No	✓	✓			

Objective 3.4: Offer competitive employee benefits and support systems.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
3.4.1	Continue to provide competitive benefits to city employees (Healthcare, EAP, retirement, etc.).	Human Resources	ongoing	No		✓		✓	
3.4.2	Continue monthly all-staff meetings that are inclusive and highlight DEIA.	City Manager's Office	ongoing	No	✓	✓	✓	✓	
3.4.3	Continue to fund and implement the City's Wellness Program (e.g., floating holiday for healthy practices).	Human Resources	ongoing	No		✓			
3.4.4	Continue the length of service awards program, including the event that goes with it (see Section 5.5 of the Personnel Policies Manual).	Human Resources	ongoing	No		✓			
3.4.5	Continue to allow for brief and informal gatherings to celebrate birthdays and other personal milestones (see Section 5.6.5 of the Personnel Policies Manual).	All Departments	ongoing	No			✓		
3.4.6	Adopt a Commute Trip Reduction Plan that promotes non-car commute options and resources.	City Manager's Office- Environmental Services	2025	Yes		✓		✓	
3.4.7	Support KCSO Officer wellness and resiliency programs.	City Manager's Office	ongoing	No		✓			

Objective 3.5: Monitor and assess workplace and workforce diversity.

3.5.1	Research how to and begin collecting voluntary demographic data from applicants and new hires so that the City can assess whether the workplace is reflecting the greater community.	Human Resources	2024	Yes	✓		✓		
-------	--	-----------------	------	-----	---	--	---	--	--

Goal 4: Communication & Education

Objective 4.1: Improve accessibility and inclusivity of communications across all channels.

4.1.1	Continue to utilize electronic channels: City of Kenmore Website, website calendar, Social Media (Facebook, Twitter, Instagram), Monthly E-news, Weekly Kenmore Top 4, Email listservs for city meetings/events, projects and other specific topics.	City Manager's Office	ongoing	No			✓		
4.1.2	Continue to implement paper-based communication methods: Kenmore Quarterly Newsletter, Postcard mailings, SEPA & Advisory Mailings, Postings at City Hall/the Hangar.	City Manager's Office	ongoing	No		✓	✓	✓	
4.1.3	Ensure City of Kenmore digital and printed materials use accessible fonts and colors, approved by Web Content Accessibility Guidelines (WCAG) 2.0. Use Bureau of Internet Accessibility online tool to check for color blindness accessibility when using color in materials. Use approved accessible fonts when possible (Roboto, Tahoma, Verdana, Open Sans, Calibri, and Times New Roman are the top choices).	City Manager's Office	2023 done	No				✓	Accessibility review was done and the verdict was that we are doing a good job for the most part. The biggest area of need is that not all PDFs are screen reader-friendly.
4.1.4	Offer translated communications in Spanish and other community languages on the website, listserv emails, and printed materials and publicize availability of translation services by phone.	City Manager's Office	ongoing	Yes			✓	✓	Spanish currently provided; need additional resources for other languages
4.1.5	Utilize the Userway tool on the website for enhanced translation and accessibility tools.	City Manager's Office	ongoing	No			✓	✓	The tool is available on the city website. A demonstration will occur at the July 7 City Council DEIA update.
4.1.6	Expand the use of QR codes on notices, mailings, and digital materials to provide easy access to information in multiple languages.	City Manager's Office	2023 ongoing	No			✓	✓	QR codes being used on all printed materials and where it makes sense for digital materials, including every postcard and special event flyer.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
4.1.7	Create video tutorials for online permit applications. Provide Spanish subtitles and closed captioning.	Development Services	2024 ongoing	No			✓	✓	A Special Events permit video was created and uploaded to City website. Hope to add Spanish subtitles.
4.1.8	Maintain a public page on the City of Kenmore website with updates, information, and resources for the Kenmore community to understand, be made aware of, and participate in the City of Kenmore’s DEIA strategies, goals, and results.	City Manager's Office	ongoing	No	✓	✓	✓	✓	kenmorewa.gov/DEIA
4.1.9	Create a fun and engaging Civics 101 video course to help residents better understand the workings of city government. Provide Spanish subtitles.	City Manager's Office	ongoing	Yes				✓	Difficult to implement with existing resources but slow progress is occurring.
4.1.10	Develop and maintain a list of individuals and agencies who can provide translation services for public meetings and other needs as they arise.	City Manager's Office	2023 ongoing	No	✓		✓	✓	The translation service Reliable Translations can provide on-call interpreters. The need a week of notice.
4.1.11	Make efforts to ensure accessibility for hearing-impaired individuals at city-sponsored and supported events.	City Manager's Office	2024 ongoing	No		✓		✓	There will be a larger screen for public movies this year and subtitles will be turned on. Exploring ways to have Spanish interpreters at all interactive events.

Objective 4.2: Enhance community engagement through targeted messaging and recognition of diverse cultures and histories.

4.2.1	Implement an annual Proclamations Calendar to recognize and celebrate diverse communities and their histories.	City Clerk	ongoing done	No	✓		✓		The calendar of proclamations has been created and approved by Council.
4.2.2	Install parks interpretive signage to educate about environmental sustainability and community history.	Community Development	2026	Yes	✓				Completed parks projects have this signage.
4.2.3	Annually produce a Juneteenth event to commemorate the liberation of Black Americans from slavery. Include the affected groups in the planning and execution of these events.	Public Works Operations	ongoing done for 2024	No	✓		✓		Juneteenth event hosted June 19, 2024 in conjunction with Farmers Market. Approximatly 2,500 attendees.
4.2.4	Continue June Pride Month activities, including the annual Pride flag raising. Include the affected groups in the planning and execution of these events.	Public Works Operations	ongoing done for 2024	No	✓		✓		In a facilitation role on events led by the community. Flag-raising event held on June 1, 2024 and participated in Seattle Pride Parade June 30, 2024.
4.2.5	Provide for avenues to celebrate diversity at City events.	Public Works Operations	ongoing	No	✓		✓		
4.2.6	Invite cultural groups to host events in Kenmore, e.g., the Festival of Colors in the Spring.	Public Works Operations	2024 ongoing	Yes	✓		✓		Nonprofit organizations invited to attend Farmers Market each week.

Goal 5: Facility Plans & Improvements

Objective 5.1: Enhance the safety, accessibility, and inclusivity of parks and city-owned buildings.

5.1.1	Evaluate and ensure parks, buildings, and other public facilities are safe, well-maintained, and operate efficiently.	Public Works Operations	ongoing	No				✓	
5.1.2	Improve access to parks and playgrounds. Seek guidance from inclusive experts such as The Voice of Play.	Community Development	2028	Yes			✓	✓	
5.1.3	Change City restroom signage to be more inclusive of gender identities.	Community Development	2024	No			✓		

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
5.1.4	Continue to supply and maintain life jacket loaner stations at waterfront parks.	Community Development	ongoing	No		✓		✓	

Objective 5.2: Improve transportation safety and accessibility for multiple modes of transportation so that owning an automobile isn’t the only way to get around.

5.2.1	Develop parks and transportation plans that improve public access and mobility as well as recreational opportunities.	Community Development & Engineering Services	2024 and 2026	Yes				✓	2024 for Transportation Plan and 2026 for the PROS Plan. Pedestrian Facilities Plan and ADA Transition Plan have been completed.
5.2.2	Obtain funding for and implement the first phase of the ADA transition plan, including replacing noncompliant sidewalk panels and curb ramps. Develop the next phase of the ADA transition plan to include City buildings.	Public Works Engineering	2023-2028	Yes			✓	✓	Additional outside resources are required to make further progress.
5.2.3	Implement and obtain funding for the adopted pedestrian facilities plan.	Public Works Engineering	2023-2028	Yes				✓	
5.2.4	Continue to calm vehicle traffic to improve bicycle and pedestrian safety and comfort.	Public Works Engineering	2023-2028	Yes				✓	The Local Road Safety Plan and Traffic Calming Policy have been completed.
5.2.5	Advocate for completion of the Sound Transit Bus Rapid Transit project through Kenmore and advocate for additional bus routes and “last mile” transit options for Kenmore.	Public Works Engineering	2023-2028	Yes		✓		✓	Sound Transit construction is scheduled to begin in 2025.
5.2.6	Explore options and funding to provide more bike racks in public and private locations throughout the City.	Public Works Engineering	2024	Yes		✓		✓	e-bike charging will be part of the analysis being done as part of CAP.
5.2.7	Promote King County's Community Van, Metro Flex, and other accessible transportation programs.	City Manager's Office	ongoing	No		✓		✓	Information about the programs is available on the City website. They are occasionally promoted through City social media.

Objective 5.3: Update facility plans to reflect community needs and promote equity.

5.3.1	Ensure capital facilities plans recognize and provide projects and programs in underserved areas.	Community Development	2026	Yes		✓			
5.3.2	Consider community vulnerabilities related to climate and proactively respond (e.g., cooling center for impacted community members).	Environmental Services	2024	Yes		✓			
5.3.3	Equitably provide green energy infrastructure in higher density and lower income neighborhoods.	Environmental Services	2025	Yes		✓			
5.3.4	Reduce the heat-island effect that disproportionately affects disadvantaged neighborhoods by developing a plan to encourage and provide more trees and natural landscape to those areas.	Environmental Services	2025	Yes		✓			
5.3.5	Equitably replace assets before reaching the end of their expected life cycle; use a fair, systematic approach to asset replacement and repair rather than the “squeaky wheel” approach.	Public Works Operations	2025	Yes		✓			

Goal 6: Public Safety & Justice Services

Objective 6.1 Advance the police department’s progress in equitably serving and responding to the community.

6.1.1	Chief of Police to annually hold listening sessions with the community.	Police	2024	No		✓	✓		Will happen in Fall 2024.
6.1.2	Continue to implement the preventative and healing measures identified in the 2020 Mayor’s Pledge Use of Force Report.	Police	ongoing	No		✓			

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
6.1.3	Continue to augment police training, including prevention-oriented training such as cultural diversity, de-escalation, and active bystander training. Offer human services-related training to police officers, including crisis intervention and interacting with persons with disabilities through the Criminal Justice Training Commission and KCSO Advanced Training Unit.	Police	ongoing	No	✓	✓	✓		
6.1.4	Explore and advocate for prevention-oriented methods to reduce patrol stops that disproportionately affect people of color. For example, explore the use of technology as a replacement for traffic stops and as a way to reduce the potential for violent encounters.	Police	2025	Yes		✓			
6.1.5	Identify low-level offenses (e.g. DWLS3) that can cause disadvantaged populations to get stuck in a vortex of economic disparity and impoverishment. Take a holistic, preventative, and healing approach to work with the prosecutor, public defender, court, and human services providers to help people out of this vortex.	Police and Justice Services	ongoing	Yes		✓			Prosecutor is sending some offenders to Community Court. Police don't really have a say in that but has constant dialogue with prosecutor about these cases.
6.1.6	Work closely with the Regional Crisis Response (RCR) program to co-respond with mental health professionals.	Police	ongoing	No		✓		✓	
6.1.7	Become knowledgeable of various human services providers that can assist with cases. Refer individuals to these organizations. Refer individuals to the resource center at the community court. Participate in the community court stakeholder meetings and recommend offenders to the community court when appropriate.	Police	ongoing	No		✓	✓	✓	Officers hand out pamphlets and business cards with resources for homeless and others in need of services; offer to drive people to Resource Center and return with them to Kenmore.
6.1.8	Connect and frequently communicate with the City's Housing and Human Services Manager to coordinate ways to prevent human suffering and help lift people out of the cycle of the criminal justice system, reducing recidivism and future crimes.	Police	2023-2028	No		✓	✓	✓	
6.1.9	Participate in the King County Sheriff Department's body worn cameras program.	Police	2023, 2024 ongoing	Yes		✓			Body worn cameras result in added cost to the police contract. As of February 2024, all officers wear body cameras.
6.1.10	Bring back the Nurturing Trust Workshops that build trust between police and communities of color.	Police	2025 done	Yes	✓	✓	✓		6 workshops were held over 3 weeks in April 2024.
6.1.11	Research the potential effectiveness and resources needed to produce an academy for residents to learn about police and justice services. Specifically invite people of color and marginalized groups.	Police	2025	Yes		✓	✓		
6.1.12	Continue the Lunch with a Cop program in schools.	Police	ongoing	No		✓	✓		
6.1.13	Continue to provide an inviting social media platform for the police department to interact with the community.	Police	ongoing	No			✓	✓	
6.1.14	Periodically review and work to implement the recommendations in the 2021 King County Public Safety Advisory Committee Report to improve public safety.	Police	ongoing	No		✓		✓	
6.1.15	Ensure transparency by providing the annual police services report and crime data on the City's website. Include discussion and analysis on crime trends and other public safety problems in the City.	Police	ongoing	No				✓	
6.1.16	Facilitate access to the KCSO Communications Center via text message and TTY machines for hearing-impaired callers.	Police	ongoing	No				✓	
6.1.17	Partner with nonprofits to distribute free locking prescription drug bags and gun cables at City Hall.	Police	ongoing	No				✓	

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
6.1.18	Partner with NEMCo and the Fire Department for those agencies to provide educational materials on safety.	City Manager's Office Community Development	2023 done	Yes		✓		✓	NEMCo emergency preparedness materials have been uploaded to the City website.
6.1.19	Increase opportunities for volunteering with the police department.	Police	2024	No	✓	✓	✓		
6.1.20	Utilize KCSO Language Access program grant funding to provide front desk interpretation services to limited English-speaking communities via face-to-face interpreters through on-demand video and audio interpretation in over 240 languages, including ASL.	Police	2024						Added this initiative in 2024.

Objective 6.2 Collaborate with the court, prosecutor, public defender in promoting equity and lifting people from a downward cycle in the criminal justice system.

6.2.1	Hold regular meetings with the judges, court staff, prosecutor, and public defender to assess efforts to reduce disparities in justice services.	City Manager's Office	2023-2028 ongoing	No		✓	✓	✓	
6.2.2	Ensure electronic home monitoring is financially accessible to low-income offenders.	Court	2023 done	Yes		✓		✓	Currently not budgeted. City Council adopted an ordinance to pay for electronic home monitoring for indigent defendants in June 2023.
6.2.3	Fully participate in and contribute to the Community Court.	Court	2023 ongoing	Yes		✓			Only funded through 2024 with one-time funding. The City has been participating in Community Court since January 2023.
6.2.4	Explore drug court and other rehabilitative programs.	Court	2026 done	Yes		✓			Very similar to Community Court and deemed superfluous.

Goal 7: Housing & Human Services

Objective 7.1 Advance human services by centering marginalized communities in responding to community needs.

7.1.1	Hire a Housing & Human Services Manager.	City Manager's Office	2023 done	No	✓	✓	✓	✓	Tambi Cork hired in May 2023.
7.1.2	Conduct a human services needs assessment and funding recommendation.	Housing & Human Services	2023 done	No	✓	✓	✓	✓	The assessment was completed in 2024 and the findings reported to City Council.
7.1.3	Conduct and implement a human services strategic plan for 2025-2030 that is centered in equity.	Housing & Human Services	2023 2024-2025	Yes	✓	✓	✓	✓	
7.1.4	Oversee the ARPA-funded mental and behavioral health counseling pilot program that Center for Human Services will operate in one or more Kenmore schools.	City Manager's Office	2023-2025 ongoing	No		✓		✓	Funded with one-time ARPA funds.
7.1.5	Use ARPA funds to pilot homelessness response and other human services programs to help people recover from the long term effects of the pandemic.	City Manager's Office	2023-2024 ongoing	No		✓		✓	Funded with one-time ARPA funds.
7.1.6	Continue to co-lead the regional effort to site and construct an accessible 24/7 crisis center in North King County.	Housing & Human Services	ongoing	No		✓		✓	Center to open summer 2024.
7.1.7	Build collaborative relationship with Shoreline Fire Department's Mobile Integrated Health Program.	Housing & Human Services	ongoing	No		✓		✓	
7.1.8	Engage Human Services Funding Collaborative in discussions in DEIA in human services, especially with regards to human services funding application and contracting process.	Housing & Human Services	2024 ongoing	No	✓	✓	✓	✓	
7.1.9	Seek opportunities to promote human service providers and programs on city communication channels and through the creation of resource materials.	Housing & Human Services	ongoing	Yes				✓	HHS Manager worked with UW Bothell students to create a list of service providers.

City of Kenmore DEIA Strategic Plan: Five-Year Roadmap
July 2023

		Lead	Timeline	Additional Resources Needed?	D	E	I	A	Notes
7.1.10	Connect residents in need with state, county, and nonprofit human services agencies.	Housing & Human Services	ongoing	No		✓		✓	
7.1.11	Work to educate the public to increase participation in utility cost and property tax rebates.	Housing & Human Services	2024 ongoing	No		✓		✓	

Objective 7.2: Collaborate with police and justice services (court, prosecutor, public defender) in promoting equity and lifting people from the downward cycle in the criminal justice system.

7.2.1	Consult with police and justice services to ensure human services are holistically integrated into police and justice services.	Housing & Human Services	2024 ongoing	Maybe		✓			
7.2.2	Continue to participate with and help fund the Regional Crisis Response (RCR) co-responder program.	Housing & Human Services	ongoing	Yes		✓		✓	Currently only funded through 2024 with one-time funding.
7.2.3	Partner with 211 and other agencies to provide Kenmore-specific pamphlets with human services resources for officers to distribute.	Housing & Human Services and Police	2024	Yes		✓		✓	

Objective 7.3: Promote affordable housing and support services.

7.3.1	Prioritize, seek, and advocate for the development of mixed-used, accessible, affordable housing opportunities throughout Kenmore through partnerships with organizations including ARCH that have a commitment to DEIA values.	Housing & Human Services /	ongoing	Maybe	✓	✓	✓	✓	The Holt Affordable Housing Project is moving forward.
7.3.2	Complete the Plymouth Housing Development with 100 units of affordable housing at 30% AML or less.	Housing & Human Services	2022-2025	Yes	✓	✓	✓	✓	Plymouth development project was cancelled.
7.3.3	Partner with health or human services providers at the Plymouth Affordable Housing development.	Housing & Human Services	2022-2025	Yes	✓	✓	✓	✓	Plymouth development project was cancelled.
7.3.4	Develop the Holt property for high density affordable housing units and a community support partner on the ground floor.	Housing & Human Services	2024 ongoing	Yes	✓	✓	✓	✓	
7.3.5	Work with ARCH to provide policies and funding for affordable housing developments in Kenmore.	Community Development & City Manager's Office	ongoing	No		✓		✓	
7.3.6	Defend the 2019 Mobile Home Protection Ordinance (Ordinance #19-0481) (currently being appealed).	City Attorney	ongoing	Yes		✓			Need to budget for additional funds to litigate the appeal.
7.3.7	Seek opportunities for outside funding for affordable housing development in Kenmore (including applying for grants and seeking partners to apply for funds through private sector funding programs).	Housing & Human Services	ongoing	Maybe		✓	✓		May need matching funds, depending on outside funding program requirements

Objective 7.4: Improve accessibility and inclusivity of city-sponsored events and services.

7.4.1	Implement a program to accept SNAP/EBT benefits at the Farmers Market and promote financial accessibility.	Public Works Operations	2023-2024 done	Yes		✓		✓	SNAP/EBT will be accepted at Farmers Market again in 2024.
-------	--	-------------------------	----------------	-----	--	---	--	---	--

**CITY OF KENMORE
WASHINGTON
RESOLUTION NO. 20-348**

**A RESOLUTION OF THE CITY OF KENMORE,
WASHINGTON, APPROVING A FRAMEWORK TO
DEVELOP AND IMPLEMENT POLICIES THAT FOSTER
AND CREATE A SAFE, INCLUSIVE, AND WELCOMING
COMMUNITY THROUGH CONTINUED ACTIONS THAT
IMPROVE DIVERSITY, EQUITY, AND INCLUSION**

WHEREAS, The City of Kenmore is committed to support and foster an inclusive and welcoming community for All.

WHEREAS, in 2015 the City Council adopted Kenmore’s 2035 Comprehensive Plan Vision Statement which includes seeing Kenmore as inclusive and family friendly, with a small town, feeling that fosters a sense of belonging and pride; and

WHEREAS, on March 6, 2017 the City Council adopted Resolution NO. 17-292 reaffirming the City of Kenmore “as a safe, inclusive and welcoming City for all people”; and

WHEREAS, on April 13, 2020 the City Council adopted 2021-2022 Council Priorities, including Priority No. 8, to foster and create a welcoming, diverse, affirming community celebrating culture and fun; and

WHEREAS, since the tragic killing of George Floyd and Black Lives Matter demonstrations, the City Council has taken steps to address police use of force through adoption of the Obama Foundation’s Mayors Pledge and national Campaign Zero’s “*8 Can’t Wait*” policy recommendations; and

WHEREAS, cities regionally and nationally have implemented Diversity, Equity, and Inclusion Policies and Plans leading the way for the City of Kenmore; and

WHEREAS, the City Council believes in the dignity, equality and constitutional and civil rights of all people, and will treat all people equitably, and will not tolerate discrimination, harassment or any behavior that creates fear, isolation, or intimidation;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF KENMORE, WASHINGTON, DOES RESOLVE

Section 1. The City Manager is authorized and directed to lead a process to develop a Diversity, Equity, and Inclusion Policy and implementation strategy.

Section 2. The City Manager is further authorized and directed to develop human resource strategies to increase recruitment and retention of a diverse workforce. These strategies may include, but are not limited to:

- a. Identifying and implementing recruitment strategies to hire, support, and retain a diverse workforce;
- b. Providing ongoing professional development and training for all staff to recognize and eliminate influences of implicit bias; and
- c. Creating a staff diversity, equity and inclusion (DEI) committee to oversee DEI implementation measures for the organization.

Section 3. The City Manager is further authorized and directed to develop accountability strategies to assess equitable delivery of city services and other possible changes to organizational structures, policies and programs. These strategies may include, but are not limited to:

- a. Assessment of current city services and delivery, identifying “gaps” in service delivery and implementing strategies and policies that support equitable service delivery;
- b. Assessment of all areas of city policy, policies and programs to identify gaps in diversity equity and inclusion; and
- c. Identifying reporting and measurement tools to assess progress.

Section 4. The City Manager is further authorized and directed to develop engagement and decision-making strategies to facilitate community diversity, equity, and inclusion in Kenmore. These strategies may include, but are not limited to:

- a. Developing and implementing an equity toolkit for use in decision making including all policy and implementation decisions and/or recommendations considered by City Council, boards, commissions, and staff;
- b. Developing a community engagement guide and toolkit to ensure equity and inclusion in community participation, outreach, input and feedback;
- c. Identifying reporting and measurement tools to assess progress;
- d. Facilitating targeted stakeholder input and involvement; and
- e. Facilitating community engagement throughout policy development and implementation.

Section 5. The City Manager is further authorized and directed to develop funding strategies to develop and implement a DEI policy framework as set for in this resolution. These strategies may include, but are not limited to:

- a. Funding an annual Government Alliance on Race and Equity Membership;
- b. Identifying staffing options and associated funding for policy implementation;
- c. Funding for professional consultant expertise to develop a diversity, equity, and inclusion policy and implementation strategies;
- d. Funding for community engagement strategies; and
- e. Reserving funding for meeting other needs expressed by the community and/or council.

Section 6. By November 9, 2020, the City Manager is directed to return to the Council with a draft DEI policy development timeline, including a plan for community engagement, and

funding recommendations for Council authorization to implement the elements of the framework resolution.

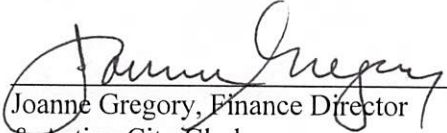
PASSED BY THE CITY COUNCIL OF THE CITY OF KENMORE, WASHINGTON, AT
A REGULAR MEETING THIS 14th DAY OF SEPTEMBER, 2020.

CITY OF KENMORE



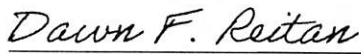
David Baker, Mayor

ATTEST/AUTHENTICATED:



Joanne Gregory, Finance Director
& Acting City Clerk

APPROVED AS TO FORM:



Dawn Reitan, City Attorney



**CHANIN KELLY-RAE
CONSULTING**

CITY OF KENMORE EQUITY FRAMEWORK TOOL

GOALS OF AN EQUITY FRAMEWORK TOOL

The goal of an equity framework tool for the City of Kenmore and the Kenmore City Council is to identify and address systemic and structural barriers that perpetuate inequalities within the City, and to promote equity and reduce disparities among its residents and visitors.

Such an equity framework tool could help the City and the Council to:

1. Assess and analyze the current state of equity within the City, including patterns and trends of disparities in areas such as access to basic services, transportation, education, housing, employment, and safety.
2. Identify root causes of inequities, such as discriminatory policies, lack of resources or access, or cultural biases, that may impact Kenmore communities differently.
3. Develop a data-driven and evidence-based approach to address equity issues and design policies, programs, and services that are inclusive, fair, and equitable.
4. Engage diverse community members, including historically marginalized groups, in the development and implementation of equity initiatives to ensure that their needs and perspectives are represented and considered.
5. Create a mechanism for both individual and collective reflection and assessment prior to finalizing decisions.

By using an equity framework tool, the City of Kenmore and the City Council can work to promote social justice, create a more inclusive and thriving community, and achieve positive outcomes for all residents.

Self-Reflection Questions for Community Impacted Decision-Making

Awareness of Bias and Assumptions:

1. Have I made any assumptions about the cultural identities, genders, abilities, identities, and/or background of those impacted by my decision?
2. Is my own personal experience, culture, and/or background preventing me from understanding and taking the cultural issues of marginalized stakeholders into account in deciding what issues exist for those disparately impacted?

Understanding of Impacted Groups:

3. What is my understanding of the group(s) being impacted by my decision? Are there unique cultural circumstances that I should consider?
4. How has the Council's past contact and involvement with marginalized stakeholder communities influenced (or how might it influence) my decision-making process and findings?
5. How am I convinced that reasonable efforts have been made in an individualized way to match the needs of the entire community, particularly marginalized populations?
6. Have we heard from disparately impacted communities before any final determinations or decisions?

Consideration of Marginalized Populations:

7. How is this decision going to specifically impact marginalized people? Have we considered how to mitigate harmful results?
8. Have we sacrificed the experience of marginalized people for the comfort and safety of those holding privilege; the majority population; and/or stakeholders not negatively impacted?
9. Are we giving full credibility to those who are sharing concerns, even though their numbers might be small or quiet in our community?
10. What are the racial equity impacts of this decision?

Evidence-Based Decision Making:

11. What evidence has supported every conclusion I have drawn, and how have I challenged unsupported assumptions?

Mitigation of Unintended Consequences:

12. Are there strategies to mitigate unintended consequences?

Benefit and Burden Analysis:

13. Who will benefit or be burdened by this decision?

CITY OF KENMORE

City Manager's Office/Human Resources

DEIA Strategic Plan Annual Update

July 8, 2024



Background

- September 2020: [Resolution 20-348](#)
 - Framework to Develop and Implement DEIA Policy
- November 2022: [DEIA Policy](#) Adopted
- Spring 2023: Listening Sessions on Draft Plan Held with City Staff
- September 2023: City Council Adopts DEIA Strategic Plan
- 2024: Implementation of the DEIA Strategic Plan is the Council's #5 Priority



DEIA Coordinator- Work Overview

- DEIA Implementation
 - Quarterly Department Meetings
- Liaison to DEIA Advisory Committee
 - Quarterly Meetings
 - Meeting Agenda Creation
 - Organize Pride Parade Participation
- Events
 - Tables at Juneteenth, 25th Anniversary, Pride Flag Raising, Love Where You Live
- Training
 - Mandatory Staff Training
 - City Council Training



DEIA Strategic Plan- Implementation Overview

- Quarterly Department Meetings
- DEIA Implementation Planner
- New Initiatives
- Municipal Equality Index
- Non-Discrimination Ordinance
- Performance Metrics



Implementation

Planner

DEIA Implementation DEIA Implementation

Grid Board Charts Schedule ...

+25 Members Filter (0) Group by Bucket

Goal 1: Leadership & Operations

+ Add task

- Finance and Admin...
 - 1.1.5 Refer to the equity toolkit in policymaking. Distribute the toolkit to City Council, Planning Commission, and all staff and provide training on the toolkit.
 - Distribute the toolkit
 - 0 / 1
 - Due
- Finance and Admin...
 - 1.3.1 RFPs, bid advertisements, & all other purchasing and procurement materials will include language about the city's equity and social justice values. When issuing a request for proposals or other solicitation for services, specifically reach out to...

Goal 2: Plans, Policies and Budgets

+ Add task

- Community Develo...
 - 2.1.2 All City policies, procedures, and manuals are written and reviewed with a focus on DEIA. These documents will include references to DEIA and the importance thereof.
 - ensure that DEIA is included in document rev
 - 0 / 1
 - Due
- Community Develo...
 - 2.1.1 The Comprehensive Plan and other city-wide planning documents and regulations will be developed and written with a focus on DEIA and will include policies in its elements that advance DEIA and root out systemic inequity.

Goal 3: Workplace

+ Add task

- Human Resources
 - 3.1.2 Increase awareness and working knowledge of the City's Anti-Harassment Policy and other personnel policies pertaining to equity and justice in the workplace.
 - 3 / 3
 - 03/11
- Human Resources
 - 3.1.5 Encourage cross-departmental relationships and communication through internal committees.
 - Create an internal DEIA committee with merr
 - 0 / 1
 - 02/06

Goal 4: Communication & Education

+ Add task

- Communications City Manager's Offi...
 - 4.1.1 Continue to utilize electronic channels: City of Kenmore Website, website calendar, Social Media (Facebook, Twitter, Instagram), Monthly E-news, Weekly Kenmore Top 4, Email listservs for city meetings/events, projects and other specific topics.
 - these are things that are done regularly
 - 0 / 1
 - Due
- Public Work Operat...
 - 4.2.3 Annually produce a Juneteenth event to commemorate the liberation of Black Americans from slavery. Include the affected groups in the planning and execution of these events.

Goal 5: Facility Plans &

+ Add task

- Public Work Operat...
 - 5.1.1 Evaluate and buildings, and oth are safe, well-mai efficiently.
 - Listen to needs of th
 - Try to see things from
 - 0 / 2
 - Due
- Public Works Engin...
 - 5.2.1 Develop parl transportation pla public access and recreational oppo
 - 2 / 2
 - Due



Goal 1- Leadership & Operations

Advance pro-equity practices and systems at all levels through accountable leadership and employees who are also empowered to lead and be change agents.



Progress on Goal 1

1.1.2 City Manager will maintain an informal DEIA Advisory Committee to advise the city manager and staff on policy and operational issues. Create and maintain a charter for this committee.

The ten-member DEIA Advisory Committee meets quarterly and assists the City Manager and staff in myriad ways.

1.3.1 Requests for Proposals (RFPs), bid advertisements, and all other purchasing and procurement materials will include language about the city's equity and social justice values. When issuing a request for proposals or other solicitation for services, specifically reach out to and invite women and minority owned businesses to submit quotes and proposals.

New language has been added to all RFPs.



Progress on Goal 1

1.3.4 Utilize the services of the state Office of Minority and Women's Business Enterprises (OMWBE) to encourage and assist women- and minority-owned businesses in competing for contracts and doing business in the City.

All RFPs are now being posted to OMWBE.

1.4.3 Support businesses in their permit process by providing efficient and predictable services; identify and address barriers or challenges for businesses that may be new to the City's processes.

Development services is updating online forms to improve accessibility for all.



Progress on Goal 1

1.5.4 Implement this 5-Year Strategic DEIA Plan and integrate it into the organization.

Implementation meetings occur quarterly with department staff.

1.6.4 Conduct a bi-annual City of Kenmore Employee Survey.

The Gallup Q12 Survey was conducted among staff in September and October 2023.

1.6.5 Conduct a Statistically Valid City of Kenmore Community Survey every 3 years.

Surveys were conducted in January and March 2024. A follow-up survey has been sent out to the City's lower income census blocks to gather additional data.



CITY OF KENMORE
DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY
STRATEGIC PLAN 2023-2028

Progress on Goal 1

1.6.6 Participate in the Human Rights Campaign Municipal Equality Index.

Application materials have been submitted but no response has yet been received from Human Rights Campaign. Regular follow-up occurs.

1.7.3 Include DEIA training at new employee orientation. The new employee orientation packet should include the DEIA Policy, this Strategic Plan, and the equity toolkit, among other DEIA resources.

The material from the April 2024 staff DEIA training was recorded and is now required viewing for all new employees. The March 2023 equity toolkit training is also required for all new employees whose work will involve policy-making.



Goal 2- Plans, Policies, & Budgets

Ensure our plans, policies, and budgets advance the City's DEIA Policy and strive to eliminate systemic inequity in Kenmore's organization and interface with the community.



Progress on Goal 2

2.1.1 The Comprehensive Plan and other city-wide planning documents and regulations will be developed and written with a focus on DEIA and will include policies in its elements that advance DEIA and root out systemic inequity.

Policies throughout Comprehensive Plan address DEIA and there is a cognizance of equity impacts when drafting new sections.

The DEIA Task Force reviewed the Housing Element of the current Comprehensive Plan.

Added a DEIA statement to the Purpose Statement to Code compliance amendments saying everything is viewed through DEIA lens with focus on compassion.

(CONTINUED ON NEXT SLIDE)



Progress on Goal 2

2.1.1 The Comprehensive Plan and other city-wide planning documents and regulations will be developed and written with a focus on DEIA and will include policies in its elements that advance DEIA and root out systemic inequity.

In developing the Climate Action Element of the Comprehensive Plan and the Climate Action Plan itself, Cascadia performed an equity assessment that informed the element.



The DEIA Advisory Committee reviewed the Human and Human Services community needs assessment plan, DEIA statement, and initial findings.

Progress on Goal 2

2.1.2 All City policies, procedures, and manuals are written and reviewed with a focus on DEIA. These documents will include references to DEIA and the importance thereof.

Staff are using the equity toolkit in writing policies and other documents.

2.1.3 City Manager will consult with the DEIA Advisory Committee as needed on potential policy and operation issues that may arise.

City Manager joins quarterly Committee meetings.



Progress on Goal 2

2.2.3 Think outside of the box to bring more people of diverse backgrounds into policy discussions. Make extra and affirmative efforts to bring in members of the community who have not historically participated.

Love Where You Live Workshops.

Advisory Committees are very equity-minded, bringing together community members from different backgrounds and experiences to provide input on the City's work.

Spanish interpreters at events like FSP Town Hall and Love Where You Live.



Progress on Goal 2

2.2.5 Provide a budget development process that is transparent and open to the public.

Financial Sustainability Task Force did its work openly and reported to City Council. They used the online Balancing Act platform, Bang the Table, a statistically valid survey, and an Open House to gather public feedback to consider.



Progress on Goal 2

2.4.2 Increase efforts to build partnerships that support and retain local businesses and organizations, with an emphasis on supporting underrepresented and marginalized groups in the business community.

The new Business Directory at FindKenmore.org is huge progress towards this goal. Businesses can have a listing in the directory for free, promote their events for free, and businesses can be categorized and searched by business type, such as black owned, BIPOC owned, women owned, veteran owned, so it can highlight these businesses. The City is widely promoting the directory, providing free promotion for the businesses who choose to be included.



Progress on Goal 2

2.4.4 Continue partnership with Bothell Kenmore Chamber of Commerce and the Kenmore Business Alliance to support local businesses.

Monthly KBA meetings held at City Hall.

Oktoberfest to be held in September.

2.4.7 Support and promote green jobs and companies given their connection to environmental equity and social justice.

EnviroStar promotion with local businesses.



Progress on Goal 2

2.6.6 Continue to partner with the nonprofit and for-profit organizations to provide recreational and development opportunities for youth (e.g., Skyhawks at Rhododendron Park and Skate Like a Girl at the Jack Crawford Skate Court).

Skate Like a Girl and Skyhawks both returning for 2024.

2.6.7 Collaborate with Kenmore Heritage Society to create awareness, including providing learning and education opportunities, of Local Indigenous People.

Leadership meets regularly with KHS president Suzanne Greathouse to discuss collaborations.



Goal 3- Workplace

Invest in having a pro-equity organization and inclusive workplace culture for every employee.



Progress on Goal 3

3.1.2 Increase awareness and working knowledge of the City's Anti-Harassment Policy and other personnel policies pertaining to equity and justice in the workplace.

Mandatory all-staff training in January focused on anti-harassment laws.

3.1.4 Regularly highlight and review the City Council-adopted DEIA Policy.

In addition to the all-staff trainings, DEIA issues are regularly brought up in Leadership and Expanded Leadership Team Meetings.

3.1.5 Encourage cross-departmental relationships and communication through internal committees.

The Expanded Leadership Team was created in 2023 and meets monthly to discuss organization-wide topics and spread information between departments.

Progress on Goal 3

3.2.2 Ensure that hiring panelists have had DEIA training, including implicit bias training, prior to participating on the panel.

Mandatory all-staff training in March focused on implicit bias. Tonight's anti-bias training will be added to required staff trainings.

3.2.4 Advertise positions through diverse outlets.

Have made modifications in how we advertise positions. Still trying to determine whether more diverse candidates apply to job postings on platforms with wider access and the Office of Minority & Women's Business Enterprises website than targeted job advertisement platforms. In order to determine this, we must collect demographic data from applicants.



Goal 4- Communication & Education

Advance our education and communication to better engage our residents and communities in ways that are inclusive, culturally responsive, and socially just.



Progress on Goal 4

4.1.3 Ensure City of Kenmore digital and printed materials use accessible fonts and colors, approved by Web Content Accessibility Guidelines (WCAG) 2.0. Use Bureau of Internet Accessibility online tool to check for color blindness accessibility when using color in materials. Use approved accessible fonts when possible (Roboto, Tahoma, Verdana, Open Sans, Calibri, and Times New Roman are the top choices).

Accessibility review was done and the verdict was that we are doing a good job for the most part. The biggest area of need is that not all PDFs are screen reader-friendly.

4.1.4 Offer translated communications in Spanish and other community languages on the website, listserv emails, and printed materials and publicize availability of translation services by phone.

Spanish currently provided but additional resources are needed to provide other languages.



Progress on Goal 4

4.1.5 Utilize the Userway tool on the website for enhanced translation and accessibility tools.

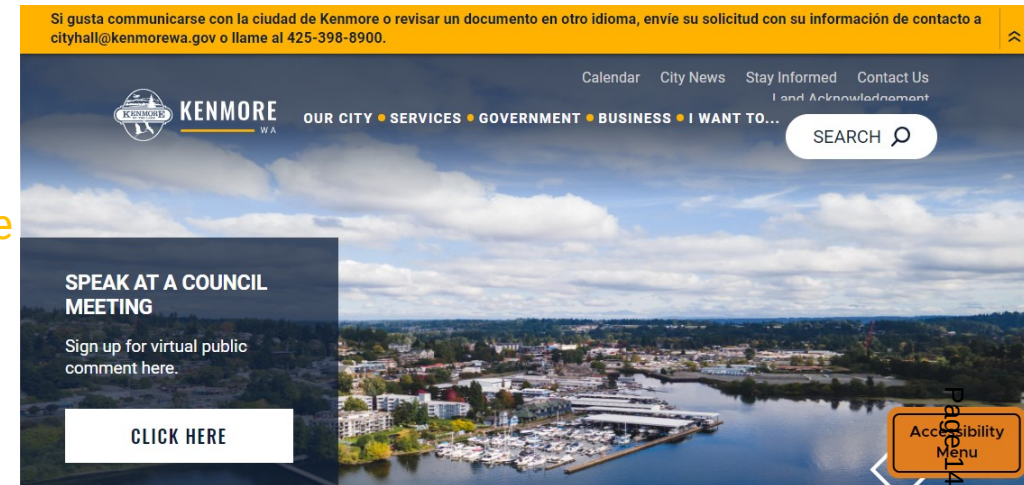
The tool is available on the city website. A demonstration will occur later this evening.

4.1.6 Expand the use of QR codes on notices, mailings, and digital materials to provide easy access to information in multiple languages.

QR codes being used on all printed materials and where it makes sense for digital materials, including every postcard and special event flyer.

4.1.7 Create video tutorials for online permit applications. Provide Spanish subtitles and closed captioning.

Development Services created and uploaded a tutorial video for special event permitting to the City website.



Progress on Goal 4

4.2.1 Implement an annual Proclamations Calendar to recognize and celebrate diverse communities and their histories.

The calendar of proclamations has been created and approved by Council.

4.2.2 Install parks interpretive signage to educate about environmental sustainability and community history.

Sign additions and improvements to ʔaʔwadis Park and Logboom Park.



Progress on Goal 4

4.2.3 Annually produce a Juneteenth event to commemorate the liberation of Black Americans from slavery. Include the affected groups in the planning and execution of these events.

Approximately 2,500 people, including Congresswoman Suzan DelBene attended Kenmore's Juneteenth celebration at Town Square.

4.2.4 Continue June Pride Month activities, including the annual Pride flag raising. Include the affected groups in the planning and execution of these events.

Several dozen residents came to City Hall for an early morning Pride flag raising on June 1 and many more marched in the Seattle Pride Parade.



Goal 5- Facility Plans & Improvements

Develop facility plans and improvements responsive to the values and priorities of residents and stakeholders and achieve pro-equity outcomes.



Progress on Goal 5

5.2.1 Develop parks and transportation plans that improve public access and mobility as well as recreational opportunities.

Pedestrian Facilities Plan and ADA Transition Plan have been completed.

5.2.2 Obtain funding for and implement the first phase of the ADA transition plan, including replacing noncompliant sidewalk panels and curb ramps. Develop the next phase of the ADA transition plan to include City buildings.

The ADA Plan for replacing sidewalks and curb ramps is underway. The transition plan for City buildings and grounds will be developed and implemented as funds and staffing become available.



Progress on Goal 5

5.2.4 Continue to calm vehicle traffic to improve bicycle and pedestrian safety and comfort.

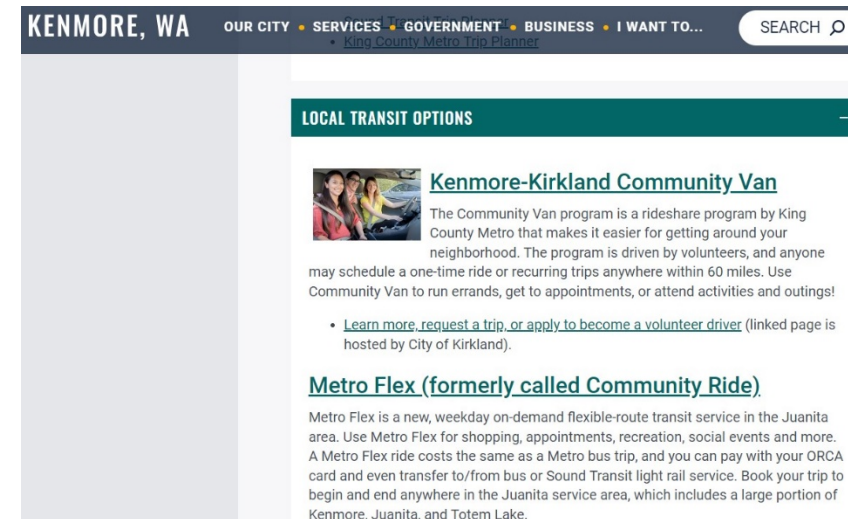
A traffic calming policy has been crafted and a local road safety plan created.

5.2.5 Advocate for completion of the Sound Transit Bus Rapid Transit project through Kenmore and advocate for additional bus routes and “last mile” transit options for Kenmore.

Sound Transit construction is scheduled to begin in 2025.

5.2.7 Promote King County’s Community Van, Metro Flex, and other accessible transportation programs.

Information about these programs is available on the City website and it has also been published across the City’s communications channels.



Goal 6- Public Safety & Justice Services

Promote an integrated, holistic system of public safety, justice, and human services that focuses on healing and recovery.



Progress on Goal 6

6.1.1 Chief of Police to annually hold listening sessions with the community.

Chief Moen will meet with the community in the Fall of this year.

6.1.5 Identify low-level offenses (e.g. DWLS3) that can cause disadvantaged populations to get stuck in a vortex of economic disparity and impoverishment. Take a holistic, preventative, and healing approach to work with the prosecutor, public defender, court, and human services providers to help people out of this vortex.

Prosecutor is sending some low-level offenders to Community Court.

6.1.6 Work closely with the Regional Crisis Response (RCR) program to co-respond with mental health professionals.

Chief meets every month with RCR Executive Director Brook Buettner and the crisis responders are on site in Kenmore weekly for coordination.



Page 150 of 176



Progress on Goal 6

6.1.6 Become knowledgeable of various human services providers that can assist with cases. Refer individuals to these organizations. Refer individuals to the resource center at the community court. Participate in the community court stakeholder meetings and recommend offenders to the community court when appropriate.

Officers hand out pamphlets and business cards with resources for homeless and others in need of services; offer to drive people to Resource Center and return with them to Kenmore.

6.1.9 Participate in the King County Sheriff Department's body worn cameras program.

As of the end of February, all KPD officers are equipped with body cameras.

6.1.10 Bring back the Nurturing Trust Workshops that build trust between police and communities of color.

Six workshops were held over three weeks in April 2024.



Progress on Goal 6

6.1.12 Continue the Lunch with a Cop program in schools.

Officers participate in activities at various Kenmore schools every month, including Lunch with a Cop, Problem Solving Community Projects, and more.

6.1.17 Partner with nonprofits to distribute free locking prescription drug bags and gun cables at City Hall.

Available at the front desk of City Hall.

6.1.18 Partner with NEMCo and the Fire Department for those agencies to provide educational materials on safety.

NEMCo Emergency Preparedness documents have been uploaded to the website.



Goal 6- New Initiative

Added a new 6.1.20-

“Utilize KCSO Language Access program grant funding to provide front desk interpretation services to limited English-speaking communities via face-to-face interpreters through on-demand video and audio interpretation in over 240 languages, including ASL.”

This tool gives access to live face-to-face interpreters for the most commonly used languages. The LanguageLine InSight app was also provided to the Kenmore Police team to allow access to people seeking KCSO police services resources in the language they understand.



Goal 7- Housing & Human Services

Provide access and referral to housing and human services aimed at meeting the basic needs of all residents.



Progress on Goal 7

7.1.1 Hire a Housing & Human Services Manager.

Tambi Cork came on board in mid-2023.

7.1.2 Conduct a human services needs assessment and funding recommendation.

Completed early 2024 with results released in the Spring. The needs assessment final report, approval, and funding level recommendation is slated for July 22 Council meeting



Progress on Goal 7

7.1.4 Oversee the ARPA-funded mental and behavioral health counseling pilot program that Center for Human Services will operate in one or more Kenmore schools.

Center of Human Services provided counseling at Inglemoor High School during the 2023-24 school year and will move to Kenmore Middle School for 2024-25.

7.1.5 Use ARPA funds to pilot homelessness response and other human services programs to help people recover from the long-term effects of the pandemic.

Lake City Partners Ending Homelessness has been doing outreach in Kenmore since March 2023.



Center for Human Services

Building a stronger community...one family at a time



Progress on Goal 7

7.1.6 Continue to co-lead the regional effort to site and construct an accessible 24/7 crisis center in North King County.

Kenmore took the lead on this project which will open in Kirkland this month.

7.3.1 Prioritize, seek, and advocate for the development of mixed-used, accessible, affordable housing opportunities throughout Kenmore through partnerships with organizations that have a commitment to DEIA values.

ADU permit fees have been waived and ADU policy has been liberalized to be more in compliance with state law.



Progress on Goal 7

7.3.4 Develop the Holt property for high density affordable housing units and a community support partner on the ground floor.

Imagine Housing proposal was selected in December 2023. Staff anticipates bringing forward a development timeline and Council decision points in Fall 2024.

7.4.1 Implement a program to accept SNAP/EBT benefits at the Farmers Market and promote financial accessibility.

SNAP/EBT accepted in 2024; this year, customers get double the amount compared to last year.



DEIA Advisory Committee

- Membership
 - Currently there are ten members of the Committee
 - All either live, work, or both in Kenmore
- Chair and Co-Chair Plan Agendas and Facilitate Meetings
 - Topics are suggested by City Manager, DEIA Coordinator, and other Committee members
- Expertise and Experience
 - All have expertise and life and work experience in DEIA



DEIA Advisory Committee

- Quarterly Meetings
 - Department Updates
 - Discussions about Issues Affecting the City
 - Meet the Community- JEDI Group
- Events
 - 25th Anniversary
 - Juneteenth
 - Pride Month
 - Love Where You Live
- Resource to Staff



DEIA Trainings

- Mandatory Staff Training Series
 - Implicit Bias
 - DEIA Background and Fundamentals
 - Equity Toolkit
- New Employees
 - DEIA Background and Fundamentals (REQUIRED OF ALL NEW STAFF)
 - Equity Toolkit Training from March 2023 City Council Meeting
- City Council
 - Anti-Bias
 - Equity Toolkit



Thank you

Questions?



For comments and questions:

Garrett Oppenheim

Assistant to the City Manager/DEIA Coordinator

goppenheim@kenmorewa.gov

425 398 8900





**CHANIN KELLY-RAE
CONSULTING**

CITY OF KENMORE EQUITY FRAMEWORK TOOL

GOALS OF AN EQUITY FRAMEWORK TOOL

The goal of an equity framework tool for the City of Kenmore and the Kenmore City Council is to identify and address systemic and structural barriers that perpetuate inequalities within the City, and to promote equity and reduce disparities among its residents and visitors.

Such an equity framework tool could help the City and the Council to:

1. Assess and analyze the current state of equity within the City, including patterns and trends of disparities in areas such as access to basic services, transportation, education, housing, employment, and safety.
2. Identify root causes of inequities, such as discriminatory policies, lack of resources or access, or cultural biases, that may impact Kenmore communities differently.
3. Develop a data-driven and evidence-based approach to address equity issues and design policies, programs, and services that are inclusive, fair, and equitable.
4. Engage diverse community members, including historically marginalized groups, in the development and implementation of equity initiatives to ensure that their needs and perspectives are represented and considered.
5. Create a mechanism for both individual and collective reflection and assessment prior to finalizing decisions.

By using an equity framework tool, the City of Kenmore and the City Council can work to promote social justice, create a more inclusive and thriving community, and achieve positive outcomes for all residents.

Self-Reflection Questions for Community Impacted Decision-Making

Awareness of Bias and Assumptions:

1. Have I made any assumptions about the cultural identities, genders, abilities, identities, and/or background of those impacted by my decision?
2. Is my own personal experience, culture, and/or background preventing me from understanding and taking the cultural issues of marginalized stakeholders into account in deciding what issues exist for those disparately impacted?

Understanding of Impacted Groups:

3. What is my understanding of the group(s) being impacted by my decision? Are there unique cultural circumstances that I should consider?
4. How has the Council's past contact and involvement with marginalized stakeholder communities influenced (or how might it influence) my decision-making process and findings?
5. How am I convinced that reasonable efforts have been made in an individualized way to match the needs of the entire community, particularly marginalized populations?
6. Have we heard from disparately impacted communities before any final determinations or decisions?

Consideration of Marginalized Populations:

7. How is this decision going to specifically impact marginalized people? Have we considered how to mitigate harmful results?
8. Have we sacrificed the experience of marginalized people for the comfort and safety of those holding privilege; the majority population; and/or stakeholders not negatively impacted?
9. Are we giving full credibility to those who are sharing concerns, even though their numbers might be small or quiet in our community?
10. What are the racial equity impacts of this decision?

Evidence-Based Decision Making:

11. What evidence has supported every conclusion I have drawn, and how have I challenged unsupported assumptions?

Mitigation of Unintended Consequences:

12. Are there strategies to mitigate unintended consequences?

Benefit and Burden Analysis:

13. Who will benefit or be burdened by this decision?

CITY OF KENMORE

City Manager's Office/Human Resources

Equity Toolkit Training

July 8, 2024



Equity Toolkit Goals

The goal of an equity framework tool for the City of Kenmore and the Kenmore City Council is to identify and address systemic and structural barriers that perpetuate inequalities within the City, and to promote equity and reduce disparities among its residents and visitors.



Policy to Review

Virtual Public Comment

- A. The Council aims to provide a virtual meeting option whenever possible and technologically feasible. Members wishing to comment virtually during a public comment period, or a scheduled public hearing, will be required to submit a request in advance using a form approved by the City Clerk's Office and provided through the city website.
- B. The Council may, at its discretion, eliminate the remote public comment option if necessary due to security, safety concerns, or as otherwise determined necessary by the Council.
- C. The City Clerk's Office is authorized to evaluate all requests to comment virtually submitted on the approved form, with the goal of allowing the maximum number of requests subject to confirmation procedures established by the City Clerk's Office.
- D. The City Clerk's Office is authorized to make changes to the registration form or process to enhance security or efficiency as necessary.
- E. If approved to comment, virtual public comments must adhere to the same rules outlined in section [2.3](#) (Public Comment) or [8.2](#) (Public Hearings).
- F. Guests providing virtual comments will "display" their first and last name before being called on.



Awareness of Bias and Assumptions

1. Have I made any assumptions about the cultural identities, genders, abilities, identities, and/or background of those impacted by my decision?
2. Is my own personal experience, culture, and/or background preventing me from understanding and taking the cultural issues of marginalized stakeholders into account in deciding what issues exist for those disparately impacted?



Understanding of Impacted Groups

3. What is my understanding of the group(s) being impacted by my decision? Are there unique cultural circumstances that I should consider?

4. How has the Council's past contact and involvement with marginalized stakeholder communities influenced (or how might it influence) my decision-making process and findings?



Understanding of Impacted Groups

5. How am I convinced that reasonable efforts have been made in an individualized way to match the needs of the entire community, particularly marginalized populations?

6. Have we heard from disparately impacted communities before any final determinations or decisions?



Consideration of Marginalized Populations

7. How is this decision going to specifically impact marginalized people? Have we considered how to mitigate harmful results?

8. Have we sacrificed the experience of marginalized people for the comfort and safety of those holding privilege; the majority population; and/or stakeholders not negatively impacted?

9. Are we giving full credibility to those who are sharing concerns, even though their numbers might be small or quiet in our community?

10. What are the racial equity impacts of this decision?

Evidence-Based Decision Making

11. What evidence has supported every conclusion I have drawn, and how have I challenged unsupported assumptions?



Mitigation of Unintended Consequences

12. Are there strategies to mitigate unintended consequences?



Benefit and Burden Analysis

13. Who will benefit or be burdened by this decision?



For comments and questions:

Garrett Oppenheim

Assistant to the City Manager/DEIA Coordinator

goppenheim@kenmorewa.gov

425 398 8900

DEIA Advisory Committee

DEIA@kenmorewa.gov

