



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

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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~~
- 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 Removed from DEIA Strategic Plan 9.23.24 with approval of City Manager because the terms of this initiative are reiterated in their entirety in Initiative 1.2.3.

- 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 single occupancy restroom signage at City Hall to be more

inclusive of gender identities.²

- 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.

² Amended February 7, 2025 with approval of City Manager. Original language was “Change City restroom signage to be more inclusive of gender identities.”

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 engaging with Kenmore schools and families, including programs such as Lunch with a Cop.³
 - 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.⁴

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.

³ September 14, 2024. Verbiage changed at request of Police Chief and with approval of City Manager to broaden the scope. Original language was "Continue the Lunch with a Cop program in schools."

⁴ Added initiative June 20, 2024 under authority of the City Manager.

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.
- 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.

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

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