



## City of Lacey, Washington Commission on Equity Agenda

Refer to the bottom of the agenda for meeting information.

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Monday, January 29, 2024

5:30 PM

Council Chambers and Online

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### **1. Call to Order**

### **2. Roll Call**

### **3. Land Acknowledgement**

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge, and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as it has today. We recommend that community members read the Medicine Creek Treaty of 1854.

### **4. Approval of Agenda, Previous Meeting Minutes, and Consent Items:**

- A. Approval of Agenda
- B. Approval of December 26, 2023, meeting minutes

### **5. Public Comment:**

Refer to the bottom of the agenda for instructions on how to provide public comment.

### **6. Inspirational Item:**

- A. Commissioner Kim Sauer

### **7. Business Items:**

#### **A. Thurston Economic Development Council Presentation**

Sean Moore, Director

Mayra Pena, BIPOC Business Community Liaison

**B. State Business Presentation**

Commissioner Kim Sauer

**C. Advisory Board Stipend Program and Demographic Survey**

Shannon Kelley-Fong, Assistant City Manager

Kelly Adams, Special Projects Administrator

Elissa Fontaine, City Clerk

**D. DEIB Strategic Plan Workshop: Document Element Review, Part III**

Shannon Kelley-Fong, Assistant City Manager

**8. Commissioner Reports:**

**9. Director Report:**

**A. Meeting with Lacey City Council**

**B. Lacey Cultural Celebration Schedule**

**10. Adjourn**

**Next Meetings and Events:**

- **Lacey City Council Worksession: Commission on Equity 2024 Work Plan** - February 13, 2024 - 5:30 p.m. at City Hall or remote
- **Commission on Equity Meeting** - February 26, 2024 - 5:30 p.m. at City Hall or remote
- **Lacey Cultural Celebration** - March 9, 2024 at St Martin's University
- **Commission on Equity Meeting with Lacey Youth Council** - April 22, 2024 - 5:30 p.m. at City Hall or remote

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**Attendance and Public Comment**

**Attend Remote or In-Person**

There are several ways to attend the Commission on Equity Meeting:

In-Person: Council Chambers at Lacey City Hall  
420 College Street SE, Lacey, WA 98503

Zoom: <https://us02web.zoom.us/j/88901366843>

City Website: <https://cityoflacey.org/government/public-meetings/>

YouTube: [https://www.youtube.com/watch?v=BmgIR7n\\_OvE](https://www.youtube.com/watch?v=BmgIR7n_OvE)

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 889 0136 6843)

**Verbal Public Comment**

The opportunity for verbal public comment is available in-person or by Zoom:



In-Person: Use the sign-up sheet located in the Council Chambers.  
Zoom: Preregister using the following Zoom link no later than two hours prior to the meeting:

<https://us02web.zoom.us/j/88901366843>

Instructions and access details will be provided once registration is complete.

### **Written Public Comment**

Please email written public comments to [coe@ci.lacey.wa.us](mailto:coe@ci.lacey.wa.us) by 12:00 p.m. on Monday, January, 29, 2024. Commissioners will receive all written public comments provided by this deadline. Comments may not be addressed during the meeting. All comments are part of the official record.





City of Lacey, Washington  
Commission on Equity Minutes  
Tuesday, December 26, 2023 - Council Chambers and Online

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1. Call to Order

Chair Brown called the meeting to order at 5:32 p.m.

2. Roll Call

EQUITY COMMISSIONERS PRESENT: Chair Cliff Brown, Vice Chair Annie Clay, Makieda Hart, Jon Hegwood, Thelma Jackson, Kim Sauer, Youth Representative Samuel Tatarian

EQUITY COMMISSIONERS EXCUSED: Kristine Stolberg

COUNCIL PRESENT: None

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager; Sadie Siglin, Management Analyst, and Kelly Adams, Special Projects Administrator

3. Land Acknowledgement

Vice Chair Clay read the abbreviated Land Acknowledgement Statement.

4. Approval of Agenda, Previous Meeting Minutes, and Consent Items:

A. Approval of Agenda

B. Approval of November 27, 2023, meeting minutes

Commissioner Jackson moved to approve the agenda, previous meeting minutes, and consent items. Vice Chair Clay seconded. Motion carried.

5. Public Comment:

The Commission received zero (0) written public comments and zero (0) verbal comments.

6. Inspirational Item:

A. Vice Chair Annie Clay

Vice Chair Clay shared a reading from author Debbie Irving on critical listening and personal transformation.

7. Business Items:

A. Election of Officers (Chair & Vice Chair)

Chair Brown

Commissioner Sauer nominated Vice Chair Clay for 2024 Chair. Commissioner Jackson seconded. Commissioner Clay nominated Kim Sauer for 2024 Chair.

The Commissioners agreed that the nominee with the majority vote would serve as Chair and the other nominee would serve as Vice Chair.

Vice Chair Clay received the majority vote with votes from Chair Brown, Commissioners Jackson, Hart, Sauer, Hegwood.

Vice Chair Clay was elected as the 2024 Chair and Commissioner Sauer was appointed as the 2024 Vice Chair.

B. Community Liaisons, Part II

Sadie Siglin, Management Analyst

Siglin presented a follow-up presentation on Community Liaison programs. This presentation included comparative data on Community Liaison program administration from the cities of Seattle, Washington, and Boulder, Colorado. Discussion ensued.

C. 2024 Work Plan Recommendation

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong presented feedback collected from the Commission and the resulting updates to the 2024 Work Plan recommendation.

Commissioner Jackson moved to recommend the Draft 2024 Commission on



Equity Work Plan to the Lacey City Council at the Lacey City Council Worksession on February 13, 2024. Vice Chair Clay seconded. Motion carried.

- D. DEIB Strategic Plan Workshop: Document Elements Review, Part II  
Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong reviewed updates to the draft DEIB Strategic Plan elements previously presented at the Commission on Equity November 27, 2023 meeting. Discussion ensued.

The Commission engaged in a Workshop reviewing the following draft DEIB Strategic Plan elements: 1) What We Heard (community engagement), 2) Accountability, and 3) ideas for the Commission on Equity Message.

8. Commissioner Reports:

Commissioner Jackson shared an invitation to the community from the New Life Baptist Church to celebrate the life of Dr. Martin Luther King, Jr. on January 15, 2024, at 1:00 p.m.

Vice Chair Clay requested presentations from the City of Lacey's Sustainability Coordinator and the Housing Coordinator in 2024 and shared an idea for shirts to promote belonging in the community (Lacey - "Where you belong").

9. Director Report:

- A. Lacey Cultural Celebration 2024  
Shannon Kelley-Fong, Assistant City Manager

The Commission expressed interest in participating in the 2024 Cultural Festival on March 9 at St. Martin's University.

- B. 2024 Schedule  
Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong presented a draft schedule for Commission meetings in 2024. The Commission supported the recommended schedule.

10. Adjourn

Chair Brown adjourned the meeting at 8:20 p.m.



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## COMMISSION ON EQUITY

January 29, 2024

**SUBJECT:** Draft DEIB Strategic Plan Workshop: Commission on Equity Message and Demographic Data Introduction

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**RECOMMENDATION:** Review and provide feedback on select DEIB Strategic Plan Elements.

**STAFF CONTACT:** Shannon Kelley-Fong, Assistant City Manager *SKF*

**ATTACHMENTS:**

1. Draft – DEIB Strategic Plan Document Elements - 01.29.2023
2. Draft – Commission on Equity Message
3. Draft – Sample of Community Access and Engagement Benchmarks with baselines
4. Draft – DEIB Strategic Plan Demographic Data

**FISCAL NOTE:** None identified at this time.

**PRIOR REVIEW:** [Commission on Equity Meeting – December 26, 2023](#)

**WORK PLAN:** Q1 - Continue work on Draft DEI Strategic Plan

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For this Workshop, the intent is to:

- Review updated draft DEIB Strategic Plan elements previously reviewed at the Commission on Equity (COE), December 26, 2023 meeting.
- Review and get feedback on the following Draft DEIB Strategic Plan elements:
  - Commission on Equity Message
  - Demographic data



DEIB Strategic Plan Next Steps:

| Item                                                                                                    | Status      | Timeline                               |
|---------------------------------------------------------------------------------------------------------|-------------|----------------------------------------|
| <b>Community Engagement:</b> Community Engagement Session, Community Forums, Focus Groups, Events, etc. | Completed   | -                                      |
| Mission, Vision, Values, Goal Areas                                                                     | Completed   | -                                      |
| Strategies and Benchmarks                                                                               | Completed   | -                                      |
| Indicators and benchmarks                                                                               | Completed   | -                                      |
| Integrate COE feedback on focus areas, impact statements, strategies and indicators                     | Completed   | -                                      |
| <b>Community Engagement:</b> Review draft Plan with Executive Team and other City Staff                 | Not started | January 2024<br><br>Starting 1/31/2024 |
| Review feedback with Commission on Equity                                                               | Not started | February 2024                          |
| <b>Community Engagement:</b> Review draft Plan with Community Members                                   | Not started | March 2024                             |
| Review feedback with Commission on Equity                                                               | Not started | April 2024                             |
| Integrate feedback into Plan                                                                            | Not started | April 2024                             |
| COE Recommendation on Plan                                                                              | Not started | May 2024                               |
| Bring draft to City Council for review                                                                  | Not started | June 2024                              |
| Adoption by City Council                                                                                | Not started | July 2024                              |

**COE Feedback – 11.27.2023:**

- **Methods of providing feedback to community**  
See “Accountability” Section.
- Review of draft plan with original Equity Workgroups

| Draft DEIB Strategic Plan Elements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Status      | Timeline      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|
| 1. Design direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Completed   | November 2023 |
| 2. Cover Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | In-progress | January 2024  |
| 3. Land Acknowledgement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Completed   | -             |
| 4. Acknowledgements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | In-progress | January 2024  |
| 5. City Council Message                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Not started | June 2024     |
| 6. Commission on Equity Message                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | In-progress | January 2024  |
| 7. Commission on Equity Background                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Completed   | November 2023 |
| 8. Table of Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Not started | June 2024     |
| 9. Introduction to the plan <ul style="list-style-type: none"> <li>a. DEIB definitions</li> <li>b. What it is / what it isn't</li> <li>c. Process / timeline</li> <li>d. Community Engagement efforts (broad)</li> <li>e. Community Engagement what we heard (in brief)</li> <li>f. Goals and strategies (in brief)</li> <li>g. City's roles: Lead, Partner, Advocate</li> <li>h. Accountability: Benchmarks and Indicators (in brief)</li> </ul>                                                                                                                                                                                                                                 | Not started | December 2023 |
| 10. Mission, Vision, Values                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | In-progress | April 2024    |
| 11. Goals and Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | In-progress | April 2024    |
| 12. Data: Lacey now (general overview) <ul style="list-style-type: none"> <li>a. Demographics</li> <li>b. Business ownership</li> <li>c. Mean per capita income</li> <li>d. Percent below poverty line</li> <li>e. Homeownership rates by race and income</li> <li>f. Education rates / data</li> <li>g. Existing City efforts (in brief – appendix for full)</li> </ul>                                                                                                                                                                                                                                                                                                          | In-progress | Jan. 2024     |
| 13. Key Terms (OFM glossary) <ul style="list-style-type: none"> <li>a. Anti-Racism</li> <li>b. Bias – to include more on implicit bias</li> <li>c. Discrimination</li> <li>d. Marginalization</li> <li>e. Race Equity</li> <li>f. Privilege</li> <li>g. Equity</li> <li>h. Inclusion</li> <li>i. Cultural Competence – call out period of time v. continuously</li> <li>j. Work Force Diversity</li> <li>k. Disparities</li> <li>l. Intersectionality</li> <li>m. Community</li> <li>n. Research - Restorative Justice / Social Justice</li> </ul>                                                                                                                                | Completed   | -             |
| 14. Community Engagement: What we heard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Completed   | December 2023 |
| 15. Goals, Strategies, and Accountability (in-depth) <ul style="list-style-type: none"> <li>a. Workforce and Work Environment <ul style="list-style-type: none"> <li>i. Strategies</li> <li>ii. Benchmarks/Indicators</li> <li>iii. Key Terms (specific to section)</li> <li>iv. Data (specific to section)</li> <li>v. Existing efforts (specific to section)</li> </ul> </li> <li>b. Community Access and Engagement <ul style="list-style-type: none"> <li>vi. Strategies</li> <li>vii. Benchmarks/Indicators</li> <li>viii. Key Terms (specific to section)</li> <li>ix. Data (specific to section)</li> <li>x. Existing efforts (specific to section)</li> </ul> </li> </ul> | In-progress | April 2024    |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------|
| <div><div>c. Policies, Programs, and Services</div><div><div>xi. Strategies</div><div>xii. Benchmarks/Indicators</div><div>xiii. Key Terms (specific to section)</div><div>xiv. Data (specific to section)</div><div>xv. Existing efforts (specific to section)</div></div></div> <div><div>d. Livability</div><div><div>xvi. Strategies</div><div>xvii. Benchmarks/Indicators</div><div>xviii. Key Terms (specific to section)</div><div>xix. Data (specific to section)</div><div>xx. Existing efforts (specific to section)</div></div></div> |                        |                                                |
| <div>16.Appendices:</div> <div><div>a. Full OFM Glossary</div><div>b. COE - Ordinance 1581</div><div>c. What we heard - Engagement Findings (in full)</div><div>d. Accountability – Reporting on Benchmarks/Indicators (in full)</div><div>e. Commission on Equity – DEIB Workshops</div></div>                                                                                                                                                                                                                                                  | <div>In-progress</div> | <div>December 2024</div> <div>April 2024</div> |

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## Land Acknowledgement

We acknowledge the ancestral land we are on today as the traditional territory of the Tribal People of the Treaty of Medicine Creek, signed in 1854, including the Nisqually Indian Tribe and Squaxin Island Tribe.

We acknowledge, remember, and must not forget those Tribal People that are named but not recognized today, and who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here.

We acknowledge, Indigenous People who called the land home before the arrival of settlers and have been here Since Time Immemorial.

We recognize the relationship that exists between Indigenous People and their traditional territories, which include the religious significance, self-determination, identity, and economic factors. The relationship helps all people heal from the past and learn how not to inflict new wounds today.

We recognize and respect Indigenous People as traditional stewards of this land, and acknowledge the Tribal Governments and their role today in taking care of these lands.

We recognize that this land acknowledgement, and the Nisqually-Lacey Accord of 2011, are small steps toward true allyship. We commit to partnering with the Tribal People of the Treaty of Medicine Creek to continue to uplift the voices, experience, and histories of indigenous people of this land and beyond.

We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as it has today. We recommend that community members read the Medicine Creek Treaty of 1854.

Visit [www.CityofLacey.org/LandAcknowledgement](http://www.CityofLacey.org/LandAcknowledgement) for more information.

**Acknowledgements**

**Lacey City Council**

Mayor Andy Ryder  
Deputy Mayor Malcolm Miller  
Lenny Greenstein  
Michael Steadman  
Carolyn Cox  
Robin Vazquez  
Nicolas Dunning

**Commission on Equity**

Chair Annie Clay  
Vice-Chair Kim Sauer  
Cliff Brown, former Chair  
Thelma Jackson, former Chair  
Kim Sauer  
Makieda Hart  
Kristine Stolberg  
Jon Hegwood  
Samuel Tatarian, Lacey Youth Council Representative  
Alanis Blackburn, former Lacey Youth Council Representative

**Former Equity Workgroup (also known as the Civic Leaders Forum)**

Dr. Thelma Jackson, Foresight Consultants  
Tam Q. Dinh, Ph.D., LICSW, Saint Martin’s University  
Nam D. Nguyen, Commissioner, Assistant Attorney General’s Office  
Mustafa Mohamedali, PE, PMP, Social Secretary, Islamic Center of Olympia  
Antonio Gallegos, Commission on Hispanic Affairs  
Bishop Lorenzo N. Peterson, New Life Baptist Church

**City Staff**

Rick Walk, City Manager  
Shannon Kelley-Fong, Asst. City Manager  
Donna Feliciano, Communications Specialist  
Kelly Adams, Special Project Administrator  
Jenny Bauersfeld, Community Specialist  
Sadie Siglin, Management Analyst  
John Koch, Digital Media Prod. Specialist  
Michelle Chavez, Human Services Coordinator  
Elissa Fontaine, City Clerk

**Department Directors**

Troy Woo, Finance Director  
David Schneider, City Attorney  
Leialani Jensen, Human Resources Director  
Jennifer Burbidge, Parks, Culture and Recreation Director  
Robert Almada, Chief of Police  
Scott Egger, Public Works Director  
Grant Beck, Interim Community and Economic Development Department Director

**The Athena Group (Consultant) – Held Initial Strategic Plan Workshops**

Tevin Medley

**ADD OTHERS**

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ADD section when finalized

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## Commission on Equity Background

On January 21, 2021, the Lacey City Council enacted [Ordinance 1581](#), establishing the Commission on Equity (COE), which is tasked with:

- Identifying and advancing opportunities that create a more welcoming community
- Continuing critical conversations on race and equity
- Seeking greater participation from underrepresented community members, and
- Identify existing gaps and barriers which could prevent full participation in government and public policy.

The former Equity Workgroup, also known as the Civic Leaders Forum, was instrumental in helping the City develop the foundations of the COE.

The COE consists of seven adults and one youth member from the [Lacey Youth Council](#). General Commissioners serve for three years. The Youth Commissioner serves for one year. All Commissioners may serve two consecutive terms. In order to qualify, applicants must reside in the City of Lacey or the Lacey Urban Growth Area (UGA).

On May 20, 2021, the Lacey City Council appointed the inaugural members to the newly formed COE. Over the past three years, the COE has helped inform the city government on equity and inclusion programs and strategies aligned with meeting the goals identified above. The COE's work has included, but is not limited to, the following:

- Gaining knowledge on the City departments and services.
- Gaining knowledge about processes and procedures used in local government.
- Working on City policy and program recommendations, to include:
  - Parks and Recreation Facility Policy
  - Parks and Recreation Sponsorship Policy
  - Parks, Culture and Recreation Comprehensive Plan
  - Communications Plan
  - Flag Policy
  - Land Acknowledgement Policy
  - Advisory Board Stipend Program and Demographic Survey
  - Utility Wrap Project
  - BIPOC Business Startup Training Program
  - Community Connectivity Assessment (CCA) Development
  - Lacey Veterans Services Hub
  - Joint Animal Services
- Meeting with and learning about other government and non-profit stakeholders:
  - Local education equity efforts: North Thurston School District, Pope John Paul II

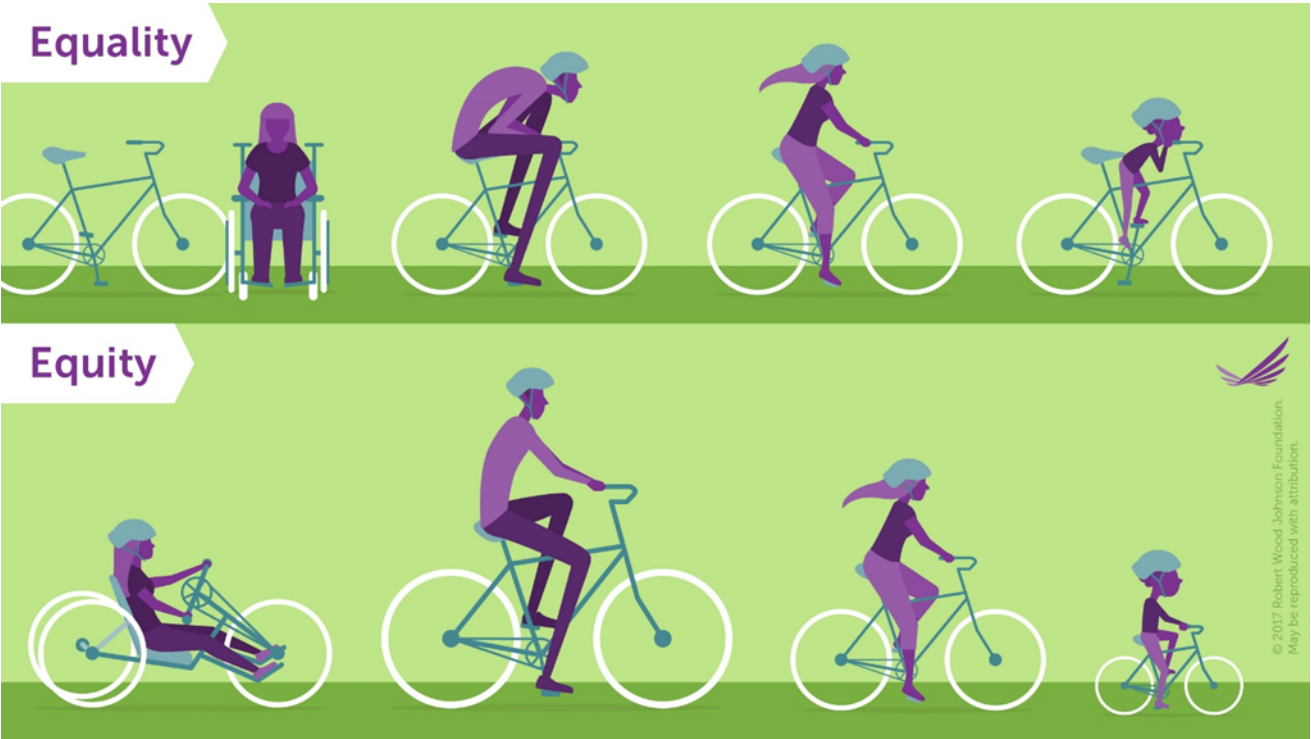


What is Diversity, Equity, Inclusion, and Belonging (DEIB)?

An essential part of the Diversity, Equity, Inclusion, and Belonging Strategic Plan (Plan), is understanding what the City mean in the use of Diversity, Equity, Inclusion, and Belonging. The Plan uses the Washington State Office of Financial Management’s [Diversity, Equity, and Inclusion – Glossary of Equity-Related Terms \(V3.2\)](#) as a foundation. The following provides a brief definition of DEIB, the OFM definition, and an example of these terms in action.

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>D</b> | <p><b>Diversity:</b> The presence of differences within a setting, collective, or group.</p> <p>OFM Glossary:</p> <p>Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community can be diverse. A person can bring diversity of thought, experience, and trait, (seen and unseen) to a team — and the person is still an individual.</p>                                                                                                                                                                            | <p><b>Example:</b> In a group, diversity can include (but is not limited to), differences in culture, race, sex, gender, points-of-views, beliefs, age, education, life experiences, sexual orientation, abilities, income, socioeconomic status, veteran status, personalities, and more.</p>                                                                                                                                                                                                                                                                                                                                             |
| <b>E</b> | <p><b>Equity:</b> Working toward fairness outcomes for people or groups that addresses barriers to full participation.</p> <p>OFM Glossary:</p> <p>The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.</p>                                                                                             | <p><b>Example:</b> The image below from the Robert Wood Johnson Foundation depicts cyclists of different abilities in a scenario where bikes are presented based on Equality and Equity. In the example of equality, all cyclists have the same bike making it difficult or impossible to ride. In the example of equity, all cyclists have a bike that matches their ability making it possible to fully participate in the ride.</p> <p>Below is an example of Redlining as one illustration of structural inequity that continues to impact communities today.</p> <p>For an example in Thurston County, see restrictive covenants.</p> |
| <b>I</b> | <p><b>Inclusion:</b> Intentionally ensuring opportunities for meaningful and full participation.</p> <p>OFM Glossary:</p> <p>Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.</p> | <p><b>Example:</b> Inclusion is finding gaps in voices and perspectives that were not heard, or historically marginalized or silenced, and finding a way to hear and meaningfully share these voices and perspectives.</p> <p>For City engagement initiatives, inclusion could mean intentionally consulting, involving, collaborating, and empowering community members that have not participated in previous outreach efforts.</p>                                                                                                                                                                                                      |
| <b>B</b> | <p><b>Belonging(ness):</b> Being considered, supported, respected, and valued as your authentic self.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Example:</b> In the work place, every team member’s perspective is valued through positive connections, they are able to</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                    |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
|  | <p>OFM Glossary:</p> <p>Your well-being is considered and your ability to design and give meaning to society's structures and institutions is realized. More than tolerating and respecting differences, belonging requires that all people are welcome with membership and agency in the society. Belonging is vital to have a thriving and engaged populace, which informs distributive and restorative decision-making.</p> | <p>provide input that makes an impact, and each team member is able to be their true identity.</p> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|



Redlining: Structural racism and inequity with a continued impact

Redlining was a longstanding, discriminatory practice of banks declining to lend mortgages in areas deemed too “financially risky” due to high populations of people of color and certain ethnic backgrounds. This practice, which lasted from the 1930s to the late 1960s, blocked people of color from getting mortgages at the same rates of white contemporaries.

From the Federal Reserve History – the Role of the Federal Government:

“Redlining is the practice of denying people access to credit because of where they live, even if they are personally qualified for loans. Historically, mortgage lenders once widely redlined core urban neighborhoods and Black-populated neighborhoods in particular...

The federal government played a key role in institutionalizing and encouraging redlining through the Federal Housing Administration (FHA). The FHA was the architect of federally sponsored redlining from 1934 until the 1960s. Other federal agencies, such as the Federal Reserve, regulated the banks and thrifts that originated or bought FHA-insured loans...

Read more: <https://www.federalreservehistory.org/essays/redlining>

In the late 1930s the Home Owners’ Loan Corporation (HOLC) created a series of color-coded maps of residential areas. On the maps, each color represented a different category of mortgage loan default risk:

- **Grade A:** "Best" (shaded green), represented the lowest default risk.
- **Grade B:** "Still desirable" (shaded blue), represented an acceptable risk of default.
- **Grade C:** "Declining" (shaded yellow), represented a high risk of default.
- **Grade D:** "Hazardous" (shaded red), represented a dangerous risk of default.

The University of Richmond's Digital Scholarship Lab's "[Mapping Inequity: Redlining in New Deal America](https://dsl.richmond.edu/panorama/redlining/)" ("Mapping Inequity Tool") digitized the HOLC maps to provide a more comprehensive look at redlining across the country. The site includes maps for the cities of Seattle, Tacoma, and Spokane in Washington state.

Read more here: <https://dsl.richmond.edu/panorama/redlining/>.

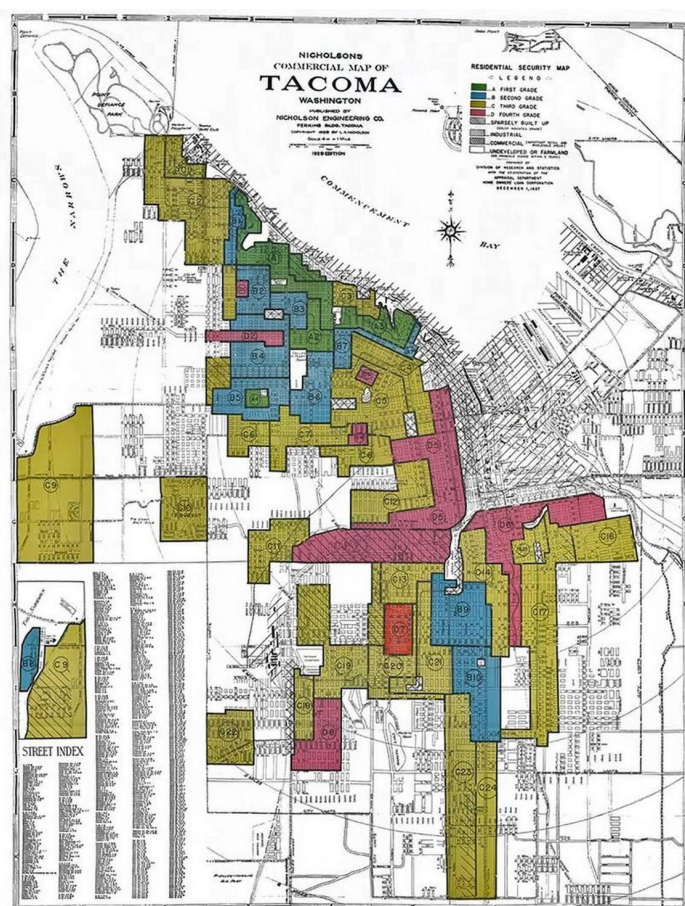
These categories were applied often based on the racial and ethnic composition of a neighborhood. On HOLC maps, areas identified as Grade D, were often neighborhoods with residents that were Black, immigrants, and certain ethnic groups.

From the Mapping Inequity Tool:

"These grades were a tool for redlining: making it difficult or impossible for people in certain areas to access mortgage financing and thus become homeowners. The majority of areas marked as "hazardous" and colored red on the City Survey maps were white, often ethnic neighborhoods. But the brunt of redlining fell upon neighborhoods of color. African American neighborhoods, in particular, were all but universally categorized as "hazardous" regardless of the income or class of residents. Even the presence of a few families of color typically resulted in redlining...

Redlining thus directed both public and private capital to native-born white families and away from African American and, to a lesser extent, immigrant families. **As homeownership was arguably the most significant means of intergenerational wealth building in the United States in the twentieth century, these redlining practices from eight decades ago had long-term effects in creating wealth inequalities that we still see today.**

(emphasis added)



### Continued impacts of Redlining across the United States:

While the 1968 Fair Housing Act made the practice of racially motivated redlining illegal, the legacy of Redlining continues to impact communities across the United States.

**From the U.S. Department of Justice:**

"For American families, homeownership remains the principal means of building wealth, and the deprivation of investment in and access to mortgage lending services for communities of color have contributed to families of color persistently lagging behind in homeownership rates and net worth compared to white families. **The gap in homeownership rates between white and Black families is larger today than it was in 1960, before the passage of the Fair Housing Act of 1968.**"

(emphasis added)

Read more here: <https://www.justice.gov/opa/pr/justice-department-announces-new-initiative-combat-redlining>



**From the University of California Berkeley Public Health:**

“Discriminatory lending practices continue to have devastating effects on low-income and people of color nearly 100 years after the first redlined maps were created by the Home Owners’ Loan Corporation in 1933. Residents in historically D-graded neighborhoods are highly susceptible to serious health complications such as cardiovascular disease and maternal morbidity due to decades of strategic disinvestment.”

Read more here: <https://publichealth.berkeley.edu/news-media/research-highlights/50-years-after-being-outlawed-redlining-still-drives-neighborhood-health-inequities/>

**From FiveThirtyEight – The Lasting Legacy of Redlining:**

“In total, we analyzed the demographics of 138 metropolitan areas where HOLC drew maps, using data provided by the University of Richmond’s [Mapping Inequality](#) project and by the 2020 census. **And we found that nearly all formerly redlined zones in the country are still disproportionately Black, Latino or Asian compared with their surrounding metropolitan area, while two-thirds of greenlined zones — neighborhoods that HOLC deemed “best” for mortgage lending — are still overwhelmingly white...**

There is no one legacy when it comes to redlining. And its legacy is particularly devastating because, as we were told by Stephen Menendian, assistant director of the Othering & Belonging Institute at the University of California, Berkeley, "Housing really is at the core of every expression of racial inequality in America."

**(emphasis added)**

Read more here <https://projects.fivethirtyeight.com/redlining/>

**Racial Restrictive Covenants in Thurston County**

In real estate, restrictive covenants refer to restrictions on the use of a property or affirmative obligations imposed on the owner of a property. Prior to 1968, racially restrictive covenants were used prohibit racial, ethnic, and religious minority groups from buying, leasing, or occupying homes.

From the University of Washington: The Seattle Civil Rights and Labor History Project

“When a restrictive covenant existed on a property deed or plat map, the owner was legally prohibited from selling to members of the specific minority group or groups listed in the covenant. These contracts thus hampered the individual freedoms of the signer and all future property owners to sell to whomever they chose. If an owner violated the restriction, they could be sued and held financially liable. Because of this legal obligation, racial restrictions were rarely contested, which is the key reason why they were so effective...

Read more here: [https://depts.washington.edu/civilr/covenants\\_report.htm](https://depts.washington.edu/civilr/covenants_report.htm)

Here in Thurston County, per the University of Washington’s Racial Restrictive Covenants Project, more than 1,500 properties had racial restricted covenants, see a map here: [https://depts.washington.edu/covenants/map\\_cov\\_thurston.shtml](https://depts.washington.edu/covenants/map_cov_thurston.shtml)

While not valid or enforceable, racially restrictive covenants still exist in Thurston County. The Thurston County Auditor’s office provides a way for property owners to get this language removed from their deeds at no cost, see:

Read more here: <https://www.thurstoncountywa.gov/departments/auditor/recording-services/racially-restrictive-covenants>

**COE Feedback – 12.26.2023:**

- B: Has anyone changed their covenants?
- B: Can we put this paragraph at top of section?
- B: Keep the Tacoma example and Thurston example covenant.
- V: Keep “from the mapping equity tool” paragraph.
- P: Racial covenants will on the looks for areas of the County/Lacey in spite of efforts to rectify.
- G: Set up programs that protect minorities from mortgage loan defendant risk.

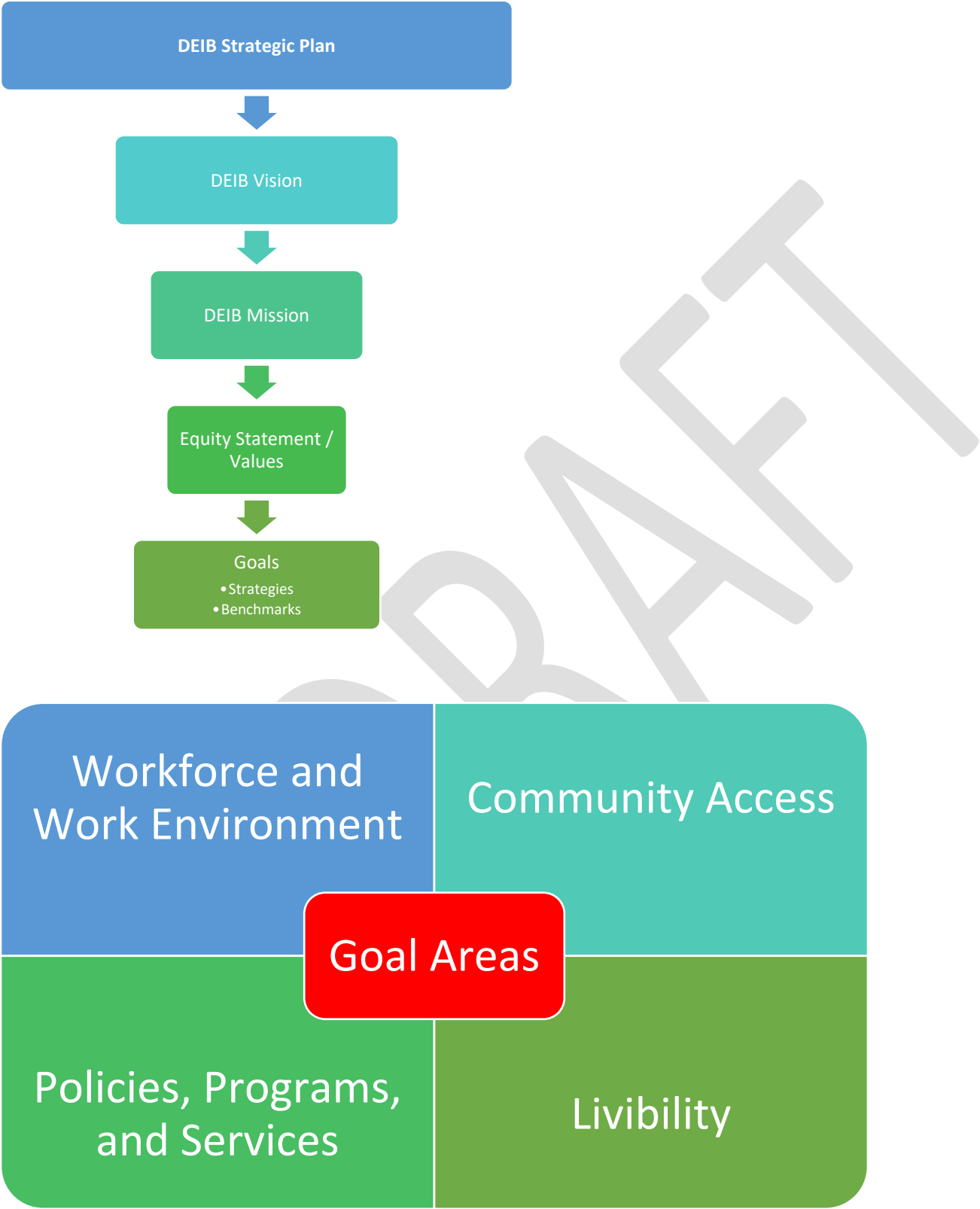
Edited down section but kept passages marked as important.

Introduction to this Plan

The purpose of this Plan is to create a strategic guide for the City of Lacey (City) to advance and support equity efforts in the greater Lacey community over the next six years from 2024 to 2030.

Specifically, the Plan identifies ways the City can serve as a **leader**, **partner**, and **advocate** as it works with community partners to build a more equitable and welcoming place where diversity is celebrated, opportunities are equitable, and barriers to participation are eliminated so that all voices are included and belong.

The Plan includes a Vision statement, Mission statement, Equity values, and four goal areas with multiple strategies and action items identified under each Goal Area.



A key element of this Plan is transparency and accountability. The City is committed to providing annual reports to the community on the progress made within the goal areas, strategies, and action items identified in this Plan and beyond. Taking into account future progress, the City will continually revisit and reevaluate this Plan and its programs, efforts, and initiatives to be reflective and responsive to the current environment.

What this is / isn't

The Plan includes a Vision statement, Mission statement, Value statement, Goal areas, Strategies and Action items, and Benchmarks. The following table briefly describes what these elements are intended to be and also what they are not intended to be.

| Elements                    | Intended                                                                                                                                                                                                 | Not Intended                                                                        |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| DEIB Plan                   | To be a strategic guide for the City to advance equity in the community.<br><br>The DEIB Plan is integrally connected to and integrated in other City Policy documents.                                  | To “answer” all equity efforts in the community.                                    |
| Vision statement            | To describe where we are headed and what is the big picture goal for the future of the community.                                                                                                        | To provide specific details on the future of the community.                         |
| Mission statement           | To describe broadly how we are going to approach this work.                                                                                                                                              | To provide specific operational and implementation plans.                           |
| Equity Values               | To describe shared values, behaviors, and how the City generally undertakes efforts                                                                                                                      | To provide specific actions, activities, implementation plans, etc.                 |
| Goal areas                  | To describe broad objectives that we want to accomplish that help support the mission and vision.                                                                                                        | To be the only way to categorize broad objectives and areas the City will consider. |
| Strategies and Action items | To provide an approach within a goal area to advance equity.                                                                                                                                             | To be the only way to advance equity within goal areas.                             |
| Benchmarks                  | To provide a way to report back on the progress and effectiveness of strategies and action items, including successes and difficulties.<br><br>The City provides an annual report on DEIB Plan progress. | To be a pass or fail system designed to approve or criticize equity efforts.        |

Process

In 2018, the City began a series of exploratory meetings with civic leaders from historically marginalized and underrepresented community groups, known as the Workgroup on Equity (also known as the Civic Leaders Forum). The purpose of the Workgroup on Equity was to learn about a diversity of experiences in the community and racial inequity issues. These conversations included insight and perspectives from:

- Dr. Thelma Jackson, *Foresight Consultants*
- Tam Q. Dinh, Ph.D., LICSW, *Saint Martin's University*
- Nam D. Nguyen, *Commissioner, Assistant Attorney General's Office*
- Mustafa Mohamedali, PE, PMP, *Social Secretary, Islamic Center of Olympia*
- Antonio Gallegos, *Commission on Hispanic Affairs (Former Commissioner)*
- Bishop Lorenzo N. Peterson, *New Life Baptist Church*

From these meetings, the City developed a proposal to create an advisory board to the Lacey City Council on equity issues, resulting in the Commission on Equity. On January 21, 2021, the Lacey City Council established the Commission on Equity (“COE”) with Ordinance 1581. The COE, an advisory body to the Lacey City Council, is tasked with providing recommendations on ways to:

- Identify and advance opportunities that will create a more welcoming community.
- Continue critical conversations on race and equity.
- Seek greater participation from underrepresented community members.
- Identify existing gaps and barriers which could prevent full participation in government and public policy.

Over the past two years, the creation of the Plan was led by the COE with help from City staff and a DEI consultant, Tevin Medley, from The Athena Group. The development of the Plan involved community engagement efforts, COE Workshops, multiple reviews, and the adoption by the Lacey City Council on Month XX, 2024 (*pending*).

| Timeline | Date         | Information                                                      |
|----------|--------------|------------------------------------------------------------------|
|          | 2018         | Creation of Equity Workgroup (also known as Civic Leaders Forum) |
|          | 2021         | Commission on Equity created with Ordinance 1581                 |
|          | 2021 to 2023 | Community Engagement                                             |
|          |              | DEIB Strategic Plan Workshops                                    |
|          |              | DEIB Strategic Plan Commission on Equity Review                  |
|          | 2024         | DEIB Strategic Plan Community Review                             |
|          |              | Commission on Equity Recommendation                              |
|          |              | Continued Community Engagement                                   |
|          | TBD          | Adoption by the Lacey City Council ( <i>pending</i> )            |

## Community Engagement

The City is committed to continuously engaging with the community on equity efforts, recognizing that one event or initiative cannot possibly capture all perspectives or experiences at any given time or throughout time.

**Community Engagement Sessions:** In 2021, the City and Commission on Equity hosted two in-person community engagement sessions. Community feedback was also collected through an online option.

**Community Forums:** In 2022 and 2023, the City and Commission on Equity hosted forums that focused on different community groups. To date, the following Forums were held: Black and African Americans, LGBTQIA+, Immigrants communities, and [ADD MORE AS THEY OCCUR].

**Focus Groups:** In 2023, the City and Commission on Equity hosted focus groups with the Lacey Youth Council and Senior Services for the South Sound.

**Community Events:** In 2022 and 2023, the City and Commission on Equity collected input from community members at community events, including: the Lacey Cultural Celebration, Lacey Spring Fun Fair, and Juneteenth Celebration in partnership with the Fred U. Harris Lodge.

**Lacey Cares Survey:** In 2021, the City collected information from the community on a variety of topics, including equity.

**Partner Events:** In 2022 and 2023, the City and Commission on Equity participated in a panel with the Thurston County League of Women Voters and [ADD MORE AS THEY OCCUR].

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What we heard...

The following provides a high-level overview of feedback the City received at various engagement sessions.

Welcoming Community

| Creating a more welcoming community                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input                                                                                                                                                                                      |
| Create and partner with other organizations to host more community events infused with the community's diversity, e.g., Juneteenth, PRIDE, etc.                                            |
| Expanding volunteer opportunities. Volunteering is a way to feel connected and welcome in the community.                                                                                   |
| Visualizations is the community are important. Have more visual representation that demonstrates that the City is welcoming of all.                                                        |
| Landmarks and other representation in the community, e.g., indigenous peoples recognized in street names and events.                                                                       |
| Continue collaboration with community partners (e.g., other government entities, non-profits, faith communities, local businesses, etc.). Collaborate and share information with partners. |
| Collaborate to create a place or opportunities where people can meet and engage with one another, e.g., cultural center. Highlight cultural resources in the community.                    |
| Help provide tools to improve person-to-person interactions, community conversations.                                                                                                      |
| Enhance representation at City-sponsored recreational events, including in movies and concerts series.                                                                                     |
| Create more events and more free events. Offer more grants for events and programs that are not free.                                                                                      |
| Support community sports programs.                                                                                                                                                         |
| Encourage more multigenerational community efforts.                                                                                                                                        |
| Improve communication access and knowledge of events. Expand communication efforts to reach more community members and create more culturally relevant communications.                     |
| Develop one-stop resource for community members to improve access to information on the community, e.g., community welcome center.                                                         |
| Create an inviting, pedestrian friendly town center that helps enable community connectivity.                                                                                              |
| Involve more youth voices and perspectives.                                                                                                                                                |
| Involve more voices of all abilities.                                                                                                                                                      |
| Representation matters: Political, social, economic, business, services, elected officials, advisory board members, and City staff.                                                        |
| Enhance access to community resources.                                                                                                                                                     |
| Ability to connect with natural environment.                                                                                                                                               |
| Create an Indigenous Land Recognition                                                                                                                                                      |

Quotes:

“Create more and host more events by and for POC communities!” – 42<sup>nd</sup> Juneteenth Celebration attendee

“지역사회에 자원봉사로 참여하는 일은 지역사회를 따뜻하게 만들 수 있다. 또한 이웃에게 따뜻한 말 한마디 하는 것도 사회를 따뜻하게 만든다. 그리고 젊은이에게 칭찬을 하는 것도 사회를 따뜻하게 하는 방법이다.

Participating as a volunteer in local community services can promote warm local communities. Moreover, sharing warm words with the neighbors can make the society warm. Praising young people is another way of cultivating a warm society.” – Community Engagement Session Survey

“Host more events in the community to increase opportunities for community members to get together and interact with one another.” -Senior Services for South Sound Focus Group

Racism and Inequity:

| Concerns about racism and inequity in the Community                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input                                                                                                                                                  |
| Continued impact of historical legacies on community, e.g., redlining, access to economic opportunities, restrictive covenants, Chinese Exclusion Act. |
| Eliminate racism in government and community services.                                                                                                 |
| Continue efforts to respond to homelessness. Continue to collaborate with regional partners.                                                           |
| Increase safety for transgender and queer youth.                                                                                                       |
| Holistically consider youth activities, mental health, and law enforcement.                                                                            |
| Eliminate employment and pay disparities in the community.                                                                                             |
| Eliminate disparities in representation in health care.                                                                                                |
| Eliminate about disparities in health care services and access, e.g., emergency room services.                                                         |
| Eliminate explicit and implicit biases in employment processes across the community.                                                                   |
| Eliminate discrimination in real estate.                                                                                                               |
| Eliminate inequity in the justice system                                                                                                               |
| Eliminate inequity and racism in schools in the community.                                                                                             |
| Expand language and histories offered in schools.                                                                                                      |
| Eliminate inequity in representation of school teachers in the community.                                                                              |
| Eliminate uptick in racism and hate crimes. Increase cultural understanding and cultural humility in the community.                                    |
| Provide more information on how allies can be helpful advocates in the elimination of racial and other inequities in the community.                    |
| Increase public safety presence in communities                                                                                                         |
| Military community is an asset in the community. Support access to services for veterans and families.                                                 |
| General housing challenges. Invest in low-barrier housing                                                                                              |

Quotes:

“I think housing affordability is a concern - historical inequities mean that families of color may not have the resources to purchase a home. Even military families, which are more racially and ethnically diverse, will struggle to make ends meet if we can't build more housing - especially affordable housing. I'd also like to see more diversity both on our boards, commissions and the council, but also among the staff of the city.” – LGBTQIA+ Forum Survey

“More engagement is needed [with] underserved populations and more awareness.” – Lacey Cultural Celebration

“Blatant racism and inequity is often hidden in policies and practices. Weeding those out takes constant vigilance and listening when confronted with their manifestation.” – Community Engagement Survey

Participation:

| Increase participation from underrepresented community members                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input                                                                                                                                                                                               |
| Find existing gaps in engagement and focus efforts on closing these gaps. Create targeted outreach and engagement plans.                                                                            |
| People need to be invited to be on Boards and Commissions. Need trusted community members to invite. Outreach and engagement using Trusted Messengers with existing relationships with communities. |
| Invite diverse voices to be involved in planning and community events                                                                                                                               |
| Host more events like the Community Forums.                                                                                                                                                         |
| Create safe places for feedback.                                                                                                                                                                    |
| Go to where people already are; do not ask community members to come to government facilities.                                                                                                      |
| Partner and collaborate with existing resources in the community.                                                                                                                                   |
| Increase and enhance communication and outreach for events.                                                                                                                                         |
| Use culturally relevant language that all can understand (plain talk) in communications.                                                                                                            |
| Provide information in multiple languages, including for information, engagement opportunities, civic roles, etc.                                                                                   |
| Don't assume that community members do not understand or not capable.                                                                                                                               |
| Provide more information on to run for office or volunteer.                                                                                                                                         |
| Language barriers make people feel excluded and create barriers to forming relationships and performing civic tasks, e.g., jury duty. Lack of information in preferred language.                    |
| Hard to voice concerns when language is a barrier.                                                                                                                                                  |
| Enhance internet and broadband access in the community.                                                                                                                                             |

Quotes:

“Recruitment of staff needs to be wider and targeted to inform the BIPOC community networks. The listing should not be limited to just Governmentjobs website (or Indeed), but outreach needs to go out to other avenues to attract various BIPOC groups.” – Community Engagement Session Survey

“Identify a few current respected leaders of each identified minority communities to actively reach out to members of each minority community and identify communication avenues that best reach their members. Mold outreach message content and trusted methods that work best for each minority group. Go where the target audiences go regularly. School events, cultural events, sporting events, etc. Or create new events that a target audience will attend for other interest reasons: Food is always a draw!!!” – Community Engagement Session Survey

**Barriers:**

| Barriers seen or experienced in participation in decisions that impact the Community                                    |
|-------------------------------------------------------------------------------------------------------------------------|
| Input                                                                                                                   |
| Cultural barriers are a challenge.                                                                                      |
| Navigating government systems can be difficult. It can be hard to know how to get involved.                             |
| Host youth and young child friendly events and programs.                                                                |
| Improve transportation access.                                                                                          |
| No tokenism; create opportunities for true inclusion and belonging. Include community input in decision making process. |
| Enhance opportunities for African American, Women, Immigrant voices to be heard.                                        |
| In-person events only can be a barrier.                                                                                 |
| Time and place of events can be a barrier.                                                                              |
| Lack of child care for meetings and events can be barrier to participation.                                             |

**Quotes:**

“Being able to attend live meetings in person has presented challenges to participating in our community in the past. The silver lining gleaned from the pandemic is the increased access to meetings over virtual platforms; the drawback is that many opportunities overlap. Sometimes access to meetings in the virtual setting can be impeded by access to reliable [WIFI] service.” – Community Engagement Session Survey

“Lack of childcare. Timing of some of the meetings (middle of the workday)” – LGBTQIA+ Community Forum Survey

| Anything else?                                      |
|-----------------------------------------------------|
| Input                                               |
| Include data and statistics in DEIB strategic plan. |

**COE Feedback – 12.26.2023:**

Added sections marked in red based on COE feedback.

Goals and Strategies (in brief)

The following provides a brief overview of the Plan’s Goal Areas and strategy areas. **Chapter X** provides more detailed information on goals, strategies, and benchmarks.

| Symbol | Goal Areas                       | Strategies                                                                                                                                 | City’s Roles                  |
|--------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
|        | Workforce and Work Environment   | Equity Plan<br>Hiring and Retention<br>Development and Workplace                                                                           | Leader                        |
|        | Community Access                 | Communications<br>Engagement<br>Relationships<br>Collaboration                                                                             | Leader<br>Partner<br>Advocate |
|        | Policies, Programs, and Services | City Policies<br>City Services<br>Public Safety<br>Parks, Culture, Recreation<br>Infrastructure<br>Utilities<br>Acknowledgements<br>Events | Leader<br>Partner             |
|        | Livability                       | Economic Development<br>Housing and Homeless Services<br>Social Services<br>Partnerships<br>Environment                                    | Leader, Partner, Advocate     |

Roles

Depending on the circumstances and on the City’s ability to influence change, the City’s role in advancing strategies or action items identified in this Plan, as well as other community equity measures, will vary.

City Roles: Leader, Partner, Advocate

| Symbol | Role     | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | Leader   | <p>The City serves as a leader when it can direct, influence, or is in charge of the strategy, action item or measure.</p> <p><b>Example:</b> The City serves as leader in potential changes to the City Advisory Board recruitment processes because this program is a City program. However, the City cannot directly lead changes to similar recruitments for other governmental entities because these policies are not City programs. The City may serve as an Advocate in this scenario.</p> |
|        | Partner  | <p>The City serves as a partner or collaborator when the City is able to join, associate, or give power to another community stakeholder group or individuals to advance a strategy, action item or measure.</p> <p><b>Example:</b> The City partners with multiple non-profits in the community to provide affordable housing options for community members. The City does not directly operate housing programs or facilities.</p>                                                               |
|        | Advocate | <p>The City serves as an advocate when it does not lead or can directly influence the strategy, action item or measure.</p> <p><b>Example:</b> The City can advocate for changes in state laws that impact the community. However, the City cannot directly change state laws.</p>                                                                                                                                                                                                                 |



## Vision, Mission, Values

### Vision Statement:

The City of Lacey is an inclusive community that embraces the gifts, talents, experiences, and contributions of all community members and works collaboratively internally and externally to advance equity in Lacey. Lacey is a community where:

- Change starts by **listening**
- Diversity is **celebrated**
- **Actions** are aligned with values
- Opportunities are **equitable**
- Partnerships are **cultivated**
- Barriers to **full participation** are eliminated, and
- **Accountability** is central to achieving the above.

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**Mission Statement:**

The City is committed to delivering exceptional public services, policies, and programs that integrate equity and social justice as core principles as we continue to grow as a vibrant and thriving community.

The City is committed to working collaboratively with community partners to help create equitable access to opportunities and resources for all community members.

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#### Values Statement:

The City of Lacey champions change that leads to a more equitable society for ALL community members, regardless of race, gender, income, age, sexual orientation, disability, nationality, religion, gender expression, English proficiency, and educational attainment, among other identities, many of which can intersect to create compounding marginalization or privilege.

We strive to eradicate all forms of racism and oppression, which have had disproportionate negative impacts on Black, Indigenous, and People of Color, through actions, partnerships, support and advocacy.

We recognize the power City government has to impact the lives of our community members. In our City government and operations, we strive to shape, advance, and implement policies, practices, and programs that help eliminate inequities that result from centuries of racism and oppression.

We begin with self-examination and listening and creating platforms for historically marginalized and under-represented communities to be heard. The City is committed to working collaboratively with community partners to help create equitable access to opportunities and resources for all community members.

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A closer look at Values:

- We champion social change that leads to a more equitable society for ALL community members.
- We strive to eradicate all forms of racism and oppression.
- We recognize the power City government has to impact the lives of our community.
- We begin with self-examination, listening and creating platforms for historically marginalized and under-represented communities to be heard.
- We are committed to working collaboratively with community partners to help create equitable access to opportunities and resources for all community members.

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# Key Terms

This plan uses the Washington State Office of Financial Management (OFM) [Diversity, Equity and Inclusion – Glossary of Equity-Related Terms](#) (glossary) as a foundation for definitions. See **Appendix X** for a full OFM glossary.

Key Terms found in the Glossary include:

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anti-Racism         | Anti-racism is a process of actively identifying and opposing racism ... rooted in action ... taking steps to eliminate racism at the individual, institutional, and structural level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Bias                | <p>Judgment or preference toward or against one group over another.</p> <p>Implicit or Unconscious Bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness.</p> <p>Explicit or Conscious Bias are biases we know we have and may use on purpose.</p>                                                                                                                                                                                                               |
| Cultural Competence | <p>An ability to interact effectively with people of all cultures and understand many cultural frameworks, values, and norms. Cultural competence comprises four components: Awareness of one's own cultural worldview, Attitude towards cultural differences, Knowledge of different cultural practices and worldviews, and Cross-cultural skills.</p> <p>A key component of cultural competence is respectfully engaging others with cultural dimensions and perceptions different from our own and recognizing that none is superior to another. Cultural competence is a developmental process that evolves over an extended period.</p>                                                                                                                                                                                                                                              |
| Cultural Humility   | Approach to respectfully engaging others with cultural identities different from your own and recognizing that no cultural perspective is superior to another. Cultural humility may look different for different people or groups. For example, in a white dominant culture the practice of cultural humility for white people includes acknowledging systems of oppression and involves critical self-reflection, lifelong learning and growth, a commitment to recognizing and sharing power, and a desire to work toward institutional accountability. The practice of cultural humility for people of color includes accepting that the dominant culture does exist, that institutional racism is in place, to recognize one's own response to the oppression within it, to work toward dismantling it through the balanced process of calling it out and taking care of one's self. |
| Discrimination      | Consists of the negative behavior toward a person based on negative attitudes one holds toward the group to which that person belongs, or positive behavior toward a person based on positive attributes one holds toward the group to which that person belongs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Equity              | The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.                                                                                                                                                                                                                                                                                                                                                                                          |
| Inclusion           | Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decisionmaking processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.                                                                                                                                                                                                                                                                         |
| Intersectionality   | Intersectionality is a framework for understanding the interaction of cultures and identities held by an individual. Intersectionality explains how an individual with multiple identities that may have been marginalized can experience compounded oppression (such as racism, sexism, and classism) or how an individual can experience privilege in some areas and disadvantage in other areas. It takes into account people's overlapping identities to understand the complexity of their life outcomes and experiences.                                                                                                                                                                                                                                                                                                                                                            |
| Marginalization     | The social process of relegating a particular person, groups, or groups of people to an unimportant or powerless position. This use of power prevents a particular person, group, or groups of people from participating fully in decisions affecting their lived experiences, rendering them insignificant or peripheral. Some individuals identify with multiple groups that have been marginalized. People may experience further marginalization because of their intersecting identities.                                                                                                                                                                                                                                                                                                                                                                                            |
| Privilege           | Privilege is any unearned benefit, position, power, right, or advantage one receives in society because of their identity. In the United States, privilege is prevalent in the following areas: • Ability privilege • Age privilege • Christian privilege • Cis Privilege • Class or economic privilege • Hetero privilege • Male privilege • National origin • White privilege                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Race                | A social construct that divides people into smaller social groups based on characteristics most typically skin color. Racial categories were socially constructed, and artificially created whiteness as one of the elements of the dominant culture. Race was created to concentrate power and advantage people who are defined as white and justify dominance over non-white people. The idea of race has become embedded in our identities, institutions, and culture, and influences life opportunities, outcomes, and                                                                                                                                                                                                                                                                                                                                                                |

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | experiences. Racial categories change based on the political convenience of the dominant society at a given period of time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Race Equity          | The vision or existence of a community, society, or world in which race or color does not predict the amount and quality of opportunities, services, and benefits. The condition where one's race identity has no influence on how one fares in society                                                                                                                                                                                                                                                                                                                                                                 |
| Racism               | A form of prejudice that assumes that the members of racial categories have distinctive characteristics and that these differences result in some racial groups being inferior to others. Racism generally includes negative emotional reactions to members of the group, acceptance of negative stereotypes, and racial discrimination against individuals; in some cases, it leads to violence.                                                                                                                                                                                                                       |
| Work Force Diversity | Workforce Diversity means a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, political beliefs, communication styles, and family structures. The concept also encompasses differences among people about where they are from, where they have lived and their differences of thought and life experiences. |

In addition to this glossary, the City uses the following definitions:

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BIPOC               | <p>An acronym that stands for Black, Indigenous and People of Color. It is based on the recognition of collective experiences of systemic racism and meant to emphasize the hardships faced by Black and Indigenous people in the United States and Canada and is also meant to acknowledge that not all People of Color face the same levels of injustice. The use of this term is still evolving and contested by some activists. <b>From</b> NaCO, <a href="#">Diversity, Equity and Inclusion: Key Terms and Definitions (naco.org)</a></p> <p>A term referring to “Black and/or Indigenous People of Color.” While “POC” or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities. From Racial Equity Tools, <a href="#">Glossary   Racial Equity Tools</a></p>                                            |
| Restorative Justice | <p><b>Restorative Justice:</b> A theory of justice that emphasizes repairing the harm caused by wrongful behavior. This can lead to transformation of people, relationships and communities.</p> <p>Restorative Justice is a theory of justice that emphasizes repairing the harm caused by crime and conflict. It places decisions in the hands of those who have been most affected by a wrongdoing, and gives equal concern to the victim, the offender, and the surrounding community. Restorative responses are meant to repair harm, heal broken relationships, and address the underlying reasons for the offense. Restorative Justice emphasizes individual and collective accountability. Crime and conflict generate opportunities to build community and increase grassroots power when restorative practices are employed.</p> <p><b>FROM ICMA,</b> <a href="#">Glossary of Terms: Race, Equity and Social Justice   icma.org</a></p> |
| Accountability      | The state of being responsible (accountable) for what you do. Being subject to report, explain, or justify.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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Goal Areas, Strategies, and Benchmarks:

(UPDATE THIS SECTION WITH ACCOUNTABILITY: BENCHMARKS FOR EACH GOAL ONCE FINALIZED)

|     |                                |                                                                                               |
|-----|--------------------------------|-----------------------------------------------------------------------------------------------|
| WWE | Workforce and Work Environment | The City of Lacey is a culturally competent organization that implements equitable practices. |
|-----|--------------------------------|-----------------------------------------------------------------------------------------------|

**A. Equity Plan:** Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff).

- 1. Perform an organization-wide Equity Assessment on regular basis (2/3 years). Determine specific indicators based on assessment.
- 2. Adopt Workforce Equity Plan. Implement plan across Departments.

| A. Equity Plan: Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff). | City Role | Lead Department | Reporting Frequency | Baseline (2024)                                                       | Progress (2025) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|---------------------|-----------------------------------------------------------------------|-----------------|
| 1. Perform an organization-wide Equity Assessment on regular basis (2/3 years). Determine specific indicators based on assessment.                                                                                                                                 | Lead      | HR              | Every 2/3 years     | No Equity Assessment performed to date.<br><br>No indicators created. | -               |
| 2. Adopt Workforce Equity Plan. Implement plan across Departments.                                                                                                                                                                                                 | Lead      | HR              | Annual              | No Workforce Equity Plan to date.<br><br>No implementation.           | -               |



| Hiring and Retention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | City Role | Lead Department |
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| <p>17. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community.</p> <ol style="list-style-type: none"> <li>1. Comprehensively expand operating procedures for pre-hire and recruitment to include more systematic advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations.</li> <li>2. Continue to evaluate and remove barriers to City employment.</li> <li>3. Engage with professional organizations committed to and specializing in advancing workplace equity.</li> <li>4. Provide more job training opportunities to advance and support careers.</li> <li>5. Provide more internship opportunities across the organization to introduce young adults and community members to City careers. Enhance awareness of these programs working with partner entities.</li> <li>6. % of job descriptions that incorporate equity as core competency.</li> <li>7. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, age, etc.).</li> <li>8. % of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).</li> <li>9. Staff retention over select intervals of time (e.g., 1 year, 5 years, 10 years) matches community demographics (e.g., race, ethnicity, sex, age, etc.).</li> </ol> | Lead      | HR              |

| Development and Workplace                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | City Role | Lead Department |
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| <p>18. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.</p> <ol style="list-style-type: none"><li>1. Establish a regular (1/2 years) City employee survey that includes questions on work environment. Create specific indicators based on the survey.</li><li>2. Create internal leadership and/or mentorship program to support workforce development.</li><li>3. Establish a baseline equity training program that would be required for all City staff. Incorporate this training into on-boarding for future City staff members. % of staff members that take the required equity training program increases and eventually reaches 100%.</li><li>4. Establish optional, advanced equity training for City staff. Require advanced equity training for all supervisors and City leadership.</li><li>5. Establish a cross-departmental Equity Team (internal) sponsored by City leadership. Evaluate need for other internal support networks.</li><li>6. Create more opportunities for informal dialogue on equity.</li><li>7. Integrate equity language (OFM glossary) into the City Policy Manual (internal).</li></ol> | Lead      | HR              |



|                                 |                                                                                                                                 |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Community Access and Engagement | The City of Lacey endeavors to provide accessible communications, meaningful participation, and community connectivity for all. |
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| Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | City Role | Lead Department |
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| <p>A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.</p> <ol style="list-style-type: none"> <li>Develop and implement a Language Access Plan.</li> <li>Establish accessibility standards for print and digital materials. % of new City materials that meet accessibility standard increasingly gets to 100%.<br/><br/>% of all City materials that meet accessibility standard increasingly gets to 100%.</li> <li>The number or % of translated City materials increases each year aligned with the Language Access Plan.</li> <li>Use of closed captioning at public meetings increases each year and gets to 100%. The City strategically increases the use of translation and interpreter services for City events and programs.</li> <li><i>Community Survey</i> - % of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.</li> </ol> | Lead      | PA<br><br>All   |

| Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | City Role | Lead Department |
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| <p>B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts.</p> <p>1. Collect demographic data of boards, commissions, and ad hoc advisory groups. Evaluate the advisory board applications process to determine if the process can be more accessible. Advisory board membership increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).</p> <p>2. Implement community programs that increase community participation and involvement from underrepresented community members, e.g.:</p> <ul style="list-style-type: none"><li>a. Community Liaison Program</li><li>b. Community Academies (City-wide)</li><li>c. Community Dialogues and Focus Groups</li><li>d. Considers paid Advisory body positions</li></ul> <p>3. % of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).</p> | Lead      | PA<br><br>All   |

| Relationships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | City Role | Lead Department                    |
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| <p>C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entitles, and community members through events, programs, forums, art, etc.</p> <p>1. <i>Community Survey</i> - % of individuals that attended or participated in a City-sponsored event increases. Scores are consistent across demographics.</p> <p>2. <i>Community Survey</i> - % of individuals that attended a local public meeting increases. Scores are consistent across demographics.</p> <p>3. <i>Community Survey</i> - % of individuals that watched a local public meeting increases. Scores are consistent across demographics.</p> <p>4. <i>Community Survey</i> - % of individuals that voted increases. Scores are consistent across demographics.</p> <p>5. <i>Community Survey</i> – Other pertinent indicators determined by survey questions.</p> <p>6. # of City engagement held at non-City events increases.</p> | Lead      | CM<br><br>PA<br><br>PCS<br><br>ALL |

| Collaboration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | City Role | Lead Department |
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| <p>D. Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEIB efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity.</p> <p>1. Continue to support the Community Connectivity Assessment (CAA) and increasingly put it to use for a variety of City programs and events.</p> <p>2. Set-up regular meetings throughout the year with DEIB representatives. Collaborate on tools to increase knowledge, engagement, and connectivity.</p> | Lead      | CM              |

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|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Policies, Programs, and Services</b> | The City works to integrate diversity, equity, and inclusion into all City policies, projects, programs, and services. |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------|

| City Policies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | City Role | Lead Dept |
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| <p>A. Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.</p> <p>1. Implement an equity framework tool to help guide policy and programming decisions to enhance equitable services. Increasingly use this tool to inform policy and budgetary decisions.</p> <p>2. Create an equity map that supports the equity framework tool and other City projects.</p> <p>3. Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%.</p> <p>4. Support and resources for projects with DEIB emphasis increase annually.</p> | Lead      | All       |

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| City Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | City Role | Lead Dept |
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| <p>B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.</p> <p>1. <i>Community Survey</i> – Rating of City government increases. Scores are consistent across demographics.</p> <p>2. <i>Community Survey</i> – Rating of overall direction that City is taking increases. Scores are consistent across demographics.</p> <p>3. <i>Community Survey</i> – Rating of overall City customer services increases. Scores are consistent across demographics.</p> <p>4. <i>Community Survey</i> – Rating of the City treating all community members equitable increases. Scores are consistent across demographics.</p> <p>5. <i>Community Survey</i> – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics.</p> <p>6. <i>Community Survey</i> – Rating of community City direction increases. Scores are consistent across demographics.</p> <p>7. % of contracts and services agreements that incorporate equity increase and eventually reaches 100%.</p> <p>8. Continuous full-time contractors meet City equity training standards, or equivalent.</p> <p>9. City continues to raise awareness on City contracting processes and solicitation opportunities.</p> <p>10.City continues to evaluate and remove barriers to accessing City services.</p> <p>11.Increased number of City documents are accessible online.</p> | Lead      | All       |



| Public Safety                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | City Role                  | Lead Dept                                 |
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| <p>C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that that negatively impact historically marginalized groups and low-income communities.</p> <p>1. LPD continues to publish reports on public safety with demographic data. LPD provides an annual update on policing statistics to the City Council and various advisory bodies.</p> <p>2. <i>Community Survey</i> – Positive rating of Police services increases. Scores are consistent across demographics.</p> <p>3. <i>Community Survey</i> – Positive rating of crime prevention increases. Scores are consistent across demographics.</p> <p>4. <i>Community Survey</i> – Positive rating of animal control increases. Scores are consistent across demographics.</p> <p>5. <i>Community Survey</i> – Positive rating of emergency preparedness increases. Scores are consistent across demographics.</p> <p>6. <i>Community Survey</i> – Positive rating of court services increases. Scores are consistent across demographics.</p> <p>7. LPD Community Academy attendees increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).</p> <p>8. LPD continues to enhance community engagement efforts.</p> <p>9. The new Police Station includes a community meeting space that is used for external community meetings.</p> <p>10. Continued enhancement of emergency preparedness community initiatives.</p> | <p>Lead</p> <p>Partner</p> | <p>PD</p> <p>HR</p> <p>JAS</p> <p>ALL</p> |

| Parks, Culture, Recreation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | City Role | Lead Dept |
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| <p>D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.</p> <p>1. Increase in ADA and other inclusive park amenities, e.g., trails, all access playgrounds, etc.</p> <p>2. Increase in identified park, culture, and recreation levels of service, i.e., parks located within 10-minute active travel (walk or roll) of all community members.</p> <p>3. Increased use and awareness of recreation scholarship fund to ensure recreation programs are available to all.</p> <p>4. <i>Community Survey</i> – Rating of park system increases. Scores are consistent across demographics.</p> <p>5. <i>Community Survey</i> – Rating of recreation programs increases. Scores are consistent across demographics.</p> <p>6. <i>Community Survey</i> – Rating of community center increases. Scores are consistent across demographics.</p> <p>7. <i>Community Survey</i> – Rating of City-sponsored events increases. Scores are consistent across demographics.</p> <p>8. <i>Community Survey</i> – Positive rating of culture programs increases. Scores are consistent across demographics.</p> | Lead      | PCR       |



| Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | City Role    | Lead Dept |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|
| <p>E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.</p> <p>1. % of ADA infrastructure in City increases.</p> <p>2. % of multimodal transportation infrastructure in City increases.</p> <p>3. <i>Community Survey</i> – Rating of City roadways increases. Scores are consistent across demographics.</p> <p>4. <i>Community Survey</i> – Rating of availability of paths and trails increase. Scores are consistent across demographics.</p> <p>5. <i>Community Survey</i> – Rating of City’s multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics.</p> <p>6. <i>Community Survey</i> – Rating of Lacey’s built environment increases. Scores are consistent across demographics.</p> <p>7. <i>Community Survey</i> – Rating of City’s public places and City facilities increases. Scores are consistent across demographics.</p> | Lead Partner | PW<br>CED |

| Utilities                                                                                                                                                                                                                                                                                                                                                                                    | City Role    | Lead Dept |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|
| <p>F. Continue to provide affordable essential City utilities and collaborate with external providers to enhance services in the community.</p> <p>1. <i>Community Survey</i> – Rating of various City utilities increases. Scores are consistent across demographics.</p> <p>2. Increased use and awareness of utility discounts for low-income seniors and disabled community members.</p> | Lead Partner | PW        |

| Acknowledgement / Events                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | City Role | Lead Dept       |
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| <p>G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.</p> <ol style="list-style-type: none"><li>1. <i>Community Survey</i> – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics.</li><li>2. City adopts a Land Acknowledgement in collaboration with the Peoples of the Medicine Creek Treaty. The City continues to develop and enhance relationships with local indigenous tribes.</li><li>3. Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives.</li><li>4. City publications and other materials reflect the community.</li><li>5. City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms.</li><li>6. # and support for events and programming that highlights cultural diversity.</li><li>7. # of opportunities for community dialogues on equity.</li><li>8. Track Community engagement events:<ol style="list-style-type: none"><li>a. Number held (in-person, remote, hybrid)</li><li>b. Type of events</li><li>c. Demographic data, as best as possible</li><li>d. Location of events</li></ol></li><li>9. Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.</li></ol> | Lead      | CM<br>PCR<br>PA |

| Contracting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | City Role | Lead Dept            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------|
| <p>H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.</p> <ol style="list-style-type: none"><li>1. Support training and outreach activities to raise awareness about contracting and procurement processes. Use communication platforms to bring attention to contracting and procurement requirements.</li><li>2. The number of businesses based in Lacey that are on the Washington State Office of Minority and Women’s Business Enterprises Directory of Certified Business and on MRSC’s rosters* increases each year.</li></ol> <p>*Confirming if this information is available.</p> | Lead      | PW<br>FI<br>CM<br>PA |

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| <b>Livability</b> | The City provides and assists with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all. |
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| <b>Economic Development</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>City Role</b> | <b>Lead Dept.</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------|
| <p>A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.</p> <ol style="list-style-type: none"> <li>1. City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs.</li> <li>2. City supports internships, apprenticeships, and youth career development.</li> <li>3. City supports job readiness programs.</li> <li>4. Number and % of businesses in Lacey that are minority owned increases.</li> <li>5. Number and % of businesses in Lacey that are women owned increases.</li> <li>6. Number and % of businesses in Lacey that are veteran owned increases.</li> <li>7. Explore ways to get involved in Digital Equity initiatives.</li> <li>8. <i>Community Survey</i> – Rating of “Overall Economic Health increases. Scores are consistent across demographics.</li> <li>9. <i>Community Survey</i> – Rating of “Economic Opportunities” increases. Scores are consistent across demographics.</li> <li>10. <i>Community Survey</i> – Rating of “Place to Work” increases. Scores are consistent across demographics.</li> </ol> | Lead             | CM<br>CED<br>HR   |

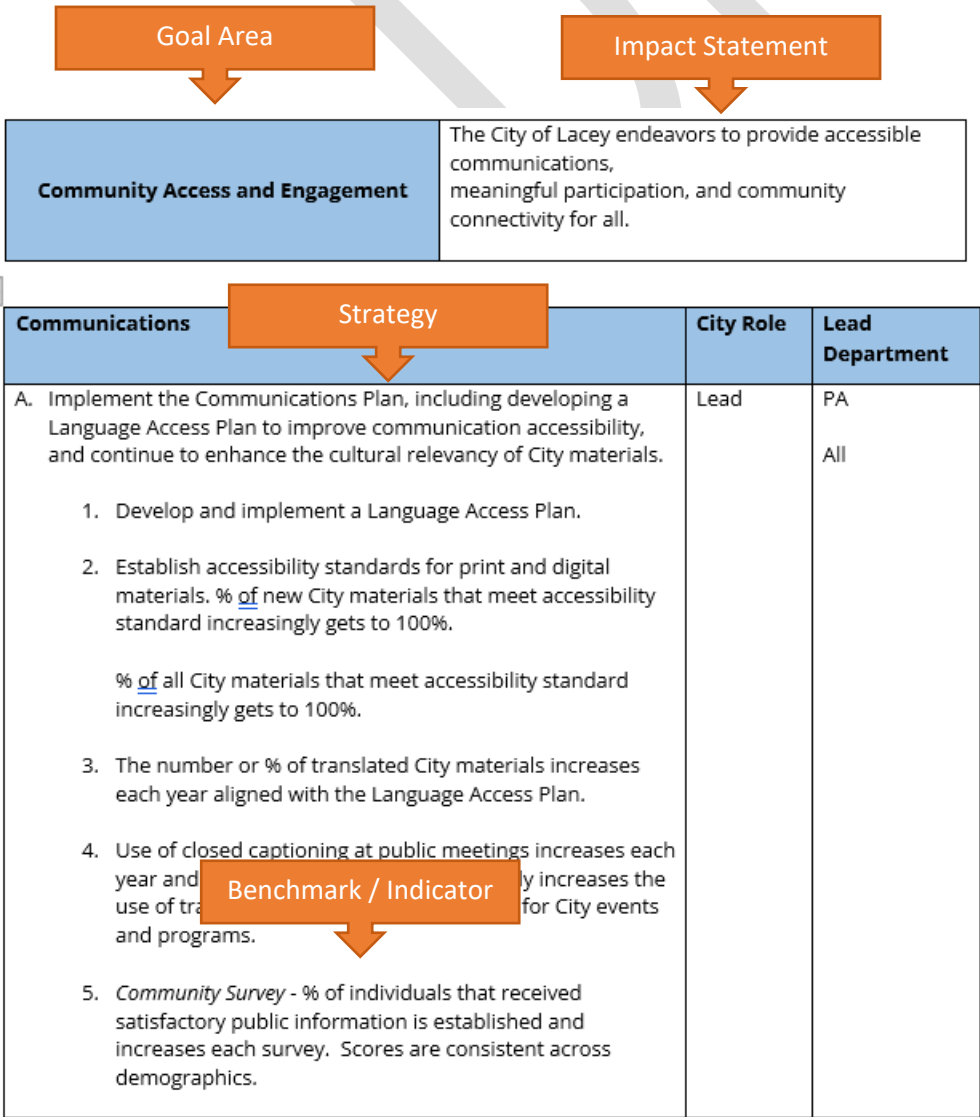
| <b>Housing / Homeless Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>City Role</b> | <b>Lead Dept.</b> |
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| <p>B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.</p> <ol style="list-style-type: none"> <li>1. Number of affordable housing units in Lacey and the greater community increases.</li> <li>2. Number of supportive housing units in Lacey and the greater community increases.</li> <li>3. Number of ADUs in Lacey and the greater community increase.</li> <li>4. Continued implementation of the Housing Action Plan.</li> <li>5. Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases.</li> </ol> | Lead,<br>Partner | CED<br>CM         |

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| <p>6. <i>Community Survey</i> – Rating of “Affordable quality housing” increases. Scores are consistent across demographics.</p> <p>7. <i>Community Survey</i> – Rating of “Housing Options” increases. Scores are consistent across demographics.</p> <p>8. <i>Community Survey</i> – Rating of “Place to live” increases. Scores are consistent across demographics.</p> |  |  |
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| Social Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | City Role     | Lead Dept. |
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| <p>C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.</p> <p>1. Develop and maintain the Community Connectivity Analysis (a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders.</p> <p>2. Create a strategic City social service program that is transparent, consistent, and removes barriers to participation.</p> <p>3. In partnership with local education institutions, advocate for additional funding for early childhood resources.</p> <p>4. Continue to work collaboratively with community partners in the provision of social services.</p> <p>5. <i>Community Survey</i> – Rating of “Health and Social services” increases. Scores are consistent across demographics.</p> <p>6. <i>Community Survey</i> – Rating of “Overall Quality of life” increases. Scores are consistent across demographics.</p> | Lead, Partner | CM<br>CED  |

| Partnerships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | City Role               | Lead Dept.            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
| <p>D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance equity comprehensively in the community.</p> <p>1. Number of organizations and agencies involved in City events and programs increases every year.</p> <p>2. Number of community events (non-City) the City is involved in increase every year.</p> <p>3. Number of joint City-Community events, programs, or initiatives increases every year.</p> | Lead, Partner, Advocate | CM<br>PA<br>PCR<br>PD |

| Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | City Role                     | Lead Dept.             |
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| <p>E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so that all have the opportunity to achieve their full health potential.</p> <ol style="list-style-type: none"> <li>1. Environmental Health Disparity ratings in Lacey on the <a href="#">Washington Environmental Health Disparities Map</a> improve overtime.</li> <li>2. Continue the implementation of the <a href="#">Thurston County Mitigation Plan</a>, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions.</li> <li>3. Identify if there are existing heat deserts in the community and explore ways to mitigate these conditions.</li> <li>4. Continue to support a healthy tree canopy in all areas of Lacey.</li> <li>5. Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan.</li> <li>6. Continue to support local, state, and federal environmental sustainability and resiliency initiatives.</li> <li>7. Continue to provide support for septic-to-sewer conversion programs.</li> <li>8. <i>Community Survey</i> – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.</li> </ol> | Lead,<br>Partner,<br>Advocate | CM<br>PCR<br>PW<br>CED |





**Appendix:**

Commission on Equity – DEIB Workshops

| Meeting            | DEIB Strategic Plan Work Agenda Item                                                                                                                             | Link                                                                              |
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|                    |                                                                                                                                                                  |                                                                                   |
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|                    |                                                                                                                                                                  |                                                                                   |
|                    |                                                                                                                                                                  |                                                                                   |
| December 26, 2023  | Document Elements Review Part II: What we Heard Summary, Accountability: Benchmarks and Indicators, Commission on Equity Message                                 | <a href="#">Commission on Equity Meeting • City of Lacey • CivicClerk</a>         |
| November 27, 2023  | Document Elements Review Part I: Introduction to the Plan                                                                                                        | <a href="#">Commission on Equity Meeting • City of Lacey • CivicClerk</a>         |
| December 27, 2022  | Draft Benchmark & Indicators – Second Draft Policies, Programs & Services   Initial Review of Draft Livability, Review definitions of BIPOC, Restorative Justice | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| November 28, 2022  | Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 6                                                | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| October 24, 2022   | Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5                                                | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| September 26, 2022 | Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 4                                                | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| August 22, 2022    | Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 3                                                | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| July 25, 2022      | Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 2                                                | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| June 27, 2022      | Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 1                                                | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| March 28, 2022     | Strategic Diversity, Equity, and Inclusion Plan Workshop #7 – Community Connectivity Analysis & Visioning for Change                                             | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| February 28, 2022  | Community Connectivity Analysis and Visioning for Change                                                                                                         | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| January 24, 2022   | Revisit Equity Values, Mission, and Vision Statements & Overview of Values-based decision making in practice                                                     | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| December 27, 2021  | Creating a Mission Statement                                                                                                                                     | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |
| September 27, 2021 | COE Survey, Creating an Equity Statement                                                                                                                         | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |

|                 |                                                                                                                                                                     |                                                                                   |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
|                 |                                                                                                                                                                     |                                                                                   |
| August 23, 2021 | Overview of Strategic Planning process, Values-based decision making, role of government in shaping existing inequities, where have we been, where do we want to go | <a href="#">Commission on Equity Regular Meeting • City of Lacey • CivicClerk</a> |

DRAFT



## DRAFT

### Commission on Equity Message:

In 2020, the murder of George Floyd sparked a global movement against systemic racism.

This event – one in a 400+ year long history of violence and oppression of Black, Indigenous, and other People of Color in the United States – led many organizations to reflect on their role in sustaining systemic racism, inequities, and other forms of violence and oppression.

Prior to this pivotal moment, the City of Lacey (City) recognized that equity would not come without catalysts – change was needed.

To jumpstart this change, the City started a series of meetings with community leaders that ultimately became the Equity Workgroup. Through the 2020 Racial Justice Movement and the global pandemic, this group helped lay the foundation for the City's Commission on Equity.

We are proud to continue this work and serve as catalysts moving forward.

As the Commission on Equity, we are committed to using our diverse lived experiences to help the City:

- Comprehensively and intentionally create more equitable City policies, programs, and initiatives that help eradicate systemic racism and other forms of oppression.
- Enhance the quality of life for everyone who chooses to make Lacey their community.
- Encourage participation and involvement of all community members by:
  - Connecting with them in meaningful, non-performative, ways.
  - Finding and engaging with community members in ways they feel comfortable.
  - Reducing barriers to access and participation.
- Collaborate with community partners to drive and enhance community-wide equity efforts.

- Collect and amplify community voices in meaningful ways that bring about community-driven changes in government and beyond. Advocate for the historically marginalized or unheard community members – your voices matter and we want to hear them!
- Build and create a welcoming community where everyone belongs and can use their voice to make a difference.
- Create a system of accountability and review for equity goals for our community and the City, now and in the future, as we continue to grow.

With this commitment in mind, and with the input from numerous community listening sessions, we worked with the City over the last three years to create this Plan over countless hours and a number of workshops. Moving forward, we intend to keep the City accountable for implementing and embedding this Plan throughout the organization as identified in the Plan's strategies and benchmarks.

But we also want your help.

Please join our efforts to increase diversity, equity, inclusion, and belonging in Lacey. Together we can make a difference and build a better future for everyone who lives, stays, plays, and works in Lacey.

Your Commission on Equity,

ADD signatures.

## **COE Feedback – 12.26.2023:**

- Talk about the atmosphere of racial injustice in the country when/why Lacey decided to create the commission.
- Talk about our commitment, informed by our lived experience, to work toward a more welcoming community that listens and talks through issues. Commission is structured to be responsive to the voices of the community and to advocate for them to/through the City Council.
- Giving community members a vehicle to be heard. Working for Racial justice, inclusivity and unity.
- Helping everyone have a voice that can be heard.
- Creating a community everyone can be a part of.
- Bridging communities all to equity, fairness, access, and prosperity.
- Join us for our advocacy to inclusion, equity and welcoming Lacey.
- Your voice and actions matters. Join us in our actions creating a welcoming Lacey to all people.
- You can make a difference in creating a more welcoming Lacey where we all prosper. Come join us.
- It is our hope that the work of the commission results in recommendation to the City. The enhances the quality of life for all people who choose to make Lacey this home.
- We want to see the necessary changes and transformations that will make our community a very livable place to live and work. Inequalities will be minimized as time goes on.
- Hopefully, our community will be welcoming with racism eradicated and inequalities eliminated through a partnership of all people and entities who reside here.
- Encourage participation and involvement in all aspects of community engagement.
- Challenge to city leaders and staff to be intentional in their approach to increasing diversity in the city.
- Include a statement regarding the importance of accountability when it comes to equity and inclusion as the city continues to grow.
- Community members and partners engage with the commission, city council, and staff consistently and provide feedback on areas of concerns and areas that are improving the community.

- Encourage community members to participate in a manner that they comfortable, but in some manner.
- To build community together.
- Encourage community engagement.
- Not forgetting or hanging on to our past but looking forward to building a better future for all.
- Commission of Equity is not just for minorities. We need people to know our focus is to improve Equity across our community & everyone feels they belong.
- Emphasis on being comprehensive and intentional rather than performative, showcase of accountability measures, invitation of feedback on the work we've done.
- And where we can improve or do more, emphasis on being accountable to our community and ourselves. Accountability, Accountability, accountability.

## **Feedback Categorized**

### **History/ Context**

- B: Talk about the atmosphere of racial injustice in the country when/why Lacey decided to create the commission.

### **Who the COE is:**

- B: Talk about our commitment, informed by our lived experience, to work toward a more welcoming community that listens and talks through issues. Commission is structured to be responsive to the voices of the community and to advocate for them to/through the City Council.

### **Goals:**

- P: It is our hope that the work of the commission results in recommendation to the City. The enhances the quality of life for all people who choose to make Lacey this home.
- P: We want to see the necessary changes and transformations that will make our community a very livable place to live and work. Inequalities will be minimized as time goes on.
- P: Hopefully, our community will be welcoming with racism eradicated and inequalities eliminated through a partnership of all people and entities who reside here.
- P: Encourage participation and involvement in all aspects of community engagement.
- O: Challenge to city leaders and staff to be intentional in their approach to increasing diversity in the city.
- V: Bridging communities all to equity, fairness, access, and prosperity.

- O: Community members and partners engage with the commission, city council, and staff consistently and provide feedback on areas of concerns and areas that are improving the community.
- O: Encourage community members to participate in a manner that they comfortable, but in some manner.
- O: To build community together.
- O: Encourage community engagement.
- O: Commission of Equity is not just for minorities. We need people to know our focus is to improve Equity across our community & everyone feels they belong.

#### **Voice / Participation:**

- B: Giving community members a vehicle to be heard. Working for Racial justice, inclusivity and unity.
- G: Helping everyone have a voice that can be heard.
- G: Creating a community everyone can be a part of.
- V: Your voice and actions matters. Join us in our actions creating a welcoming Lacey to all people.

#### **Join us:**

- V: Join us for our advocacy to inclusion, equity and welcoming Lacey.
- V: You can make a difference in creating a more welcoming Lacey where we all prosper. Come join us.

#### **Intentionally:**

- O: Emphasis on being comprehensive and intentional rather than performative, showcase of accountability measures, invitation of feedback on the work we've done.
- O: Not forgetting or hanging on to our past but looking forward to building a better future for all.

**Accountability:**

- O: And where we can improve or do more, emphasis on being accountable to our community and ourselves. Accountability, Accountability, accountability.
- O: Include a statement regarding the importance of accountability when it comes to equity and inclusion as the city continues to grow.

## Community Access and Engagement

The City of Lacey endeavors to provide accessible communications, meaningful participation, and community connectivity for all.

### Community Access and Engagement

| Goal Area      | # | Strategy                                                                                                                                                                                 | # | Benchmark                                                                                                                                                                                                                                         | Report Frequency | Baseline                                                                                                                                                             |
|----------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Communications | A | Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials. | 1 | Develop and implement a Language Access Plan.                                                                                                                                                                                                     | Annual           | No Language Access Plan to date.<br><br>In 2022/3, City increased accessibility of website, legislative meeting platform, and public meetings streamed online.       |
| Communications | A | Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials. | 2 | Establish accessibility standards for print and digital materials. % of new City materials that meet accessibility standard increasingly gets to 100%.<br><br>% of all City materials that meet accessibility standard increasingly gets to 100%. | Annual           | Currently no materials are reviewed for accessibility standards for print and digital materials. A standard will be established as part of the Language Access Plan. |
| Communications | A | Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials. | 3 | The number or % of translated City materials increases each year aligned with the Language Access Plan.                                                                                                                                           | Annual           | No Language Access Plan to date.<br><br>City currently translates most surveys in top five languages spoken in Lacey at home other than English.                     |



|                |   |                                                                                                                                                                                                                                                     |   |                                                                                                                                                                                                                                                                                                  |               |                                                                                                                                                                                                                        |
|----------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Communications | A | Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.                                                            | 4 | Use of closed captioning at public meetings increases each year and gets to 100%. The City strategically increases the use of translation and interpreter services for City events and programs.                                                                                                 | Annual        | City provides closed captioning on Zoom.<br><br>In 2024, the City will start providing closed captioning and language translation closed captioning on cable and certain streaming services for City Council meetings. |
| Communications | A | Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.                                                            | 5 | <i>Community Survey</i> - % of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.                                                                                                                    | Every 2 Years | No baseline. Community Survey to occur in 2024.                                                                                                                                                                        |
| Engagement     | B | Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts. | 1 | Collect demographic data of boards, commissions, and ad hoc advisory groups. Evaluate the advisory board applications process to determine if the process can be more accessible. Advisory board membership increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.). | Annual        | No baseline.<br><br>In 2024, Advisory Board Stipend Program and demographic survey will start.                                                                                                                         |

## Snapshot of Lacey Today

This section provides a high-level overview of US Census Bureau data on Lacey. While this section focuses mainly on the City's residents, it is important to note that other community members play a significant role in shaping Lacey, including business owners, visitors, workers, partners, City staff, volunteers, and appointed and elected officials, and more. The majority of the information provided below is from the United States Census Bureau Quickfacts from 2023, see: [U.S. Census Bureau QuickFacts](#)

**Table 1: U.S. Census Bureau QuickFacts**

| Category                 | Fact                                                                                 | Washington State | Thurston County, Washington | Lacey city, Washington |
|--------------------------|--------------------------------------------------------------------------------------|------------------|-----------------------------|------------------------|
| Population               | Population estimates, July 1, 2023, (V2023)                                          | 7,812,880        | NA                          | NA                     |
|                          | Population Estimates, July 1, 2022, (V2022)                                          | 7,784,477        | 298,758                     | 58,552                 |
|                          | Population estimates base, April 1, 2020, (V2023)                                    | 7,705,267        | NA                          | NA                     |
|                          | Population estimates base, April 1, 2020, (V2022)                                    | 7,705,267        | 294,797                     | 56,185                 |
|                          | Population, percent change - April 1, 2020 (estimates base) to July 1, 2023, (V2023) | 1.40%            | NA                          | NA                     |
|                          | Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022) | 1.00%            | 1.30%                       | 4.20%                  |
|                          | Population, Census, April 1, 2020                                                    | 7,705,281        | 294,793                     | 53,526                 |
|                          | Population, Census, April 1, 2010                                                    | 6,724,540        | 252,264                     | 42,393                 |
|                          |                                                                                      |                  |                             |                        |
| Age and Sex              | Persons under 5 years, percent                                                       | 5.50%            | 5.20%                       | 6.20%                  |
|                          | Persons under 18 years, percent                                                      | 21.10%           | 20.60%                      | 21.50%                 |
|                          | Persons 65 years and over, percent                                                   | 16.80%           | 18.90%                      | 17.80%                 |
|                          | Female persons, percent                                                              | 49.50%           | 50.80%                      | 50.80%                 |
| Race and Hispanic Origin | White alone, percent                                                                 | 76.80%           | 80.10%                      | 68.30%                 |
|                          | Black or African American alone, percent                                             | 4.60%            | 4.10%                       | 5.60%                  |
|                          | American Indian and Alaska Native alone, percent                                     | 2.00%            | 1.80%                       | 0.80%                  |
|                          | Asian alone, percent                                                                 | 10.50%           | 6.60%                       | 9.40%                  |
|                          | Native Hawaiian and Other Pacific Islander alone, percent                            | 0.80%            | 1.10%                       | 1.60%                  |
|                          | Two or More Races, percent                                                           | 5.30%            | 6.40%                       | 11.70%                 |
|                          | Hispanic or Latino, percent                                                          | 14.00%           | 10.50%                      | 12.20%                 |

**Table 1: U.S. Census Bureau QuickFacts**

| Category                         | Fact                                                                                   | Washington State | Thurston County, Washington | Lacey city, Washington |
|----------------------------------|----------------------------------------------------------------------------------------|------------------|-----------------------------|------------------------|
|                                  | White alone, not Hispanic or Latino, percent                                           | 65.10%           | 71.90%                      | 62.80%                 |
| Population Characteristics       | Veterans, 2018-2022                                                                    | 499,332          | 28,374                      | 6,179                  |
|                                  | Foreign born persons, percent, 2018-2022                                               | 14.90%           | 8.40%                       | 12.30%                 |
| Housing                          | Housing units, July 1, 2022, (V2022)                                                   | 3,314,390        | 125,166                     | X                      |
|                                  | Owner-occupied housing unit rate, 2018-2022                                            | 63.80%           | 67.30%                      | 57.90%                 |
|                                  | Median value of owner-occupied housing units, 2018-2022                                | \$473,400        | \$411,700                   | \$378,700              |
|                                  | Median selected monthly owner costs -with a mortgage, 2018-2022                        | \$2,249          | \$2,071                     | \$1,968                |
|                                  | Median selected monthly owner costs -without a mortgage, 2018-2022                     | \$703            | \$694                       | \$641                  |
|                                  | Median gross rent, 2018-2022                                                           | \$1,592          | \$1,499                     | \$1,639                |
|                                  | Building permits, 2022                                                                 | 49,033           | 1,538                       | X                      |
| Families and Living Arrangements | Households, 2018-2022                                                                  | 2,979,272        | 115,695                     | 22,256                 |
|                                  | Persons per household, 2018-2022                                                       | 2.53             | 2.51                        | 2.48                   |
|                                  | Living in same house 1 year ago, percent of persons age 1 year+, 2018-2022             | 84.1%            | 83.4%                       | 82.1%                  |
|                                  | Language other than English spoken at home, percent of persons age 5 years+, 2018-2022 | 20.5%            | 12.0%                       | 18.5%                  |
| Computer Use                     | Households with a computer, percent, 2018-2022                                         | 96.1%            | 96.2%                       | 95.0%                  |
|                                  | Households with a broadband Internet subscription, percent, 2018-2022                  | 92.1%            | 92.4%                       | 91.9%                  |
| Education                        | High school graduate or higher, percent of persons age 25 years+, 2018-2022            | 92.1%            | 94.3%                       | 93.2%                  |
|                                  | Bachelor's degree or higher, percent of persons age 25 years+, 2018-2022               | 38.0%            | 36.4%                       | 32.1%                  |

**Table 1: U.S. Census Bureau QuickFacts**

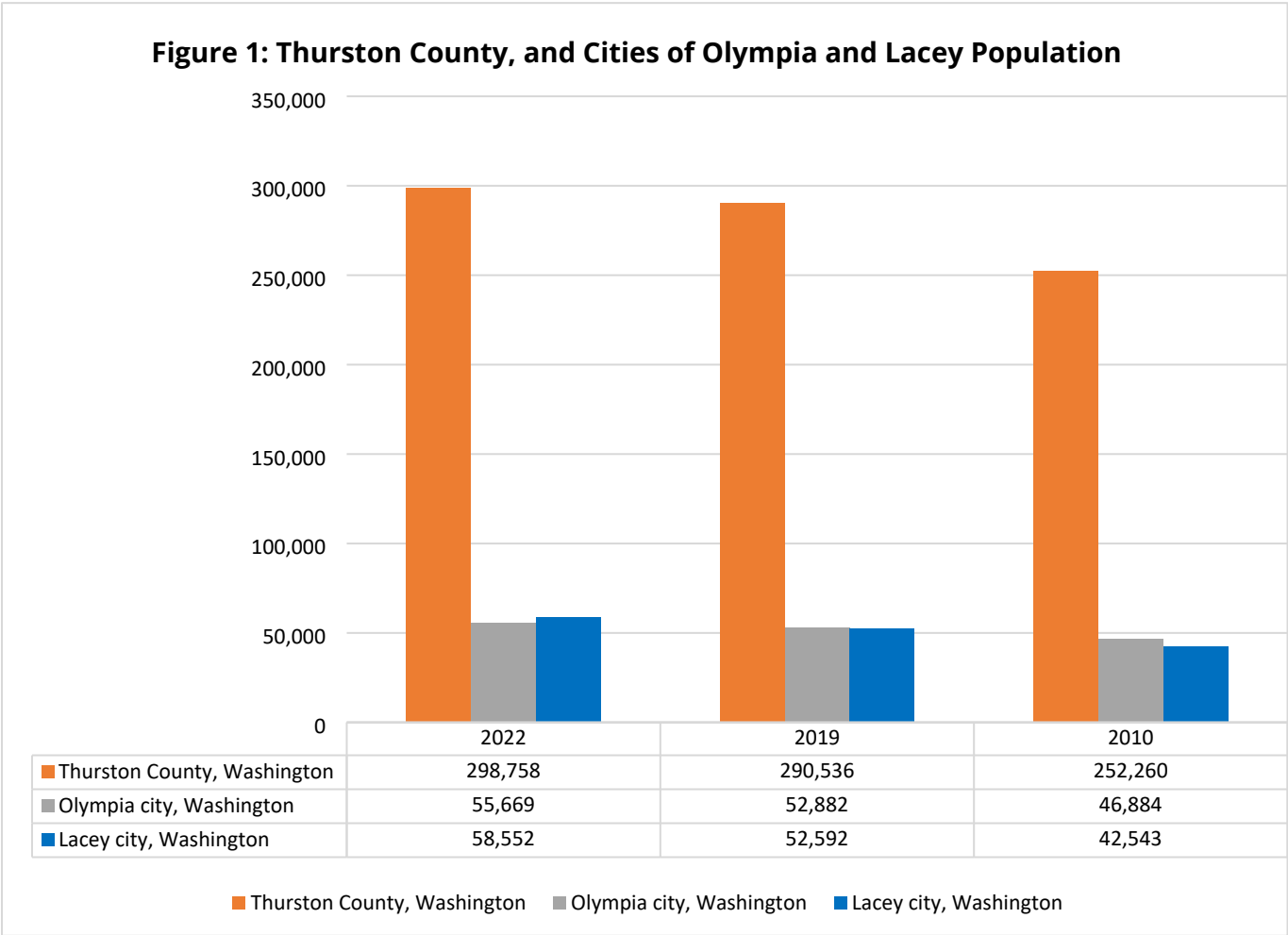
| Category           | Fact                                                                            | Washington State | Thurston County, Washington | Lacey city, Washington |
|--------------------|---------------------------------------------------------------------------------|------------------|-----------------------------|------------------------|
| Health             | With a disability, under age 65 years, percent, 2018-2022                       | 9.1%             | 10.4%                       | 11.1%                  |
|                    | Persons without health insurance, under age 65 years, percent                   | 7.2%             | 6.8%                        | 6.5%                   |
| Economy            | In civilian labor force, total, percent of population age 16 years+, 2018-2022  | 63.6%            | 59.5%                       | 57.7%                  |
|                    | In civilian labor force, female, percent of population age 16 years+, 2018-2022 | 58.7%            | 56.6%                       | 56.1%                  |
|                    | Total accommodation and food services sales, 2017 (\$1,000)                     | 21,068,612       | 574,487                     | 140,673                |
|                    | Total health care and social assistance receipts/revenue, 2017 (\$1,000)        | 56,442,218       | 1,815,856                   | 224,339                |
|                    | Total transportation and warehousing receipts/revenue, 2017 (\$1,000)           | 21,845,661       | 251,286                     | 106,182                |
|                    | Total retail sales, 2017 (\$1,000)                                              | 160,284,785      | 3,958,772                   | 1,028,958              |
|                    | Total retail sales per capita, 2017                                             | \$21,579         | \$14,126                    | \$20,731               |
| Transportation     | Mean travel time to work (minutes), workers age 16 years+, 2018-2022            | 27.3             | 26.6                        | 25.7                   |
| Income and Poverty | Median household income (in 2022 dollars), 2018-2022                            | \$90,325         | \$88,895                    | \$79,874               |
|                    | Per capita income in past 12 months (in 2022 dollars), 2018-2022                | \$48,685         | \$42,306                    | \$37,663               |
|                    | Persons in poverty, percent                                                     | 10.0%            | 8.7%                        | 10.9%                  |
| Businesses         | Total employer establishments, 2021                                             | 198,854          | 6,529                       | X                      |
|                    | Total employment, 2021                                                          | 2,821,109        | 74,432                      | X                      |
|                    | Total annual payroll, 2021 (\$1,000)                                            | 224,059,967      | 3,759,085                   | X                      |
|                    | Total employment, percent change, 2020-2021                                     | -4.70%           | -3.20%                      | X                      |
|                    | Total nonemployer establishments, 2020                                          | 488,871          | 16,206                      | X                      |
|                    | All employer firms, Reference year 2017                                         | 148,824          | 5,510                       | 1,093                  |

**Table 1: U.S. Census Bureau QuickFacts**

| Category  | Fact                                                  | Washington State | Thurston County, Washington | Lacey city, Washington |
|-----------|-------------------------------------------------------|------------------|-----------------------------|------------------------|
|           | Men-owned employer firms, Reference year 2017         | 75,886           | 2,812                       | 526                    |
|           | Women-owned employer firms, Reference year 2017       | 29,770           | 913                         | 148                    |
|           | Minority-owned employer firms, Reference year 2017    | 23,641           | 750                         | 271                    |
|           | Nonminority-owned employer firms, Reference year 2017 | 112,417          | 4,035                       | 589                    |
|           | Veteran-owned employer firms, Reference year 2017     | 8,687            | 446                         | 89                     |
|           | Nonveteran-owned employer firms, Reference year 2017  | 124,377          | 4,242                       | 752                    |
|           |                                                       |                  |                             |                        |
| Geography | Population per square mile, 2020                      | 115.9            | 408                         | 3,112.00               |
|           | Population per square mile, 2010                      | 101.2            | 349.4                       | 2,639.90               |
|           | Land area in square miles, 2020                       | 66,455.12        | 722.5                       | 17.2                   |
|           | Land area in square miles, 2010                       | 66,455.52        | 721.96                      | 16.06                  |

Population

In 2022, Lacey became the largest city in Thurston County, which is the sixth most populous county in Washington.

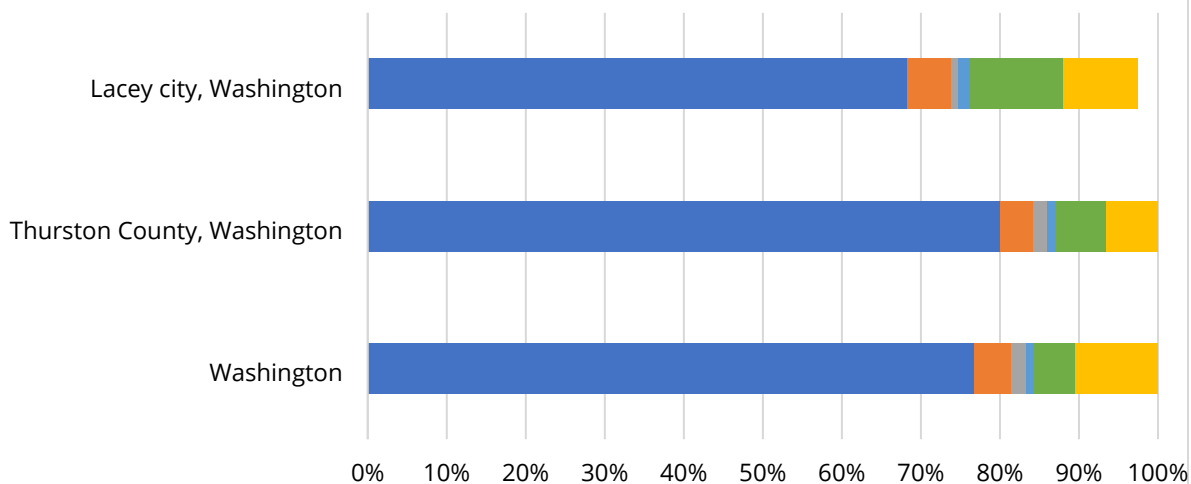


Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

## Race

Lacey is the most diverse city in Thurston County. As in much of the country, the largest and fastest growing population segment is people of two or more races.

**Figure 2: Race, Washington State, Thurston County, City of Lacey, 2023**



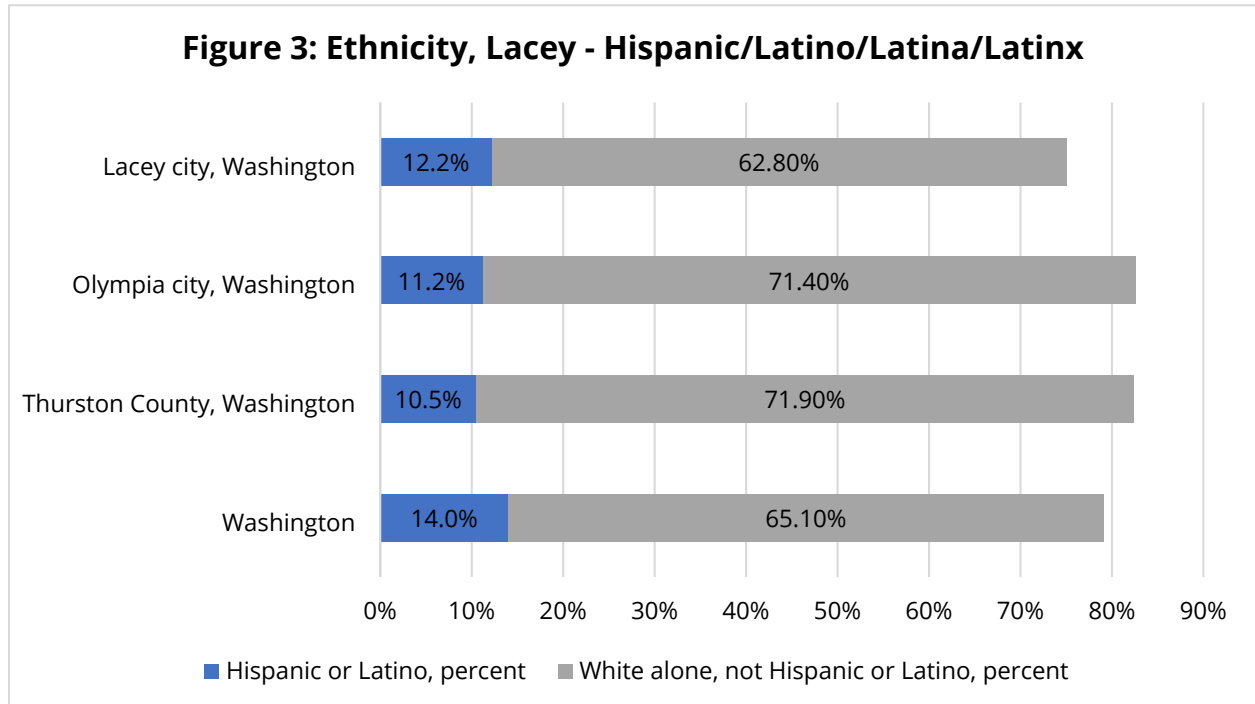
|                                                  | Washington | Thurston County, Washington | Lacey city, Washington |
|--------------------------------------------------|------------|-----------------------------|------------------------|
| Asian alone                                      | 10.5%      | 6.6%                        | 9.4%                   |
| Two or More Races                                | 5.3%       | 6.4%                        | 11.7%                  |
| Native Hawaiian and Other Pacific Islander alone | 0.8%       | 1.1%                        | 1.6%                   |
| American Indian and Alaska Native alone          | 2.0%       | 1.8%                        | 0.8%                   |
| Black or African American alone                  | 4.6%       | 4.1%                        | 5.6%                   |
| White alone                                      | 76.8%      | 80.1%                       | 68.3%                  |

- Asian alone
- Two or More Races
- Native Hawaiian and Other Pacific Islander alone
- American Indian and Alaska Native alone
- Black or African American alone
- White alone

Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

## Ethnicity

The Hispanic/Latino/Latina/Latinx (defined by the U.S. Census Bureau as “Hispanic or Latino”) population in Lacey has grown from 9.2% in 2010 to 12.2% in 2023.

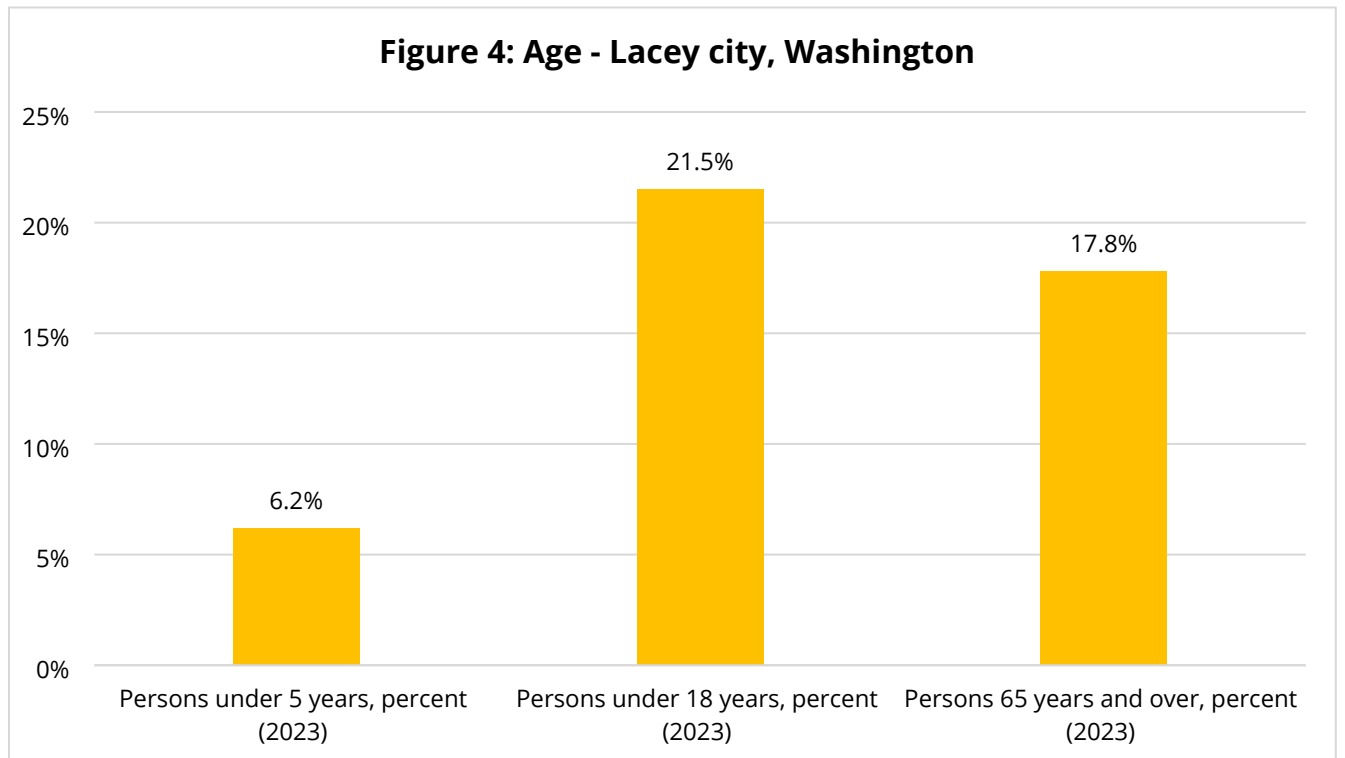


Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023



## Age

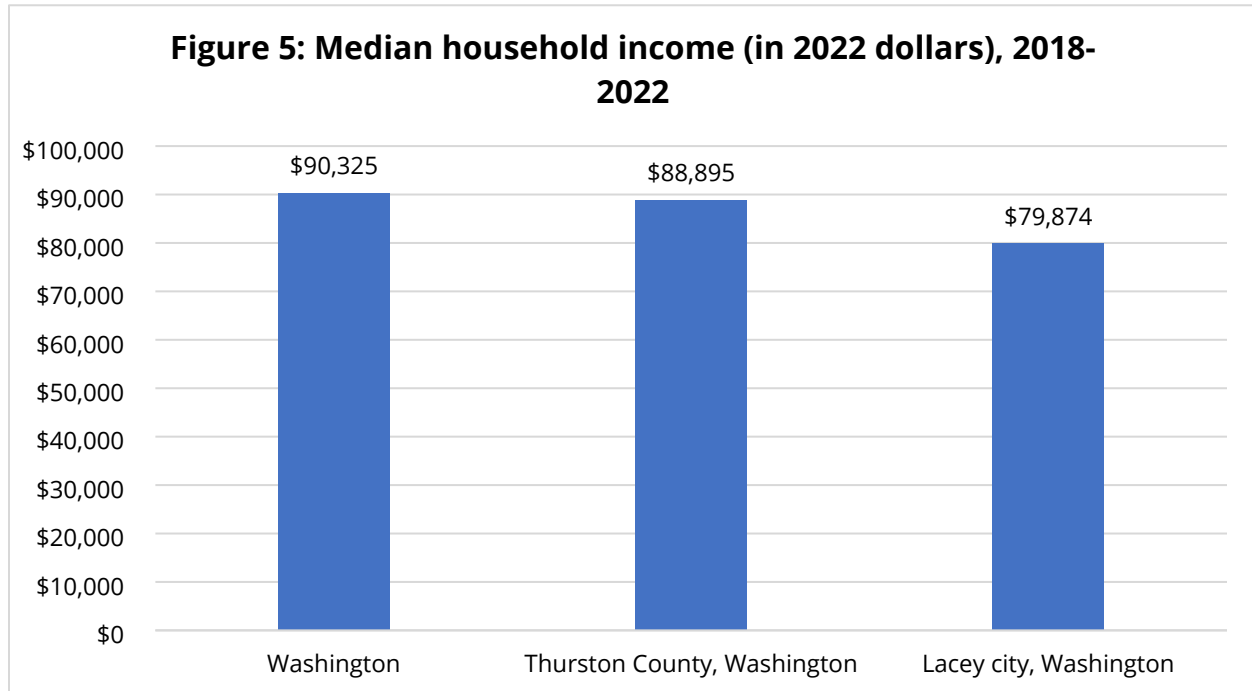
Persons under 18 years of age make up 21.5% of the Lacey population, of that 6.2% are under 5 years of age. Individuals between 18 years of age and under 65 years of age make up around 60.7% percent of the population. Individuals over 65 years make up around 17.8% of the population.



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

## Median Household Income

The median household income for Lacey remains lower than Thurston County and Washington state.



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

## Other Key Housing Data

- Lacey has a total of 22,256 households with an average of 2.48 persons per household.
- Housing in Lacey is 57.9% owner-occupied.
- 82.1% of individuals were living in same house 1 year ago.
- Almost 95% of households reported having a computer present, and 91.9% report having a broadband internet subscription.

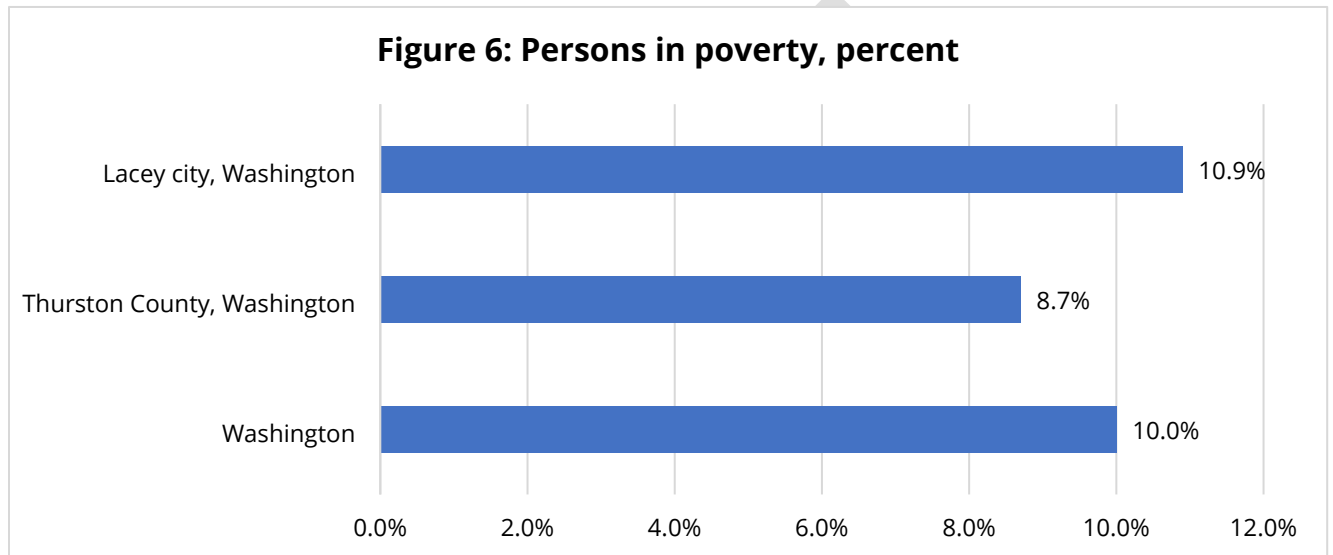
Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

- (**NOTE: WORK IN PROGRESS**) For more data on homeowner rates by Race, see: [Home Ownership and Race/Ethnicity \(arcgis.com\)](#) In addition, other sources include:
  - [Housing Tenure by Race Variables map \(arcgis.com\)](#)

- [Home Ownership Rates by Race \(arcgis.com\)](#)
- [ArcGIS - Where are there racial disparities in homeownership?](#)

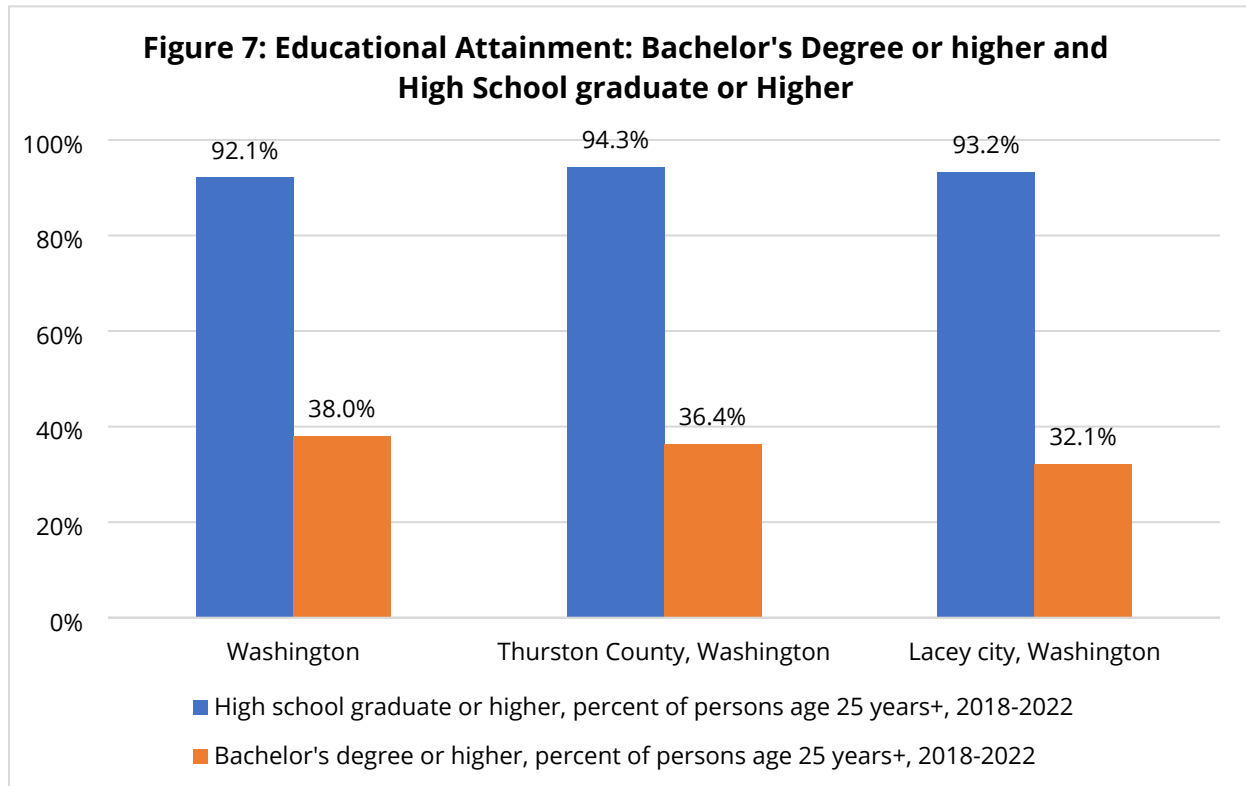
## Poverty Rate

Lacey's poverty rate is 10.9%, above the Washington state average of 10%.



## Education

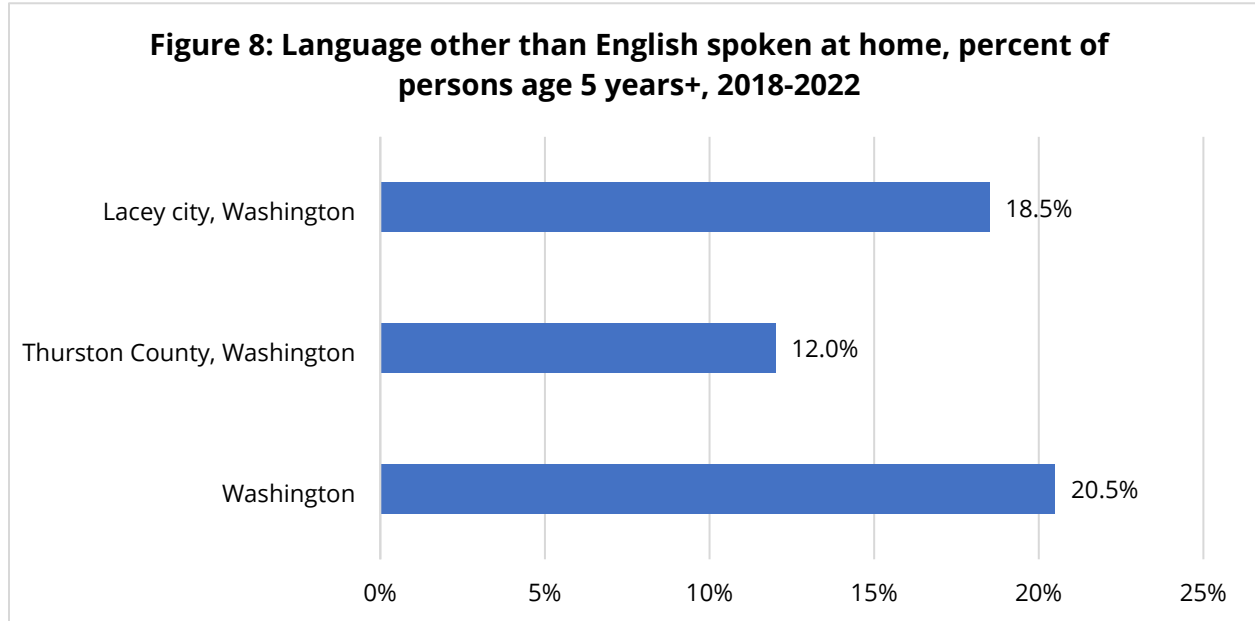
Lacey has higher rates of persons with educational attainment of high school graduate or higher than the state. However, Lacey has a lower rate of a bachelor's degree or higher than the state and Thurston County.



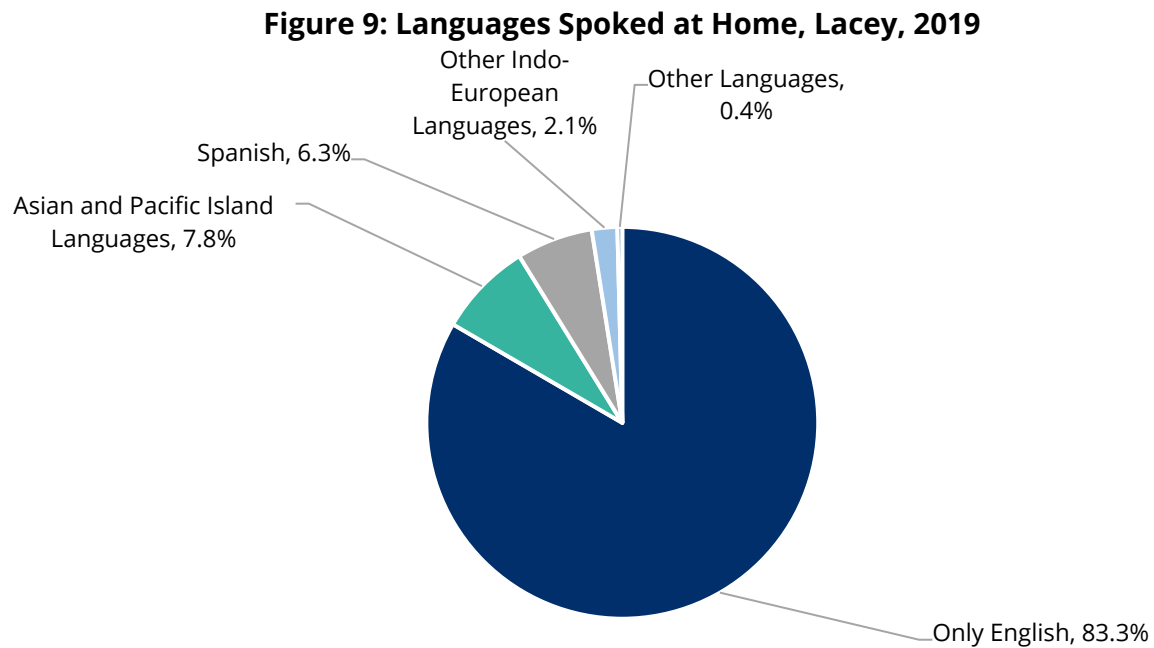
Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

## Languages Spoken at Home

Around 18.5% of Lacey households speak a language other than English at home. Asian and Pacific Island languages and Spanish are the most prevalent.



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023



Source: 2020 U.S. Census American Community Survey, 2019

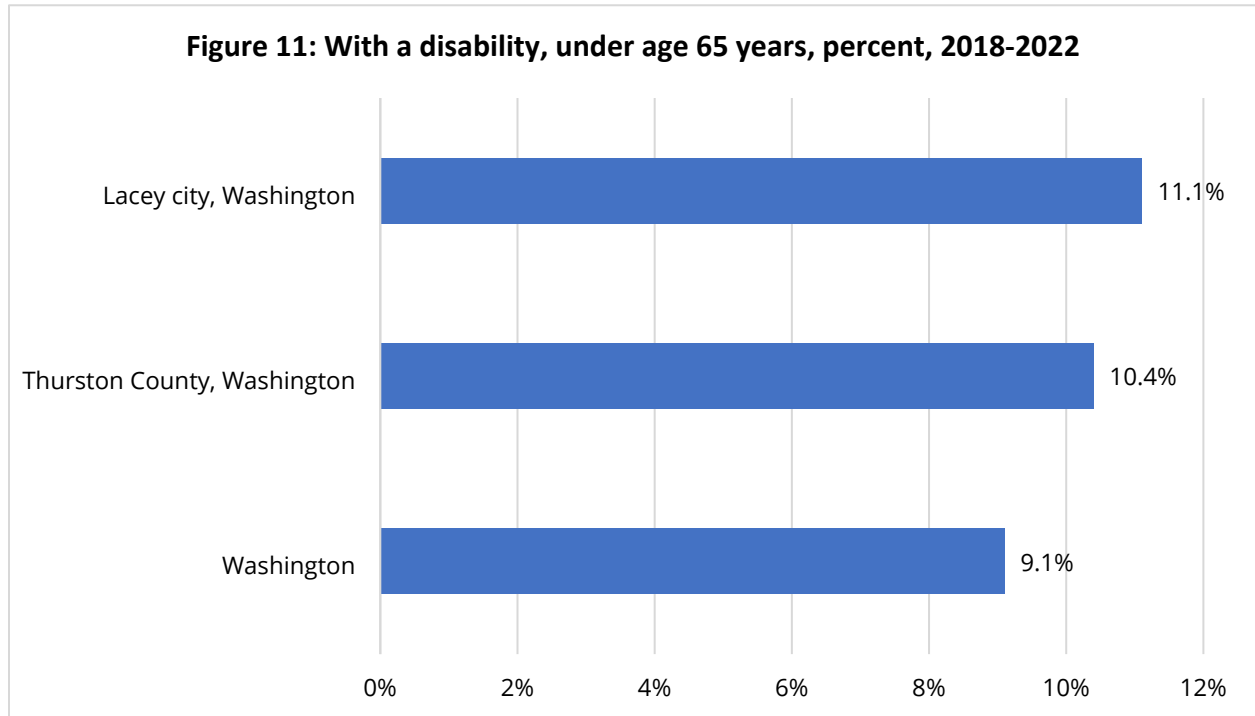
**Figure 10: Top 7 Languages Spoken at Home  
for Populations 5 Years and Over in Lacey**

|                                       |                                            | <b>Estimate</b> | <b>% of Total</b> |
|---------------------------------------|--------------------------------------------|-----------------|-------------------|
|                                       | Total:                                     | 45,849          | -                 |
| 1                                     | Speak only English                         | 38,210          | 83%               |
| 2                                     | Spanish                                    | 2,900           | 6%                |
| 3                                     | Korean                                     | 1,035           | 2%                |
| 4                                     | Tagalog (incl. Filipino)                   | 573             | 1%                |
| 5                                     | German or other West Germanic languages    | 540             | 1%                |
| 6                                     | Vietnamese                                 | 402             | 1%                |
| 7                                     | Chinese (incl. Mandarin, Cantonese)        | 354             | 1%                |
| <b>Other Languages Spoken at Home</b> |                                            |                 |                   |
| 8                                     | Other Asian and Pacific Island languages   | 1,207           | 3%                |
| 9                                     | Other Indo-European languages              | 233             | 1%                |
| 10                                    | Russian, Polish, or other Slavic languages | 165             | 0%                |
| 11                                    | Arabic                                     | 123             | 0%                |
| 12                                    | Other and unspecified languages:           | 65              | 0%                |
| 13                                    | French, Haitian, or Cajun                  | 42              | 0%                |

Source: 2020 U.S. Census American Community Survey, 2019

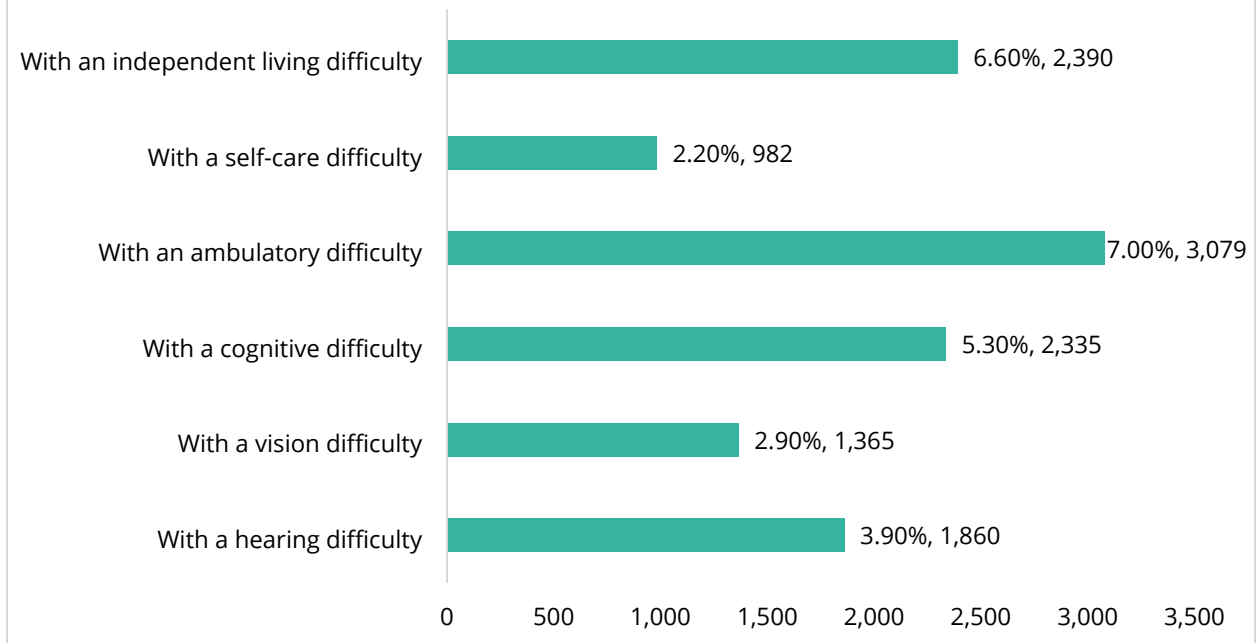
## Individuals with Disabilities

Lacey has a higher rate of persons under the age of 65 years with a disability than Thurston County and the state.



From 2019 data, about 25% of Lacey's population (about 6,300 people) self-identify as having one or more hearing, vision, cognitive, or ambulatory disabilities.

**Figure 12: Individuals with Disabilities, Lacey (2019)**

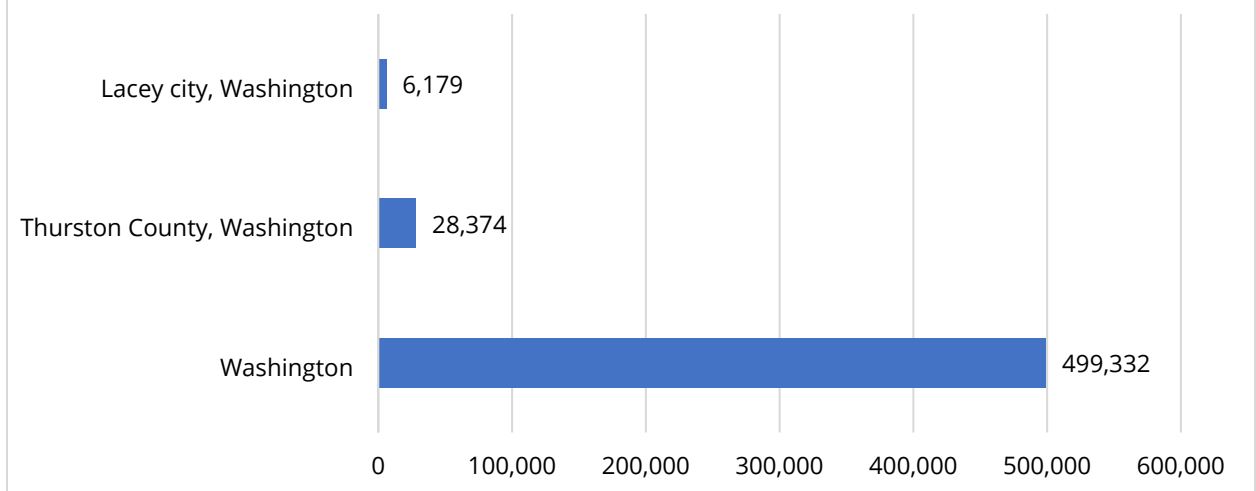


Source: 2020 U.S. Census American Community Survey, 2019

## Veterans

A total of 6,179 military Veterans live in Lacey. Lacey is home to the highest concentration of Joint Base Lewis McChord-affiliated personnel in Thurston County.

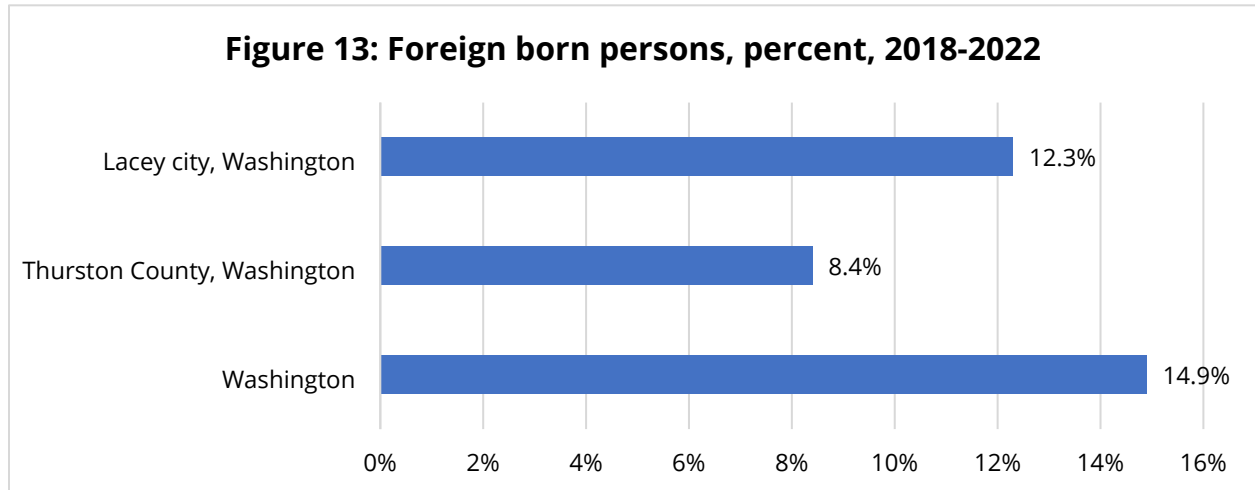
**Figure 13: Veterans, 2018-2022**





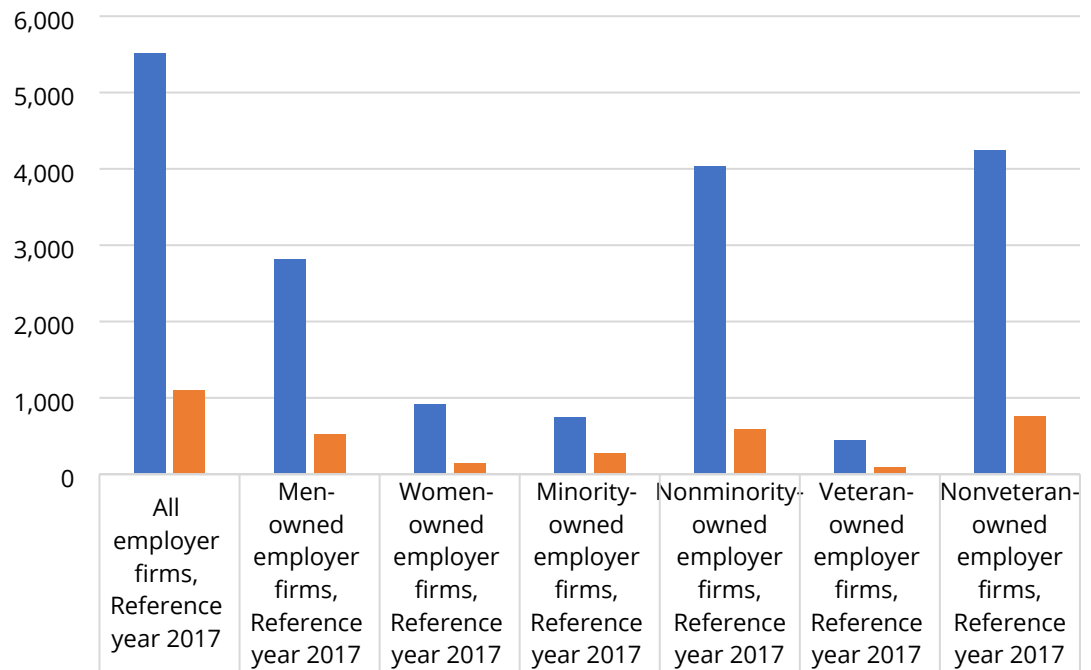
## Place of birth

Approximately 12.3% of Lacey residents were born outside of the United States. This is significantly higher than Thurston County.



## Employer Firms

**Figure 14: Employer Firms Thurston County and Lacey (2017)**



|                               |       |       |     |     |       |     |       |
|-------------------------------|-------|-------|-----|-----|-------|-----|-------|
| ■ Thurston County, Washington | 5,510 | 2,812 | 913 | 750 | 4,035 | 446 | 4,242 |
| ■ Lacey city, Washington      | 1,093 | 526   | 148 | 271 | 589   | 89  | 752   |

■ Thurston County, Washington   ■ Lacey city, Washington

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# Commission on Equity

Work Plan 2024 | 02.13.2024



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# 2024 Work Plan

## Includes:

- Background
- Review of 2022/2023 Activities – Table A
- 2023 Work Plan Report Card – Table B
- 2024 Work Plan Report – Table C
- DEIB Strategic Plan Next Steps



## Commission on Equity

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# Commission on Equity

Advisory body tasked with:

- Identifying and advancing opportunities that will create a more welcoming community;
- continuing critical conversations on race and equity;
- seeking greater participation from underrepresented community members; and
- identifying existing gaps and barriers which could prevent full participation in government and public policy.



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# Commission on Equity



| First Name | Last Name | City / UGA | Position     |
|------------|-----------|------------|--------------|
| Clifton    | Brown     | City       | Commissioner |
| Kim        | Sauer     | City       | Vice Chair   |
| Thelma     | Jackson   | City       | Commissioner |
| Annie      | Clay      | UGA        | Chair        |
| Kristine   | Stolberg  | City       | Commissioner |
| Makieda    | Hart      | UGA        | Commissioner |
| Jonathan   | Hegwood   | City       | Commissioner |
| Samuel     | Tatarian  | Youth      | LYC Rep.     |





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# 2023 – Key Projects / Initiatives

- Advisory Board Stipend Program
- Land Acknowledgement
- Park Sponsorship Policy
- PCR Comprehensive Plan
- Community Partners: NTPS, Timberland, JPII
- **Community Forums** / Focus Groups
- Events: Juneteenth, Lacey Cultural Celebration
- Draft DEIB Strategic Plan Workshops
- Legislative Meeting Process
- Equity Tools (started)
- Community Liaison Program (started)



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# 2023 Community Forums

- Black and African American Forum
- LGBTQIA+
- Immigrant

Previous engagement:

- Community Engagement Sessions
- Focus groups: Senior Center, Lacey Youth Council
- Online surveys





# Community Forums

## What we heard (in brief)

- Have more visual representation that demonstrates that the City is welcoming of all.
- Continue collaboration with community partners.
- Eliminate racism / inequities in government, community services, other sectors.
- Find existing gaps in engagement and focus efforts on closing these gaps. Create targeted outreach and engagement plans, use trusted messengers.



Feedback to be integrated in DEIB Strategic Plan



# Community Forums

## What we heard (in brief)

- Create a place or opportunities where people can meet and engage with one another.
- Host more events like the Community Forums.
- Provide information in multiple languages, including for information, engagement opportunities, civic roles, etc.
- Navigating government systems can be difficult. It can be hard to know how to get involved.
- In-person events only can be a barrier.



Feedback to be integrated in DEIB Strategic Plan



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# 2024 COE Work Plan

## Key Project / Initiatives

- DEI Strategic Plan finalization
- Advisory Board recruitment process review
- Community Liaison Programs
- Community Surveys
- Equity Tools
- Equity Maps
- Comprehensive Plan involvement
- DEI Summit planning and hosting
- Continued forums and other engagement and events





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# 2024 COE Work Plan – Q1

| Table C        |    |                |                                                                                                                          |                            |
|----------------|----|----------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 2024 Work Plan |    |                |                                                                                                                          |                            |
| Year           | Q  | Category       | Activity                                                                                                                 | Status                     |
| 2024           | Q1 | Engagement     | 1. Participate in the Lacey Cultural Celebration.                                                                        |                            |
|                |    |                | 2. Hold a joint/informational meeting with Business community representatives: Thurston County EDC, local Chambers, etc. |                            |
|                |    | Strategic Plan | 1. Continue work on Draft DEI Strategic Plan.                                                                            | See below for more detail. |
|                |    | Policy Items   | 2. Continue research and review on paid community liaison programs.                                                      |                            |
|                |    |                | 3. Continue research on Equity Tools.                                                                                    |                            |
|                |    |                | 4. Review other City policy documents, as they come up. (e.g., Economic Development Plan, etc.)                          |                            |
|                |    | Program Items  | 5. Joint meeting with City Council and Annual Report Out                                                                 |                            |
|                |    | Events         | 6. Start 42 <sup>nd</sup> Juneteenth Celebration planning with Fred U. Harris Lodge                                      |                            |
|                |    |                | 7. Participate in the Lacey Cultural Celebration.                                                                        |                            |



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# 2024 COE Work Plan – Q2

| Year | Q  | Category       | Activity                                                                                          | Status                     |
|------|----|----------------|---------------------------------------------------------------------------------------------------|----------------------------|
| 2024 | Q2 | Engagement     | 8. Hold a focus group with community members / affinity group(s) (All Abilities)                  |                            |
|      |    |                | 9. Joint Meeting with the Lacey Youth Council.                                                    |                            |
|      |    |                | 10. Hold a joint/informational meeting with DEI representatives from local education institutions |                            |
|      |    | Strategic Plan | 11. Continue work on Draft DEI Strategic Plan.                                                    | See below for more detail. |
|      |    | Policy Items   | 12. Continue research and review on paid community liaison programs; create a recommendation.     |                            |
|      |    |                | 13. Continue research and review on equity tools; create a recommendation.                        |                            |
|      |    |                | 14. Start review of Advisory Board recruitment process.                                           |                            |
|      |    |                | 15. Comprehensive Plan Involvement.                                                               |                            |
|      |    |                | 16. Review other City policy documents, as they come up.                                          |                            |
|      |    | Program Items  | 17. Review of Community Survey options.                                                           |                            |
|      |    | Events         | 18. Participate in the 42 <sup>nd</sup> Juneteenth Celebration with the Fred U. Harris Lodge.     |                            |
|      |    |                | 19. Start planning DEI Summit.                                                                    |                            |



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# 2024 COE Work Plan – Q3

| Year | Q  | Category       | Activity                                                                                        | Status                     |
|------|----|----------------|-------------------------------------------------------------------------------------------------|----------------------------|
| 2024 | Q3 | Engagement     | 19. Hold a joint/informational meeting with DEI representatives from other government entities. |                            |
|      |    |                | 20. Hold a focus group with community members / affinity group(s) (TBD).                        |                            |
|      |    | Strategic Plan | 21. Recommend Adoption of Strategic Plan.                                                       | See below for more detail. |
|      |    | Policy Items   | 22. Start research and review of Equity Maps.                                                   |                            |
|      |    |                | 23. Continue Comprehensive Plan Involvement.                                                    |                            |
|      |    |                | 24. Create recommendation on Advisory Board Recruitment process.                                |                            |
|      |    |                | 25. Review other City policy documents, as they come up.                                        |                            |
|      |    | Program Items  | 26. Recommend Community Survey options.                                                         |                            |
|      |    | Events         |                                                                                                 |                            |
|      |    |                | 27. Continue Planning DEI Summit                                                                |                            |





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# 2024 COE Work Plan – Q4

| Year | Q  | Category       | Activity                                                | Status |
|------|----|----------------|---------------------------------------------------------|--------|
| 2024 | Q4 | Engagement     | 28. Hold a focus group with community members (TBD).    |        |
|      |    |                | 29. Recruit for COE Members (if needed)                 |        |
|      |    | Strategic Plan | 30. Implementation (continuously)                       |        |
|      |    |                |                                                         |        |
|      |    | Policy Items   | 31. Continue research and review of Equity Maps.        |        |
|      |    |                | 32. Continue Comprehensive Plan Involvement.            |        |
|      |    |                | 33. Review other City policy documents, as they come up |        |
|      |    |                | 34. Draft 2025 Commission on Equity Work Plan           |        |
|      |    | Program Items  | -                                                       |        |
|      |    | Events         | 35. Host DEI Summit                                     |        |



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# Discussion on Work Plan

RECOMMENDATION: Discuss the draft Commission on Equity Work Plan 2024

Consider Option 1, adopting the workplan, at a future Regular City Council Meeting.

**Option 1:** Adopt the Commission on Equity Work Plan 2024.

**Option 2:** Take no action; Do not adopt the Commission on Equity Work Plan 2024. This option would provide less direction for the Commission on Equity in 2024.

**Option 3:** Provide direction to City staff on other elements to consider. After further diligence on these elements, City Staff would then return to the Lacey City Council to review additional materials for consideration. This option would provide less or delayed direction for the Commission on Equity in 2024.

**Option 4:** Some other option not contemplated in the above options.

