



City of Lacey, Washington Commission on Equity Agenda

Refer to the bottom of the agenda for meeting information.

Thursday, May 30, 2024

5:30 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Land Acknowledgment

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 they have 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 May 6, 2024, 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 Jon Hegwood

7. Business Items

- A. **School Resource Officer Program Overview**
Robert Almada, Chief of Police
- B. **Draft DEIB Strategic Plan: Status Overview, Part II and Draft Review**
Shannon Kelley-Fong, Assistant City Manager

- C. **Equity Index Maps Introduction**
Shannon Kelley-Fong, Assistant City Manager

8. Commissioner Reports

- A. **43rd Juneteenth Celebration Update**
Commissioner Clifton Brown

9. Director Report

- A. **Future Community Forums**
Shannon Kelley-Fong, Assistant City Manager

10. Adjourn

Next Meetings and Upcoming Events

- **43rd Juneteenth Celebration** - June 15, 2024 - 11:30 a.m. - 4:00 p.m. at Regional Athletic Complex, 8345 Steilacoom Road SE
- **Commission on Equity Meeting** - June 24, 2024 - 5:30 p.m. at City Hall or remote
- **Commission on Equity Meeting** - July 22, 2024 - 5:30 p.m. at City Hall or remote

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/webinar/register/WN_oypJJMmVRZSLjByL4RAWfg

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

YouTube: <https://www.youtube.com/watch?v=rVcspBnvkkU>

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 867 5402 0228)

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/webinar/register/WN_oypJJMmVRZSLjByL4RAWfg

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



Written Public Comment

Please email written public comments to coe@cityoflacey.org by 12:00 p.m. on Thursday, May, 30, 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
Monday, May 6, 2024 - Council Chambers and Online

1. Call to Order

Chair Clay called the meeting to order at 6:00 p.m.

2. Roll Call

EQUITY COMMISSIONERS PRESENT: Chair Annie Clay; Vice Chair Kim Sauer; Commissioner Clifton Brown; Commissioner Thelma Jackson; Commissioner Kristine Stolberg (remote); Commissioner Makieda Hart (remote); Commissioner Jonathan Hegwood (remote)

YOUTH COUNCIL PRESENT: Deputy Mayor Zury Ramirez-Plascencia, Rep. to North Thurston High Schools; Councilmember Nathaniel Clay, Rep. to the Parks, Culture, and Recreation Board; Councilmember Sophie Allard, Rep. to the Library Board; Councilmember Rory Line, Rep. to the Historical Commission; Councilmember Samuel Tatarian, Rep. to the Commission on Equity

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager; Sadie Siglin, Management Analyst; Brandy Legomina, Deputy City Clerk

3. Land Acknowledgment:

Vice Chair Sauer read the abbreviated Land Acknowledgment.

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

A. Approval of Agenda

B. Approval of March 25, 2024, meeting minutes

Commissioner Jackson moved to approve the agenda and the minutes of

March 25, 2024. Vice Chair Sauer seconded. Motion carried.

5. Public Comment Policy

A. Public Comment Policy

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong presented the Draft Public Comment Policy. This presentation included discussion on the Rules of Procedure for Public Comment; the occurrence of Zoom-bombing events; the City of Lacey's Anti-discrimination Statement and Hate Speech Condemnation press release; background on the types of speech protected by the U.S. Constitution's First Amendment; definitions of hate speech and hate crime offense; public comment through limited public forums; and the Open Public Meeting Act (OPMA) requirements. Discussion ensued.

6. Public Comment:

Verbal Public Comment

One (1) person signed up to speak at the meeting.

Community Member Cecilia Candida Zamprelli-Jones, Lacey resident, spoke on the barriers created by implementing a two (2) hour pre-registration requirement for public comment; the need to provide equitable services for accessibility; and called for representation on boards to reflect the population at large.

Written Public Comment

Two (2) written public comments were received.

7. Inspirational Item:

A. Thelma Jackson, Commissioner

Commissioner Jackson presented on the diverse and inclusive celebrations pertaining to Mother's Day.

8. Business Items:

A. Meeting with the Lacey Youth Council

Annie Clay, Chair of the Commission on Equity
Sarah Towne, Mayor of the Lacey Youth Council
Sadie Siglin, Management Analyst

The following Lacey Youth Council members provided reports on the 2023-2024 Lacey Youth Council: Tatarian reported on the Thurston County Ballot Processing



Center. Line reported on Public Safety; Clay reported on North Thurston Public Schools (NTPS); Allard reported on Houselessness; and Ramirez-Plascencia reported on the 2024 Lacey Youth Summit and Resource Fair. Discussion ensued.

B. Community Liaison Program

Sadie Siglin, Management Analyst

Siglin presented an update on the Community Liaison Program. This presentation included discussions on compensation and potential barriers to implementing the Community Liaison Program. Discussion ensued.

C. Utility Wrap Project Phase 1 Recommendation

Sadie Siglin, Management Analyst

Siglin presented the Utility Wrap Project Phase 1 Recommendation. This presentation included discussions on the 2022-2026 Public Art 6-Year Plan for utility wrapping using art submissions from the community. Themes with multiple submissions were reviewed by the Commission and will be recommended, alongside the reviews of the Historical Commission, to the City Council for award. Discussion ensued.

D. Draft DEIB Strategic Plan Status Overview Part 1

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong presented the Draft Diversity, Equity, Inclusion, and Belonging (DEIB) Strategic Plan. This presentation included discussions and status updates on various goals pertaining to: the equity plan, hiring and retention, development and workplace, communications, engagement, relationships, and collaboration. Kelley-Fong also overviewed demographic data related to past public engagement efforts. Discussion ensued.

9. Commissioner Reports:

A. All Abilities Community Forum

Makieda Hart, Commissioner
Kristine Stolberg, Commissioner

Commissioners Hart and Stolberg presented on the All Abilities Community Forum which is scheduled for May 20, 2024, at the Senior Center, from 6:30 p.m. till 8:00 p.m.

B. League of Women Voters Equity Panel Update

Annie Clay, Chair
Clifton Brown, Commissioner



Chair Clay and Commissioner Brown reported on their attendance at the League of Women Voters Equity Panel. Chair Clay commented that the event was well attended and encouraged the Commission to collaborate with other entities. Commissioner Brown shared that the unique capacity of a commission allowed for an ability to outreach and focus on various topics.

10. Director Report:

A. Lacey Cultural Celebration Feedback

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong provided an overview of feedback gathered at the Lacey Cultural celebration event.

B. Equity and Inclusion Project Manager Update

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong reported that Veronica Hand would be the City's new Equity and Inclusion Project Manager. Hand previously assisted with the Immigrant Voices Community Forum held by the Commission on Equity.

Kelley-Fong reported on upcoming City Council items, including the Women's Marathon Trials Proclamation, the Asian American and Pacific Islander Heritage Month Proclamation, and an invitation from the Asian Pacific Islander Coalition of South Puget Sound chapter to attend the Asian American, Native Hawaiian, and Pacific Islander Heritage Month Event.

Kelley-Fong updated the Commission on a future meeting with regional Diversity, Equity, Inclusion, and Belonging staff.

11. Adjourn

Chair Clay adjourned the meeting at 8:32 p.m.



Status Ratings

Each goal subarea will receive a status rating of Complete, Significant Progress, Progress, or Emerging. As part of the annual reporting process, these statuses are intended to be re-evaluated by the City, the Commission on Equity, and Lacey City Council.



Complete

Most or all strategies/benchmarks are being actively practiced or are completed.



Significant Progress

Many strategies/benchmarks are being developed or are actively being implemented or practiced.



Progress

Several strategies/benchmarks are being developed or are actively being implemented or practiced.



Emerging

Little or no work on strategies/benchmarks.

Policies, Programs, and Services		The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.		
Category	Strategy	City Role	Department	Status
City Policies	A. Integrate and reflect equity values in all policy and planning documents, e.g., Budget, Comprehensive Plan, etc.	Lead	Leaders: CM, FI, CED Support/ Partners: ALL	Emerging
City Services	B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	Lead	Leaders: ALL Support/ Partners: ALL	Progress
Public Safety	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 negatively impact historically marginalized groups and low-income communities.	Lead Partner	Leaders: PD, CA, CM, JAS, FI Support/ Partners: CED	Progress
Parks, Culture, Recreation	D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers are eliminated.	Lead	Leaders: PCR, PW Support/ Partners: CA, CED, PW	Progress
Infrastructure	E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	Lead Partner	Leaders: PW, CM Support/ Partners: CA, CED, PCR	Emerging
Utilities	F. Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community	Lead Partner	Leaders: PW, FI Support/ Partners: CA, CED	Emerging
Acknowledgement / Events	G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	Lead	Leaders: PA, CM, CED, PCR Support/ Partners: ALL	Progress
Contracting	H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.	Lead	Leaders: CED, PA, CM, FI Support/ Partners: CA, CED, HR	Emerging

Policies, Programs, and Services						
Subarea	#	Strategy	#	Benchmark	Potential Reporting Frequency	Baseline (2024)
City Policies	A	Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.	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.	Annual	No equity framework tool exists. In 2023, the Commission on Equity received a briefing that introduced equity tools. The 2024 Commission on Equity Work Plan includes continuing to research equity tools.
City Policies	A	Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.	2	Create an equity map that supports the equity framework tool and other City projects.	Annual	No equity map exists.
City Policies	A	Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.	3	Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%.	Annual	The 2024 Budget includes references to diversity, equity, inclusion, and belonging efforts in the following budgets: • City Council • City Manager • Human Resources • Police The 2024 Budget included an increased in funding for equity initiatives, including funding for the Advisory Board Stipend Program (\$50,000). The Comprehensive Plan does not have a standalone equity section, however, equity is discussed in the Housing Action Plan, which is the Housing Element of the Comprehensive Plan. Starting in 2024 and through 2025, the City will be updating its Comprehensive Plan, which will include a regional analysis on racially desperate impacts and displacement measures. The Comprehensive Plan may also include a Human Services Element, informed by the Human Services Needs Assessment to be performed in 2024 and 2025. Policy documents with equity: • Communications Plan • Work Plan 2022-2024 • 2023 Parks, Culture, Recreation Comprehensive Plan Example of Policy documents with no incorporation of equity: • City Council Policies and Procedures

						• Capital Facilities Plan • Transportation Plan • Wastewater Comprehensive Plan • Comprehensive Emergency Management Plan • Public Works Standards
City Policies	A	Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.	4	Support and resources for projects with DEIB emphasis increase annually.	Annual	Since 2022, the City has annually budgeted \$25,000 for equity initiatives. The 2023 Carryover Ordinance (2024 Amendment) includes \$42,019 for equity initiatives. In 2023, the Lacey City Council created the Advisory Board Stipend Program. The 2024 Budget provides \$50,000 for program implementation. The 2023 and 2024 Budget included funding for an Equity and Inclusion Program Manager. This position was filled in 2024.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	1	Community Survey – Rating of City government increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	2	Community Survey – Rating of overall direction that City is taking increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	3	Community Survey – Rating of overall City customer services increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted	4	Community Survey – Rating of the City treating all community members equitable increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.

		environment for underserved community members.				
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	5	Community Survey – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	6	Community Survey – Rating of community City direction increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	7	Percentage (%) of contracts and services agreements that incorporate non-discrimination language and equity elements increases and eventually reaches 100%.	Annual	The City's current Professional Services Agreement template contains Title VI assurances related to nondiscrimination. In 2023 LPCR Sponsorship Agreements were updated to include language on discrimination.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	8	Continuous, full-time City contractors meet City equity training standards, or equivalent.	Annual	The City has no established equity training standards, or equivalent for contractors working full-time for the City, at this point in time.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	9	City continues to raise awareness on City contracting processes and solicitation opportunities.	Annual	The City currently provides information on contracting processes and solicitation opportunities on its solicitation page: https://cityoflacey.org/rfp-rfq-rfi/ For some solicitations, the City uses the Office of Minority and Women's Business Enterprises Bids & Contracting Opportunities portal. The City has not performed a comprehensive outreach and engagement program on City contracting and solicitation opportunities. The City meets State requirements for contracting.

City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	10	City continues to evaluate and remove barriers to accessing City services.	Annual	In 2023, the City evaluated its legislative processes. This resulted in the elimination of City Council Committee Meetings to improve community member accessibility. All Public Meetings include both in person and virtual options to increase public access. Since 2022, the City has provided translation services for community members at front counters and in the field. Parks, Culture and Recreation has a Financial Assistance Program that awards qualified participants with up to \$100 per quarter to be used on any of available programs for any member of the household. There is additional assistance for day camp type programs per the policy. Parks, Culture and Recreation worked with the Commission on Equity to gain insights for marketing programs and events and has implemented non-digital advertising (physical posters in parks and schools) in addition to website, social media, and email methods. The City and Commission on Equity hosted three community forums outside of City Hall in 2023.
City Services	B	Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	11	Increased number of City external documents (forms, policies, applications, etc.) are accessible online.	Annual	Community members can access most City external documents online. However, a few documents remain in paper form only, e.g., Special Events Application.
Public Safety	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 negatively impact historically marginalized groups and low-income communities.	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.	Annual	LPD provides an annual report to the Lacey City Council reviewing department demographics, arrest demographics, use of force demographics, crime data, department standards, staffing update, and more. The 2023 Report occurred on March 26, 2024. The population of Lacey: 31.7% identify as people of color. The population of Lacey: 51% identify as female. Full-time, Commissioned Police Workforce: 38.6% of individuals that identify as people of color (including all identified as Hispanic and Latino/a/x/e). 24.3% of individuals that identify as female.

					• Non-management positions: 42.1% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 28.1% identify as female. • Management positions: 23.1% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 7.7% identify as female. Administrative Police Workforce: • 44.4% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • 80% identify as female. • Non-management positions: 37.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 87.5% identify as female. • Management positions: 100% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 100% identify as females. See Appendix X for more information. See Appendix X for detailed overview and limitations (third party data collection, older data, misalignment with US Census Bureau information, etc.) on current, self-identified staff demographics. Currently, the Police Chief serves on the national Round Table on Racial Equity for Advancing Pretrial Policy and Research (APPR) and the APPR Policy Board for Thurston County. This initiative seeks to identify and eliminate systemic racial inequities in the justice system. The City currently does not collect demographic data on contract services, i.e., court or public defense.
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Public Safety	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.	2	Community Survey – Positive rating of Police services increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Public Safety	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.	3	Community Survey – Positive rating of crime prevention increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Public Safety	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.	4	Community Survey – Positive rating of animal control increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Public Safety	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.	5	Community Survey – Positive rating of emergency preparedness increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Public Safety	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	6	Community Survey – Positive rating of court services increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.

		historically marginalized groups and low-income communities.				
Public Safety	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.	7	LPD Community Academy participants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).	Annual	No demographic data collected on previous cohorts. Moving forward the City could evaluate Community Academy participants eligibility in the Advisory Board Stipend Program and as participants of the Advisory Board Demographic Survey, or equivalent.
Public Safety	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.	8	LPD continues to enhance community engagement efforts.	Annual	In 2023, LPD held the following community engagement events: • Coffee with a Cop (4x) • Cops, Cars N' Kids • Local Law Enforcement Recruiting Event • Faith & Blue – Community Resource Meet & Greet • Coffee & Costume with a Cop • Brats & Badges
Public Safety	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.	9	The new Police Station includes a community meeting space that is used for external community meetings.	Annual	The new Police Station is designed to include a community meeting space that can be used for external community meetings. Construction on the new Police Station will start in 2024 and continue into 2025.
Public Safety	C	Public safety services (e.g., police, emergency management, animal services, 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.	10	Continued enhancement of emergency preparedness community initiatives.	Annual	The City partners with Thurston County and other state and regional agencies to perform outreach on emergency management and preparedness. The City, through the Emergency Management & Safety Coordinator, continues to do outreach with interested public and private parties in the area (e.g., Jubilee, North Thurston School District, etc.). Outreach includes presentations on City plans for emergency response and preparedness.

Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	1	Increase accessibility and inclusive park amenities, e.g., trails, all access playgrounds, etc.	Annual	The City has two (2) playgrounds with enhanced accessibility in its parks system, and a third is being installed in 2025 at the new Greg Cuoio Park. The City has 7.2 miles of paved trails in its parks system. There are several miles of additional sidewalks in multiple parks that increase access options as well. In 2024, the City started planning efforts to upgrade William A. Bush Park playground to include more accessibility features. The project should be completed by 2026.
Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	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.	Annual	To review the full baseline, see the Parks, Culture, and Recreation Comprehensive Plan: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf The 2023 LPCR Comprehensive Plan update establishes a new measurement for park distribution level of service which will more accurately reflect accessibility and a .5 mile travelshed or “10-minute travel” will be determined taking into account barriers to access that might exist (for example, neighborhoods with no through streets, bodies of water, private property, etc.) Population is within a .5-mile travelshed of a neighborhood park: 78.5 percent of Pleasant Glade Planning Area 98.3 percent of the Wonderwood Planning Area 92.4 percent of the Rainier Vista Parks Planning Area 80.7 percent of the Interlake Planning Area 11.7 percent of the Pattison Planning Area 9.9 percent of the McAllister Planning Area 32.8 percent of the Meadows Planning Area 58.6 percent of the Tanglewilde/Thompson Place Planning Area 48.5 percent of the Hawks Prairie Parks Planning Area Notably, the above metric includes developed and undeveloped park sites.

Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	3	Increased use and awareness of recreation financial assistance fund to ensure recreation programs are available to all.	Annual	The Lacey Parks, Culture and Recreation Financial Assistance Program (FAP) awards qualified participants with up to \$100 per quarter to be used on any available programs for any member of the household. FAP allocations were: • 2021: \$3,000 • 2022: \$5,419 • 2023: \$7,874 In 2023: • The Parks, Culture, and Recreation Board changed the name of the Scholarship Program to FAP to increase the understanding of what the program is for. • City advertised FAP on City websites, in social media, on parks and trail kiosks, through North Thurston Public Schools, etc. to expand the reach • City met with Parks, Art, Culture, and Recreation (PARC) Foundation to identify youth financial assistance funding as a priority in the community.
Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	4	Community Survey – Rating of park system increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	5	Community Survey – Rating of recreation programs increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	6	Community Survey – Rating of community center increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	7	Community Survey – Rating of City-sponsored events increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.

Parks, Culture, Recreation	D	Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.	8	Community Survey – Positive rating of culture programs increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	1	Percentage (%) of ADA infrastructure in City increases.	Annual	Lacey has an ADA Transition plan for transportation and meets State requirements. In the future, the City endeavors to have better data on the following: • Miles of sidewalk. Any additions added or repaired each year. • Miles of ADA sidewalks and its percentage of all miles of sidewalk in the City. Any additions added or repaired each year.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	2	Percentage (%) of multimodal transportation infrastructure in City increases.	Annual	InterCity Transit, a City partner, provides 97.5 miles of regularly scheduled bus service in the City. The City's Comprehensive Plan (2016) includes the goal of "Prioritize and encourage bicycle and pedestrian trips by providing a safe, well-connected, and convenient bicycle and pedestrian circulation network throughout the City." The City has an adopted Pedestrian and Bicycle Plan for the City of Lacey and UGA, see: TRANSPORTATION0912_2018_Lacey-Pedestrian-and-Bicycle-Plan-reduced.pdf(cityoflacey.org) This plan includes a map of the existing pedestrian network in the City, including sidewalk and shared use paths on page 11, as well as a map of the existing bicycle network on page 13. Both maps are included as Appendix X. The City has around 14.7 miles of paved trails in the City. In the future, the City endeavors to have better data on the following: • Miles of bike infrastructure, including: ○ Miles of sharrows ○ Miles bike lanes ○ Miles of shared use paths ○ Miles protected bike lanes ○ Any additions added or repaired each year. • Miles of sidewalks in the City. Any additions added or repaired each year.

						Miles of non-paved trails in the City. The additions added or repaired each year.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	3	Community Survey – Rating of City roadways increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	4	Community Survey – Rating of availability of paths and trails increase. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	5	Community Survey – Rating of City's multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	6	Community Survey – Rating of Lacey's built environment increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Infrastructure	E	Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	7	Community Survey – Rating of City's public places and City facilities increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Utilities	F	Continue to provide affordable essential City utilities and collaborate with external providers to enhance services in the community	1	Community Survey – Rating of various City utilities increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Utilities	F	Continue to provide affordable essential City utilities and collaborate with external providers to enhance services in the community	2	Increased use and awareness of utility discounts for low-income seniors and disabled community members.	Annual	In 2023, the City advertised utility discounts for low-income seniors and disabled community members on its website, social media platforms, video streaming platforms, and in the monthly print newsletter, LaceyLife.
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and	1	Community Survey – Rating of "City creating a welcoming environment" increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.

		use of City platforms to amplify community voices.				
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	2	The City continues to develop and enhance relationships with local indigenous tribes.	Annual	In 2023, the City of Lacey adopted a land acknowledgement in collaboration with the Nisqually Indian Tribe. In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe flags to be flown during November, with each tribe's consent. In November 2023, the City of Lacey flew the Nisqually Indian Tribe flag at City Hall for two weeks. In 2023, the Lacey City Council voted unanimously to enter into a Cooperation Agreement (Agreement) with the Nisqually Indian Tribe to collaborate on the Nisqually Indian Tribe's plan to develop 250 acres of land in northeast Lacey, known as Quiemuth Village and Resort. For this project, the Lacey City Council provided a letter supporting the future development in the Nisqually Indian Tribe's U.S. Department of the Interior Indian Affairs (BIA) land trust application. In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas. Over the past few years, the City and the Nisqually Indian Tribe worked collaboratively on an art piece for the entry plaza of the forthcoming Museum & Cultural Center.
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	3	Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives.	Annual	Over the past few years, the City and the Nisqually Indian Tribe worked collaboratively on an art piece for the entry plaza of the forthcoming Museum & Cultural Center. In 2023, the City started the Utility Wrap project which highlights individuals with significant impacts on Lacey, including showcasing the contributions of persons of color and women in local Lacey history. The Historical Commission and Commission on Equity helped select individuals to be recognized as part of this project. The City will complete Phase 1 of this project in 2024.

						In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe flags to be flown during November, with each tribe's consent. In 2023, the City of Lacey flew the Nisqually Indian Tribe flag at City Hall for two weeks in November. In 2023, the City of Lacey flew the Nisqually Indian Tribe flag at City Hall for two weeks in November.
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	4	City publications and other materials reflect the community.	Annual	While the City endeavors to make City publications representative of the community it serves, there currently is no common review standard for publications and materials.
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	5	City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms.	Annual	In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe to be flown during November, with each tribe's consent. In 2023, the City of Lacey flew the Nisqually Indian Tribe flag at City Hall for two weeks in November. In November 2023, the City of Lacey flew the Nisqually Indian Tribe flag at City Hall for two weeks. In 2023, the City started the Utility Wrap project which highlights individuals with significant impacts on Lacey, including showcasing the contributions of persons of color and women in local Lacey history. The Historical Commission and Commission on Equity helped select individuals to be recognized as part of this project. The City will complete Phase 1 of this project in 2024. In 2022 the Goose Pond/Jackson historic marker was dedicated along the Karen Fraser Woodland Trail and artwork of Nat and Thelma Jackson was dedicated at the Lacey Community Center. In 2023, Dr. Thelma Jackson was presented with the Ken Balsley Historian of the Year award. She was selected by the Historical Commission. In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and	6	# and support for events and programming that highlights cultural diversity.	Annual	In 2023, the City supported the following events: • Lacey Cultural Celebration • Lacey Spring Fun Fair • Lacey In Tune Concert & Movie Series

		use of City platforms to amplify community voices.			• Play in the Park Series • Children's Day • Juneteenth • Commission on Equity Community forums • LTAC events • Depot Market Events In 2023, the City supported the following programs: • Stories of the South Sound Oral History Project • Teen Leadership Group • Teen Activity Nights In 2023, the City updated the Lodging Tax Application to include the a question on equity: "3. Safe, Inclusive, and Welcoming: Tell us how your event, activity, or program reinforces the City's commitment to being a safe, inclusive, and welcoming place for all." The City also updated it review process to include a scoring rubric as a tool for Lodging Tax Advisory Committee members to form recommendations. Events funded by Lodging Tax dollars include: Lacey Cultural Celebration, Spring Fun Fair, Juneteenth, Lacey in Tune, and Washington State Senior Games, to name a few. For a full list of awardees: https://cityoflacey.org/government/lacey-city-council/boards-commissions/ltac/ Proclamations are a ceremonial commemoration of an event or issue. In 2023, the City issued 23 Proclamations: • Reverend Dr. Martin Luther King, Jr. Day • Lacey Loves to Read • Future Business Leaders of America (FBLA) Week • Black History Month • WWII Veteran Harvey Drahos • American Red Cross Month • Arbor Day • Earth Day • Child Abuse Prevention Month • Lacey History Month • Bicycle Month • Juneteenth • Senior Services for South Sound 50th Anniversary • 2023 State Legislators Appreciation • Overdose Awareness Day • National Voter Registration Day September 19, 2023 • Emergency Preparedness Month
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					• Walk to School Month • National Disability Employment Awareness Month • Hispanic and Latino/a/e/x Heritage Month • Veterans Appreciation Month • Native American and Indigenous Peoples Heritage Month • Small Business Saturday In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.											
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	7	# of opportunities for community dialogues on equity.	Annual	In 2023, the Commission on Equity hosted three community forums: • Black and African American Community Forum • LGBTQIA+ Community Forum • Centering Immigrants Community Forum In 2024, the Commission on Equity is planning on hosting three community forums.										
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	8	Track Community engagement events: a. Number held (in-person, remote, hybrid) b. Type of events c. Demographic data, as best as possible d. Location of events	Annual	In 2023, the City held or collaborated on 81 events based on website data. Currently, the City does not collect demographic data from these events. In the past few years, the City collected demographic data for the following surveys: • Parks, Culture, Recreation Comprehensive Plan Survey • LaceyCares See Appendix X for more information on Lacey Cares survey demographics. In 2023, the City held the following number of City-events (this does not include rentals or other community events): • 13 events were at City Hall, 16% • 49 events were at City parks or facilities, 61% • 17 events were at community partner locations, 21% • 1 event was offered exclusively online, 1% <table><tr><th>Event</th><th>Location</th></tr><tr><td>City facility or park</td><td>49</td></tr><tr><td>City Hall or Police Station</td><td>13</td></tr><tr><td>Community Partner</td><td>17</td></tr><tr><td>Online only</td><td>1</td></tr></table>	Event	Location	City facility or park	49	City Hall or Police Station	13	Community Partner	17	Online only	1
Event	Location															
City facility or park	49															
City Hall or Police Station	13															
Community Partner	17															
Online only	1															

					Total 80
					In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.
Acknowledgement / Events	G	Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	9	Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.	Annual In 2023, the City promoted all LTAC funded events on its website. The City is looking to expand how it promotes LTAC events in 2024. In 2023, the City updated the Lodging Tax Application to include the an equity question, “3. Safe, Inclusive, and Welcoming: Tell us how your event, activity, or program reinforces the City's commitment to being a safe, inclusive, and welcoming place for all.” The City also updated it review process to include a scoring rubric as a tool for Lodging Tax Advisory Committee members to form recommendations. Events funded by Lodging Tax dollars include: Lacey Cultural Celebration, Spring Fun Fair, Juneteenth, Lacey in Tune, Washington State Senior Games, to name a few. For a full list of awardees: https://cityoflacey.org/government/lacey-city-council/boards-commissions/ltac/ Partners and sponsors are recognized in the following: • Lacey Parks, Culture and Recreation Annual Report and presentations • Lacey Parks, Culture and Recreation website, social media, e-newsletters • Public Works Annual Report • Museum Annual Report
Contracting	H	Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.	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.	Annual Supporting small business has been one of the Lacey City Council’s longstanding, top priorities. In 2023, the City supported two BIPOC Business Start-up Programs with the Thurston EDC Center for Business & Innovation. The five-week training included instructor led webinars (one per week), access to online course content, one-on-one business coaching, business mentorship, and no cost access to business plan writing software for six months. Training topics include: • Structuring and Licensing your Startup • Location • Brand and Marketing • Finance and Accounting • Business Plan Writing

						To date, the City has not performed a comprehensive communications outreach and engagement program on City contracting and procurement requirements. The City currently provides information on contracting processes and solicitation opportunities on its solicitation page: https://cityoflacey.org/rfp-rfq-rfi/
Contracting	H	Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.	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.	Annual	At the beginning of 2024, there were 28 businesses in Lacey listed on the Washington State Office of Minority and Women's Business Enterprises Directory of Certified Business. In 2024 there were 204 Lacey businesses on the MRSC roster (after removing duplicates). Of these, 6 were identified as potential Minority or Women owned (3%).

Livability		The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.		
Category	Strategy	City Role	Department Role	Status
Economic Development	A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	Lead Partner Advocate	Leaders: CED Support/ Partners:	Progress
Housing / Homeless Services	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	Lead Partner Advocate	Leaders: CED, CM Support/ Partners: CA	Progress
Social Services	C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.	Lead Partner Advocate	Leaders: CM, PD Support/ Partners: CA, CED	Progress
Partnerships	D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.	Lead Partner Advocate	Leaders: CM, PA, CED, PD, PCR Support/ Partners: CA, CED	Emerging
Environment	E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so all have the opportunity to achieve their full health potential.	Lead Partner Advocate	Leaders: CED, PCR Support/ Partners: CA, PW	Progress

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Livability						
Goal area / subarea	#	Strategy	#	Benchmark	Potential Reporting Frequency	Baseline (2024)
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	1	City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs.	Annual	Supporting small business has been one of the Lacey City Council’s longstanding, top priorities. In 2023, the City supported two BIPOC Business Start-up Programs with the Thurston EDC Center for Business & Innovation. The five-week training included instructor led webinars (one per week), access to online course content, one-on-one business coaching, business mentorship, and no cost access to business plan writing software for six months. Training topics include: • Structuring and Licensing your Startup • Location • Brand and Marketing • Finance and Accounting • Business Plan Writing. Food Truck Plaza Expansion: In 2024, the Washington Economic Development Association (WEDA) recognized the City with the Economic Development Award for Diversity, Equity, and Inclusion for the Lacey Food Truck Depot at their Winter Conference. The Diversity, Equity, and Inclusion Award acknowledges organizations or individuals that have made strides in improving diversity, equity, and inclusion within

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						their work, communities, or organizations, including in innovative programs, projects, and partnerships. With lower start-up costs compared to traditional brick-and-mortar restaurants, food trucks can be a more accessible pathway to entrepreneurship. In 2021, the City created a Food Truck Depot pilot program to help start-up businesses, many of which were minority- or women-owned. The City reduced multiple barriers to help these entrepreneurs successfully launch their businesses by providing a location, services, and assistance with understanding the requirements of operating a “mobile food unit” in Thurston County. By the third year of the project, six “resident” food trucks call the Lacey Food Truck Depot home, including minority- and women-owned businesses. Four of these six (67%) entrepreneurs are first-time business owners. The City is working on expanding ADA access to the Food Truck Depot (2024/2025).
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	2	City supports internships, apprenticeships, and youth career development.	Annual	In 2023, the City had three (3) interns and one (1) veteran fellowship participant. In 2024, the City hosted its first Career Resource Fair for youth at the Lacey Youth Summit and Resource Fair. At this event, the City provided job information, opportunity to connect with Human Resources staff for resumes and cover letter assistance, and provided information on how to pursue local government and public service jobs.

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Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	3	City supports job readiness programs.	Annual	Currently, the City partners with Workforce in Thurston County on ways to improve outreach and community support to job seekers. The Human Resources Coordinator visits local high schools and does presentations on job applications, resumes and cover letters, and career path planning. In addition, The Human Resources Recruitment Coordinator is working on developing a pipeline program with Joint Base Lewis-McChord (JBLM) for more veteran fellowship opportunities. The Human Resources Department hosts a quarterly Recruitment Roundtable at City Hall with surrounding public agency recruiters to talk about best practices, challenges and solutions to recruitment and hiring, and share candidate information to help job seekers find the right jobs in the area. The City supports the Lacey MakerSpace which provides access to entry for entrepreneurs to build businesses or innovate. To help build a skilled workforce for the community and local business sector needs, Pacific Mountain Workforce Development Council and Advanced Manufacturing Apprenticeships (AJAC) provide workforce training in the MakerSpace.
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities,	4	Number and Percentage (%) of businesses in Lacey that are minority owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic.

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		support underserved communities, and ensure living wages.				<table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Minority-owned employer firms, Reference year 2017</td><td>271</td></tr></table> Per Census data (2017 –U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Minority-owned employer firms, Reference year 2017	271		
All employer firms, Reference year 2017	1,093											
Minority-owned employer firms, Reference year 2017	271											
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	5	Number and Percentage (%) of businesses in Lacey that are women owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Men-owned employer firms, Reference year 2017</td><td>526</td></tr><tr><td>Women-owned employer firms, Reference year 2017</td><td>148</td></tr></table> Per Census data (2017 –U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Men-owned employer firms, Reference year 2017	526	Women-owned employer firms, Reference year 2017	148
All employer firms, Reference year 2017	1,093											
Men-owned employer firms, Reference year 2017	526											
Women-owned employer firms, Reference year 2017	148											
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	6	Number and Percentage (%) of businesses in Lacey that are veteran owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr></table>	All employer firms, Reference year 2017	1,093				
All employer firms, Reference year 2017	1,093											

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						<table><tr><td>Veteran-owned employer firms, Reference year 2017</td><td>89</td></tr><tr><td>Nonveteran-owned employer firms, Reference year 2017</td><td>752</td></tr></table> Per Census data (2017 –U.S. Census Bureau QuickFacts: Lacey city, Washington)	Veteran-owned employer firms, Reference year 2017	89	Nonveteran-owned employer firms, Reference year 2017	752		
Veteran-owned employer firms, Reference year 2017	89											
Nonveteran-owned employer firms, Reference year 2017	752											
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	7	Explore ways to get involved in Digital Equity initiatives.	Annual	The City has engaged with partners to discuss expanding broadband in Thurston County. Per the Census (U.S. Census Bureau QuickFacts: Lacey city, Washington), in Lacey: <table><tr><td colspan="2">Computer and Internet Use</td></tr><tr><td>Households with a computer, percent, 2018-2022</td><td>95.0%</td></tr><tr><td>Households with a broadband Internet subscription, percent, 2018-2022</td><td>91.9%</td></tr></table> Per the FCC National Broadband Map, all residential areas of Lacey and the UGA have broadband speeds of greater or equal to 25/3 Mbps speed: Location Summary - Fixed FCC National Broadband Map	Computer and Internet Use		Households with a computer, percent, 2018-2022	95.0%	Households with a broadband Internet subscription, percent, 2018-2022	91.9%
Computer and Internet Use												
Households with a computer, percent, 2018-2022	95.0%											
Households with a broadband Internet subscription, percent, 2018-2022	91.9%											
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities,	8	Community Survey – Rating of “Overall Economic Health increases. Scores are	Every 2 Years	No baseline. Community Survey to occur in 2024.						

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		support underserved communities, and ensure living wages.		consistent across demographics.		
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	9	Community Survey – Rating of “Economic Opportunities” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Economic Development	A	Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	10	<i>Community Survey</i> – Rating of “Place to Work” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	1	Number of affordable housing units in Lacey and the greater community increases.	Annual	Since 2010, the City has been a member of the Thurston County – Urban County Community Development Block Grant (CDBG) program administered by the Department of Housing and Urban Development (HUD). Other members include the city of Tumwater and Thurston County. The program provides funding to support affordable housing and community development needs throughout the greater Thurston County area. Member entities are provided CDBG funding every three years. The grant amount is based on the population size and the number of low-income persons living in Thurston County, not including the city of Olympia, which is a stand-alone entitlement community. The City last received CDBG funding in 2023 and awarded it to the following services:

					• \$142,355 - Public services supporting scholarships for youth experiencing homelessness, the Community Kitchen, support for Monarch Children’s Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including add housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: https://cityoflacey.org/community-development-block-grant-program/ From the Housing Action Plan 2021: “Not all households have access to affordable housing. Across Thurston County, people of color — those identifying as Hispanic or a race other than white alone — have lower incomes, are less likely to own their own home, are more likely to be housing cost-burdened, and are more likely to be homeless (Table 1-1).” <i>Table 1-1. Metrics for equity in housing</i> <table><tr><th>Metric</th><th>Person of Color</th><th>White, Non-Hispanic</th></tr><tr><td>Cost Burdened Households</td><td>37%</td><td>31%</td></tr><tr><td>Homeowners</td><td>52%</td><td>66%</td></tr><tr><td>People Experiencing Homelessness</td><td>~ 4.4 per 1,000</td><td>~2.4 per 1,000</td></tr><tr><td>Household with an Income Less than \$50,000</td><td>41%</td><td>33%</td></tr></table>	Metric	Person of Color	White, Non-Hispanic	Cost Burdened Households	37%	31%	Homeowners	52%	66%	People Experiencing Homelessness	~ 4.4 per 1,000	~2.4 per 1,000	Household with an Income Less than \$50,000	41%	33%
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People Experiencing Homelessness	~ 4.4 per 1,000	~2.4 per 1,000																		
Household with an Income Less than \$50,000	41%	33%																		

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Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	2	Number of supportive housing units in Lacey and the greater community increases.	Annual	In 2023, the City partnered with the non-profit Low-Income Housing Institute (LIHI), Thurston County, and the State of Washington, to acquire a hotel, Maple Court, to serve as an enhanced shelter that provides wraparound social services. It currently houses over 135 of some of the most vulnerable people in Thurston County who were living on the region's rights of way. The plan is for Maple Court to transition to permanent supportive housing in 2 – 5 years. Learn more about Maple Court here: https://cityoflacey.org/enhanced-shelter/
Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	3	Number of ADUs in Lacey and the greater community increase.	Annual	In 2023, the City received 7 permits for ADUs. This was a record number of permits for ADUs in a year. Notably, ADUs can serve as a way to add additional units of affordable housing and can offer options for people age in place. However, not all ADUs promote homeownership or reduce displacement.
Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	4	Continued implementation of the Housing Action Plan.	Annual	In 2023, the City with partners, Thurston County, the non-profit Low-Income Housing Institute (LIHI), and the State of Washington, opened Maple Court, an enhanced shelter. It currently houses over 135 of some of the most vulnerable people in Thurston County who were living on the region's rights of way. The plan is for Maple Court to transition to permanent supportive housing in 2 – 5 years. Learn more about Maple Court here: https://cityoflacey.org/enhanced-shelter/ In 2023, the Lacey City Council entered into an interlocal agreement to provide \$3 million to help with the

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						development of permanent supportive housing in Olympia for the Franz Anderson Road Project. In 2023, the Lacey City Council established an agreement with the Dispute Resolution Center to help with disputes between property owners and tenants within Lacey city boundaries. This contract was expanded to include disputes between Homeowner Associations.
Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	5	Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases.	Annual	The City is committed to supporting affordable housing in the community and preventing homelessness through a multifaceted approach that includes collaborating with non-profits, community members, other municipalities, and state and federal entities. Home Share is a program provided by Senior Services for the South Sound (SSSS). The program is funded by the City of Lacey, the City of Olympia, South Thurston County, and the Regional Housing Council. In 2021, the City provided a \$95,000 grant to support this as a pilot program. In addition, in 2023, the City provided an additional \$21,000 in 2023 CDBG funding to this program. Home Share is a living arrangement where Home Providers offer accommodation to Home Seekers in exchange for an agreed upon level of support in the form of combinations of financial contribution, assistance with household tasks, transportation, or companionship. The Home Provider determines the cost of home sharing. For example, a Provider may ask a Seeker to pay monthly rent and a share of utilities while another Provider may charge a fixed monthly rent that includes utilities. Some Home Providers are willing to reduce rent for an exchange of

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						services provided by the Home Seeker. Each Provider is different based on their needs. To learn more, visit: Home Share Senior Services for South Sound (southsoundseniors.org) In 2022, the City also supported Together! and their Host Homes Program with \$100,000 in funding. This program strives to provide safe, short-term hosted housing for unaccompanied high-school students experiencing housing instability. Together! continues to use this funding in 2024. In 2023, the City provided \$101,000 to help start a Clean and Sober Living House with Homes First. The house is a single-family residential home that houses at minimum of six low-income individuals at a time participating in a clean and sober living program for a period of ten years. In 2023, the City provided up to \$30,000 to support the Genesis House Project with Homes First, providing \$15,000 per year in 2024 and 2025. The Genesis House Project will provide housing for four unaccompanied female, young adults and access to case management services through a social service provider selected by Homes First.
Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	6	Community Survey – Rating of “Affordable quality housing” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.

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Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	7	Community Survey – Rating of “Housing Options” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Housing / Homeless Services	B	Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	8	Community Survey – Rating of “Place to live” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Social Services	C	Provide and support culturally appropriate social services that meet the needs of the Lacey community.	1	Develop and maintain the Community Connectivity Tool (CCT, a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders.	Annual	In 2023, 67 entities were entered into the CCT.
Social Services	C	Provide and support culturally appropriate social services that meet the needs of the Lacey community.	2	Create a strategic City social service program that is transparent, consistent, and removes barriers to participation.	Annual	In 2023, the City budgeted and hired a Human Services Coordinator. This position is responsible for: • CDBG program administration • social service program administration • direct social service administration, to include the Lacey Veterans Services Hub, • to pursue additional social service funding for the community. This position will lead efforts to perform a needs assessment for the Lacey community. The goal of this assessment is to highlight potential gaps in human services in the community

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						to help inform future, potential City human service grant funding. Outreach and engagement for this assessment will include a combination of surveys, focus groups, interviews, meetings, workshops, etc.
Social Services	C	Provide and support culturally appropriate social services that meet the needs of the Lacey community.	3	In partnership with local education institutions, advocate for additional funding for early childhood resources.	Annual	The City is currently working with North Thurston Public Schools, South Sound YMCA, Timberland Regional Library, and other partners to advocate for an early learning center, known as the Young Child and Family Center of Lacey (YCFC).
Social Services	C	Provide and support culturally appropriate social services that meet the needs of the Lacey community.	4	Continue to work collaboratively with community partners in the provision of social services.	Annual	In 2023, the City awarded CDBG funding as follows: • \$142,355 - Public services supporting scholarships for youth experiencing homelessness, the Community Kitchen, support for Monarch Children's Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including add housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: https://cityoflacey.org/community-development-block-grant-program/ In 2023, the City budgeted and hired a Human Services Coordinator. This position is responsible for: • CDBG program administration • social service program administration

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						• direct social service administration, to include the Lacey Veterans Services Hub, • to pursue additional social service funding for the community. This position will lead efforts to perform a needs assessment for the Lacey community. The goal of this assessment is to highlight potential gaps in human services in the community to help inform future, potential City human service grant funding. Outreach and engagement for this assessment will include a combination of surveys, focus groups, interviews, meetings, workshops, etc. The City is a part of the Regional Housing Council (RHC). The RHC leverages resources and partnerships through policies and projects promoting equitable access to safe and affordable housing in Thurston County. To learn more, see: https://www.thurstoncountywa.gov/departments/public-health-and-social-services/social-services/office-housing-and-homeless/regional-housing-council Senior Services for South Sound (SSSS) operates out of the City's Virgil S. Clarkson Senior Center. SSSS provides recreation programs, but also Meals on Wheels, daytime adult respite operations, nutrition and health services, etc.
Social Services	C	Provide and support culturally appropriate social services that meet the needs of the Lacey community.	5	Community Survey – Rating of “Health and Social services” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.

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Social Services	C	Provide and support culturally appropriate social services that meet the needs of the Lacey community.	6	Community Survey – Rating of “Overall Quality of life” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.
Partnerships	D	Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.	1	Number of organizations and agencies involved in City events and programs increases every year.	Annual	The City does not currently collect data on this in a readily available way. Organizations and agencies are involved in events like Lacey Cultural Celebration, Lacey Spring Fun Fair, Community Forums, and more. In 2024, the City is working to establish an annual career fair locally with public sector partners. In 2024, the City held its first Youth Summit and Resource Fair, lead by the Lacey Youth Council.
Partnerships	D	Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.	2	Number of community events (non-City) the City is involved in increase every year.	Annual	The City does not currently collect data on this in a readily available way. The Police Department, Public Affairs, Parks, Culture and Recreation, and other departments are involved in other community events throughout the year.
Partnerships	D	Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.	3	Number of joint City-Community events, programs, or initiatives increases every year.	Annual	Since 2022, the City has collaborated with the Fred U. Harris Lodge to support the Lodge's annual Juneteenth Celebration at the Regional Athletic Complex. In 2023, over 1500 people attended the event coming from the cities of Lacey, Tumwater, Olympia, Tacoma, Seattle, and Portland. The Lodge has held this event for over 43 years.

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Environment	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.	1	Environmental Health Disparity ratings in Lacey on the Washington Environmental Health Disparities Map improve overtime.	Depends on frequency of updates	In the July 28, 2022 version of the Washington Environmental Health Disparities Map, under Environmental Health Disparities V 2.0, seven (7) census tracks that include Lacey and the Lacey Urban Growth Area (can be parts) were rated as a 6 or higher. One Census track in the Lacey Urban Growth Area was rated as an eight (8).
Environment	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.	2	Continue the implementation of the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions.	Annual	Annual plan for implementation of the Thurston County Mitigation Plan can be found here: https://www.trpc.org/909/Thurston-Climate-Mitigation-Plan In the 2022 Progress Report, highlights include: • Dense Urban Areas. Lacey consolidated two lower density single family zones into one higher density zone that will allow for more housing options and help reduce sprawl, and is engaging the community on how to support hubs in their Neighborhood Commercial Districts. Olympia began work on a strategy to encourage more walkable, transit-supportive Neighborhood Centers, business clusters within residential neighborhoods that serve the day-to-day retail and service needs of local residents. Such land use changes will help reduce transportation emissions over time, by allowing more people to live close to their daily needs. (Actions T1.1, T1.2, T1.3, T1.4) • Teleworking. A high proportion of workers in the region continued to work from home – more than 63% of workers at larger employers and government offices

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					enrolled in the Commute Trip Reduction program continue to telework, compared to just 6% in 2019. Thurston County updated its telework policy to support remote work options and reduce emissions from daily commuting. Teleworking policies that support remote work options for employees help reduce emissions from daily commuting. (Action T2.17) • EV-readiness. Lacey adopted regulations that require electric vehicle charging stations and infrastructure for future expansion of electric vehicle charging in new multifamily buildings. Olympia began working with community stakeholders to develop electric vehicle charging standards in its parking standards. (Actions T3.1, T3.5) • Transportation Improvements. All four jurisdictions continue to construct improvements that help support more efficient travel and car-free options that reduce emissions, like walking and bicycling. Thurston Regional Planning Council updated the competitive process it uses to distribute federal transportation funding, and now assigns higher scores to projects that reduce greenhouse gas emissions. (Actions T5.1, T5.2) • Urban Tree Standards. Both Lacey and Tumwater began working through recommendations from their Urban Forestry Management Plans. Lacey approved new standards reducing the number of trees that can be removed when new residential construction takes
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						place. Olympia and Thurston County received a grant from the Washington Department of Natural Resources to conduct tree canopy estimates. (Actions A6.5, A6.9)
Environment	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.	3	Identify if there are existing heat deserts in the community and explore ways to mitigate these conditions.	Annual	Trees reduce the temperatures of heat islands that form in urban centers by shading pavement and structures. From The Trust for Public Land's Urban heat island severity for U.S. cities (2022), around 8.9% (1110 of 12,175 acres) of the area inside the City boundaries in a moderate to severe heat island/temperature anomaly. See: https://www.arcgis.com/home/webmap/viewer.html?webmap=339c93a11b7d4cf7b222d60768d32ae5
Environment	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.	4	Continue to support a healthy tree canopy in all areas of Lacey.	Annual	In 2023, the City supported 1,269 acres of park property and over 2,500 street trees. A tree canopy assessment, using remote sensing, was completed in August 2020. The assessment showed 28.3% coverage in the City Limits and 31.3% coverage within the Urban Growth Area. Tree canopy coverage has decreased since the last assessment in 2004 where tree canopy coverage was 43%. The Northeast Area of Lacey has grown substantially since 2004, which may explain the change in canopy coverage. Trees planted as a requirement of new developments will mature and canopy coverage will increase over time. To learn more, please see the Lacey Urban Forest Management Plan, https://cityoflacey.org/wp-

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					content/uploads/sites/3/2022/03/UFMP-Document-092621-FINAL.pdf In 2023, Parks Maintenance planted 553 seedlings and 62 street trees.
Environment	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.	5	Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan.	Six year measurement See full baseline in Parks, Culture, and Recreation Comprehensive Plan: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf The 2023 LPCR Comprehensive Plan update establishes a new measurement for park distribution level of service which will more accurately reflect accessibility and a .5 mile travelshed or “10-minute travel” will be determined taking into account barriers to access that might exist (for example, neighborhoods with no through streets, bodies of water, private property, etc.) Population is within a .5-mile travelshed of a neighborhood park: 78.5 percent of Pleasant Glade Planning Area 98.3 percent of the Wonderwood Planning Area 92.4 percent of the Rainier Vista Parks Planning Area 80.7 percent of the Interlake Planning Area 11.7 percent of the Pattison Planning Area

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						9.9 percent of the McAllister Planning Area 32.8 percent of the Meadows Planning Area 58.6 percent of the Tanglewilde/Thompson Place Planning Area 48.5 percent of the Hawks Prairie Parks Planning Area Notably, the travelshed metrics include developed and undeveloped park sites.
Environment	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.	6	Continue to support local, state, and federal environmental sustainability and resiliency initiatives.	Annual	In 2023, the City advocated for climate resources and tools at the state level, including supporting the I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta Medium and Heavy-Duty Vehicle electrification incentive programs. The City was successfully in getting funding programmed for elements of the I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta in the next few years. In 2023, the City advocated for additional Septic-to-Sewer Conversion program funding, I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta, and the Support the Puget Sound Save our Sound Act (SOS). The SOS was passed and it will enhance the federal government’s role and investment in Puget Sound, the nation’s largest estuary by volume. In 2024-2025, the City will revise its Comprehensive Plan, including creating a new climate resilience sub-element. This

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						sub-element will include conducting a vulnerability and risk assessment for climate-specific hazards. From this assessment, the City will create goals to lower the impacts of climate change on our most vulnerable populations.
Environment	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.	7	Continue to provide support for septic-to-sewer conversion programs.	Annual	In 2022, the Lacey City Council agreed to contribute \$2 million dollars of the \$3 million dollars necessary to mitigate the public health risk posed by the failing Large Onsite Septic System at Tolmie Estates. This project will connect this neighborhood to sewer. Starting in 2020, the City connected more than 400 lots at Capitol City Golf Club Estates to sewer to protect City well water sources from increased rates of nitrate linked to septic tanks. For this project, the total cost was approximately \$12 million dollars. The City anticipates using appropriated utility funds for this project and the Tolmie Estates project until approximately 2028.
Environment	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.	8	Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.	Every 2 Years	No baseline. Community Survey to occur in 2024.



DIVERSITY, EQUITY, INCLUSION, AND BELONGING **STRATEGIC PLAN**

Adopted XXX, XX, 2024



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 they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

Visit 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

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

The Athena Group – Held Initial DEIB Strategic Plan workshops

Tevin Medley

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Elissa Fontaine, City Clerk

Department Directors

Troy Woo, Finance Director
David Schneider, City Attorney
Leialani Su'e, Human Resources Director
Jennifer Burbidge, Parks, Culture and Recreation Director
Robert Almada, Chief of Police
Scott Egger, Public Works Director
Vanessa Dolbee, Community and Economic Development Director
Grant Beck, Planning and Development Services Manager (retired)

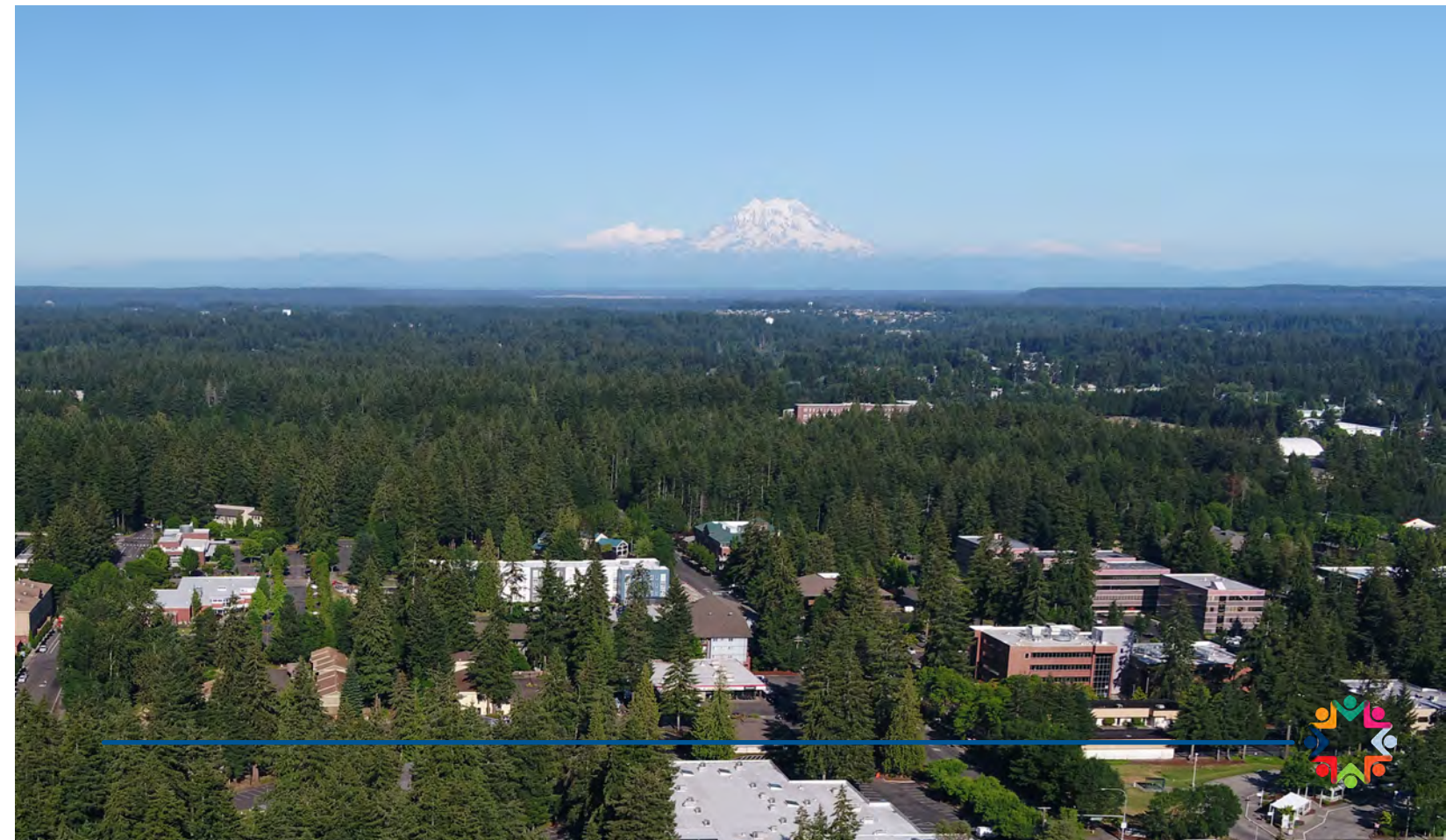


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Placeholder



LACEY CITY COUNCIL MESSAGE

Placeholder

Diversity, Equity, Inclusion, and Belonging Strategic Plan = PLAN





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 and forums, 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,





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.
- 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 three-year terms. The Youth Commissioner serves for one year. All Commissioners may serve two consecutive terms. 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 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 of City departments and services.
- Learning 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 2023-2024
 - Communications Plan 2022-2026
 - Flag Policy
 - Land Acknowledgement Policy
 - Advisory Board Stipend Program and Demographic Survey
 - Utility Wrap Project
 - BIPOC Business Startup Training Program
 - Community Connectivity Tool (CCT) 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



VISION | MISSION | VALUES | GOALS



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

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.



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, 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.



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, active 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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GOALS

GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Workforce and Work Environment	The City strives to be a culturally competent organization that implements diversity, equity, inclusion, and belonging practices.	• Equity Plan • Hiring and Retention • Development and Workplace	Lead
Community Access and Engagement	The City endeavors to provide accessible communications, meaningful and responsive participation, and improve community connectivity for all.	• Communications • Engagement • Relationships • Collaboration	Lead Partner Advocate
Policies, Programs, and Services	The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.	• City Policies • City Services • Public Safety • Parks, Culture, Recreation • Infrastructure • Utilities • Acknowledgements • Events	Lead
Livability	The City aims to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.	• Economic Development • Housing and Homeless • Services • Social Services • Partnerships • Environment	Lead Partner Advocate



SUBAREAS | STRATEGIES

Under each goal, the Diversity, Equity, Inclusion, and Belonging (DEIB) Strategic Plan establishes several Subareas with Strategies. For a look at benchmarks, reporting frequencies, and baselines (2024) for each strategy, see pages X to X.



WORKFORCE AND WORK ENVIRONMENT

SUBAREAS	STRATEGY	CITY'S ROLE
Equity Plan	A. 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).	Lead
Hiring and Retention	B. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community.	Lead
Development and Workplace	C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.	Lead

COMMUNITY ACCESS AND ENGAGEMENT

SUBAREAS	STRATEGY	CITY'S ROLE
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.	Lead
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.	Lead
Relationships	C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entities, and community members through events, programs, forums, art, etc.	Lead
Collaboration	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.	Lead





POLICIES, PROGRAMS, AND SERVICES

SUBAREAS	STRATEGY	CITY'S ROLE
City Policies	A. Integrate and reflect equity values in all policy and planning documents (e.g., Budget, Comprehensive Plan, etc.)	Lead
City Services	B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	Lead
Public Safety	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.	Lead Partner

POLICIES, PROGRAMS, AND SERVICES

SUBAREAS	STRATEGY	CITY'S ROLE
Parks, Culture, Recreation	D. Provide robust, community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated.	Lead
Infrastructure	E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	Lead Partner
Utilities	F. Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community.	Lead Partner
Acknowledgement and Events	G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	Lead



SUBAREAS	STRATEGY	CITY'S ROLE
Economic Development	A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	Lead Partner Advocate
Housing Homeless Services	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.	Lead Partner Advocate
Social Services	C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.	Lead Partner Advocate
Partnerships	D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.	Lead Partner Advocate
Environment	E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so all have the opportunity to achieve their full health potential.	Lead Partner Advocate

WHAT IS DIVERSITY, EQUITY, INCLUSION, AND BELONGING?

An essential part of the Plan (Plan) is understanding what the City means in the use of Diversity, Equity, Inclusion, and Belonging. The Plan uses the Washington State Office of Financial Management’s (OFM) [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.



DIVERSITY:

The presence of differences within a setting, collective, or group.

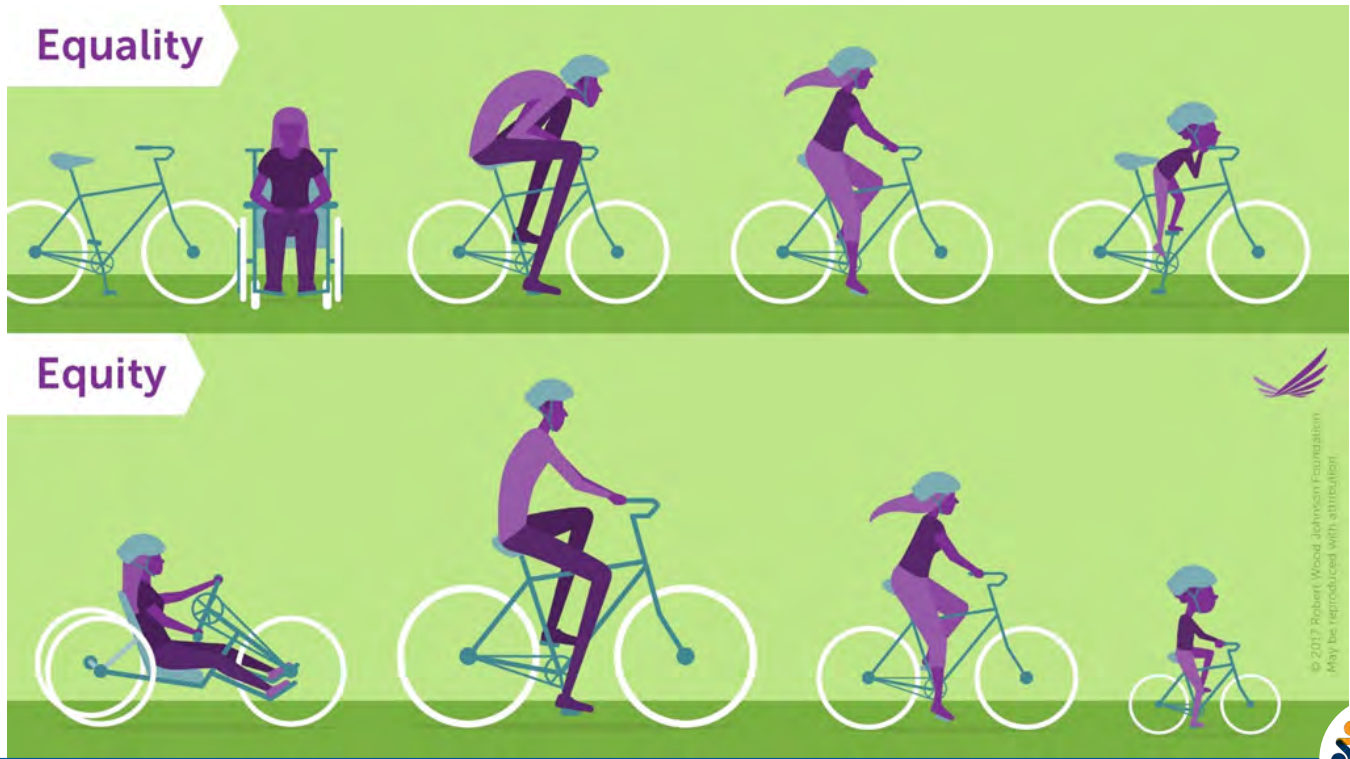


OFM GLOSSARY	EXAMPLE
Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community 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.	In a group, diversity can include (but 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.

EQUITY:

Working toward fairness outcomes for people or groups that addresses barriers to full participation.

OFM GLOSSARY	EXAMPLE
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.	The image below from the Robert Wood Johnson Foundation depicts bike riders of different abilities in a scenario where bikes are presented based on Equality and Equity. In the Equality example, all riders have the same bike making it difficult or impossible to ride. In the Equity example, all riders have a bike that matches their ability making it possible for them to fully participate in the ride. Page X is an example of Redlining as one illustration of structural inequity that continues to impact communities today. For an example in Thurston County, see restrictive covenants.



INCLUSION:

Intentionally ensuring opportunities for meaningful and full participation.

OFM GLOSSARY	EXAMPLE
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.	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. For City engagement initiatives, inclusion could mean intentionally consulting, involving, collaborating, and empowering community members that have not participated in previous outreach efforts.



BELONGING(NESS):

Being considered, supported, respected, and valued as your authentic self.



OFM GLOSSARY	EXAMPLE
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.	In the work place, every team member's perspective is valued through positive connections, they are able to provide input that makes an impact, and each team member is able to be their true identity.



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: [FederalReserveHistory.org/essays/redlining](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” (“Mapping Inequity Tool”) digitized the HOLC maps to provide a more comprehensive look at redlining across the country. The site includes maps for the Washington state cites of Seattle, Tacoma, and Spokane.

Read more: dsl.Richmond.edu/panorama/redlining/

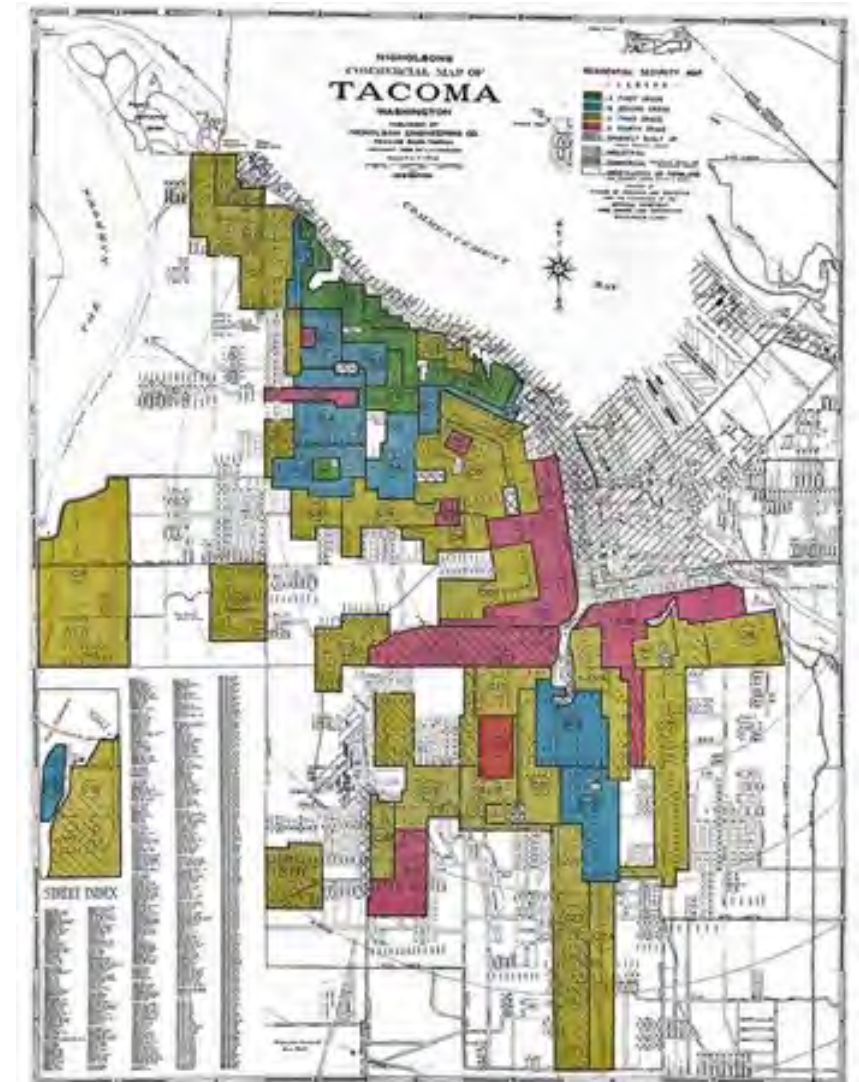
These categories were applied often based on the racial and ethnic composition of a neighborhood. On HOLC maps, areas identified as Grade D, were often neighborhoods with residents that were Black, immigrants, and certain ethnic groups.

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 redlinin . . .

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)



5. CLARIFYING REMARKS: Zoned multi-family residential.. The particular hazard in the area is racial, there being a large per cent of foreign-born including a number of oriental families and many Russians and Finns. The physical aspect of the area while heterogeneous is on the whole not nearly so bad as one would expect in areas of this kind. Many of the large old dwellings are being converted into lodging and boarding houses. Land values enter materially into the price range, the figures given being tentative estimates. This was at one time a highly respected neighborhood and but for the racial situation would be classed a low yellow, the physical characteristics being generally similar to C-6. The area is accorded a medium red grade.

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: [Justice.gov/opa/pr/justice-department-announces-new-initiative-combat-redlining](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: [PublicHealth.Berkeley.edu/news-media/research-highlights/50-years-after-being-outlawed-redlining-still-drives-neighborhood-health-inequities/](https://publichealth.berkeley.edu/news-media/research-highlights/50-years-after-being-outlawed-redlining-still-drives-neighborhood-health-inequities/)

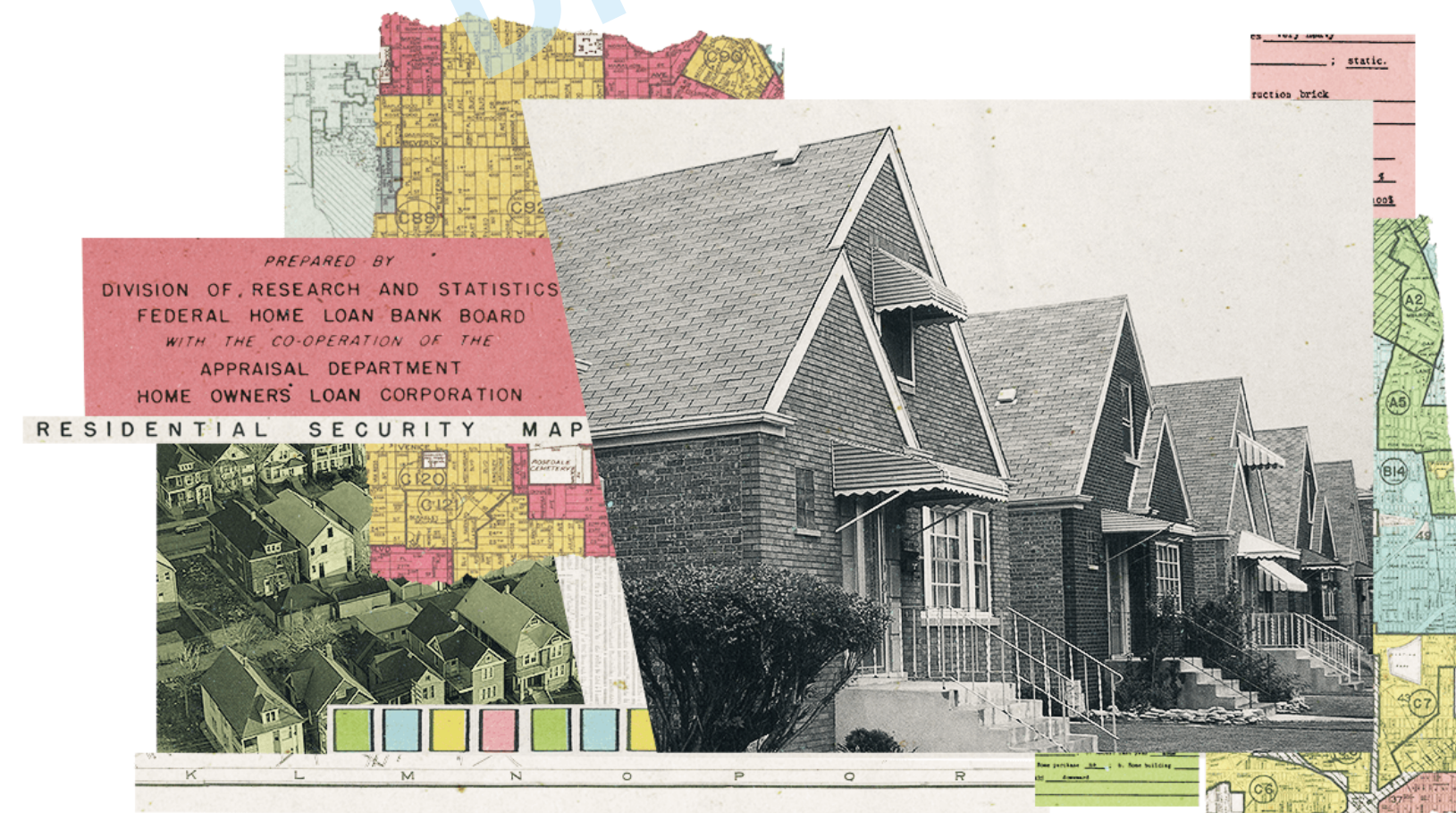
From FiveThirtyEight – The Lasting Legacy of Redlining:

"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)

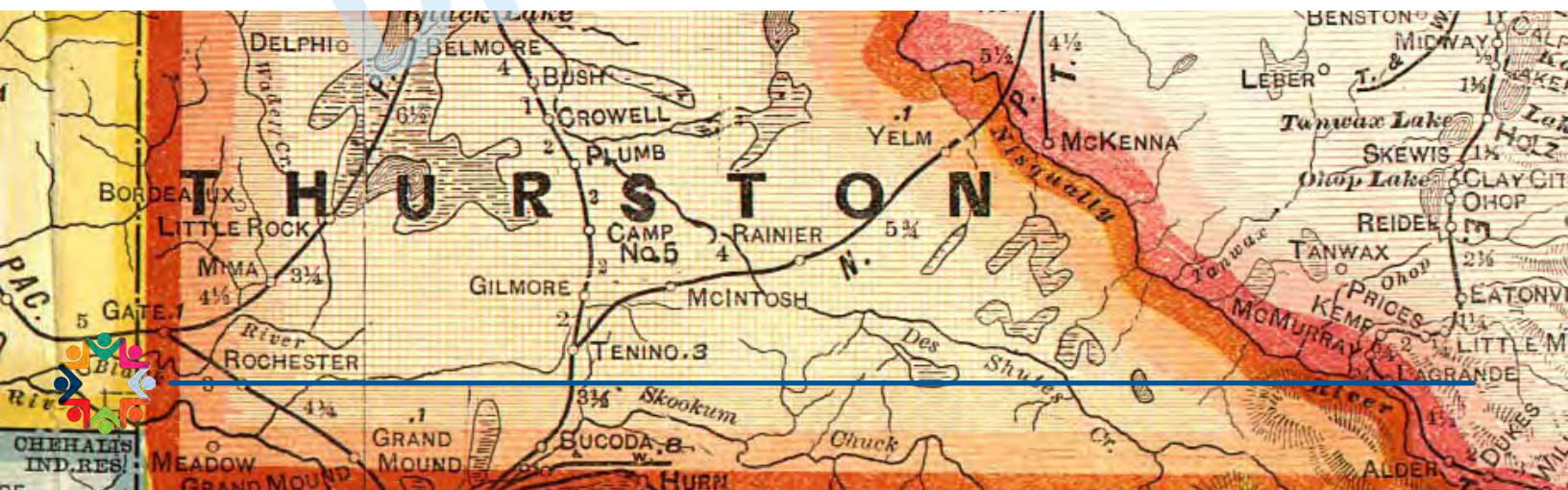
Read more: [Projects.FiveThirtyEight.com/redlining/](https://projects.fivethirtyeight.com/redlining/).



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

Read more: [Depts.Washington.edu/civilr/covenants_report.htm](https://depts.washington.edu/civilr/covenants_report.htm).

Read more: [ThurstonCountywa.gov/departments/auditor/recording-services/racially-restrictive-covenants](https://thurstoncountywa.gov/departments/auditor/recording-services/racially-restrictive-covenants).



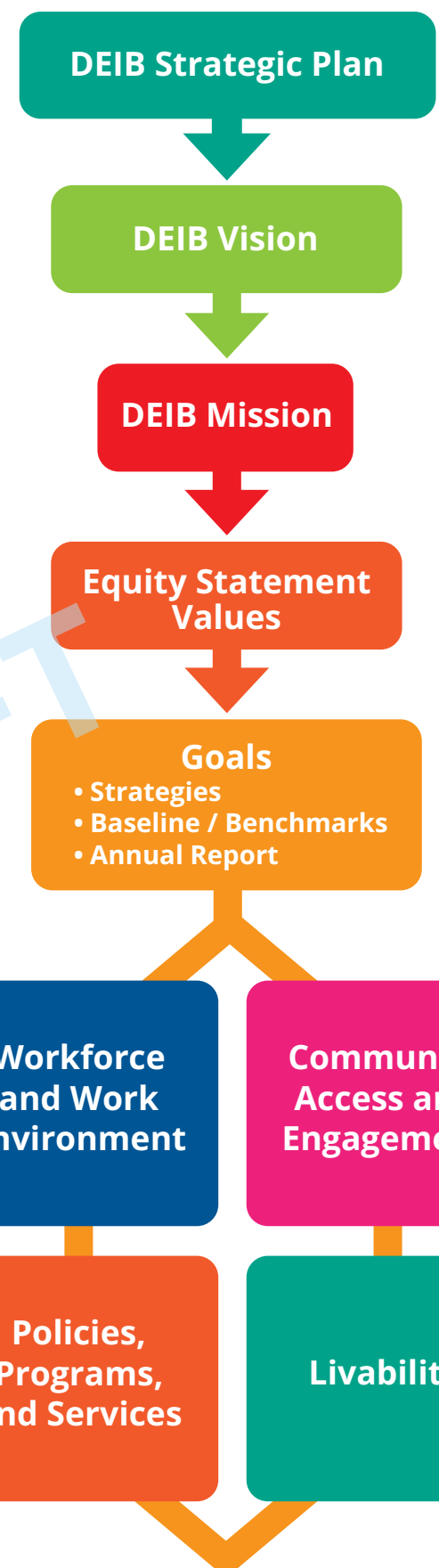
INTRODUCTION

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 from 2024 to 2030.

Specifically, the Plan identifies ways the City can serve as the **lead**, a **partner**, and an **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 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.

DEIB ELEMENTS



TRANSPARENCY | ACCOUNTABILITY



STATUS REPORT

Annually, each goal subarea will receive a status rating of **Successful**, **Significant Progress**, **Progress**, or **Emerging**. These statuses are intended to be re-evaluated by the City, Commission on Equity, and Lacey City Council.

ICON	STATUS	DEFINITION/MEANING
	Successful	Most or all strategies/benchmarks are being actively practiced or are completed.
	Significant Progress	Many strategies/benchmarks are being developed or are actively being implemented or practiced.
	Progress	Several strategies/benchmarks are being developed or are actively being implemented or practiced.
	Emerging	Little or no work on strategies/benchmarks.

Transparency and accountability are key elements of this Plan.

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 PLAN IS/IS NOT

The Plan includes a Vision statement, Mission statement, Value statement, Goal areas, Subareas, 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. The DEIB Plan is integrally connected to and integrated into other City policy documents.	To address or “answer” all equity efforts in the community.
Vision Statement	To describe where we are headed and what the big picture goal is 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 DEIB efforts.	To provide specific actions, activities, implementation plans, etc.
Goal Areas and Subareas	To describe broad objectives we want to accomplish that help support the mission and vision.	To be the only way to categorize broad DEIB objectives and areas the City will consider.
Strategies	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. 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 with Ordinance 1581. The Commission on Equity, 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 Commission on Equity with help from City staff and a consultant, Tevin Medley, from The Athena Group. The development of the Plan involved community engagement efforts, Commission on Equity Workshops, multiple reviews, and the adoption by the Lacey City Council on Month XX, 2024 (pending).

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 Lacey City Council



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 survey.

Community Forums: In 2022, 2023, and 2024, the City and Commission on Equity hosted forums that focused on different community groups. Including the following Forums:

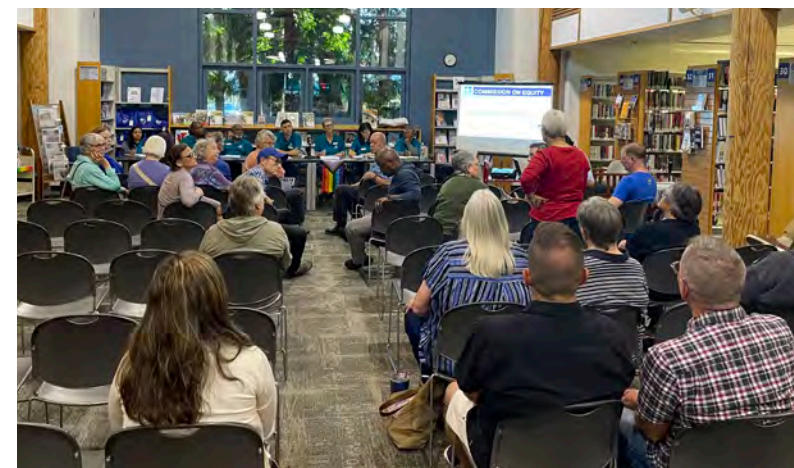
- Black and African Americans
- LGBTQIA+
- Immigrants communities
- All Abilities

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: Over the past few years, 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 2023 and 2024, the City and Commission on Equity participated in a panel with the Thurston County League of Women Voters.



WHAT WE HEARD



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

Welcoming Community

Creating a more welcoming community

Community Input

Create and partner with other organizations to host more community events infused with the community's diversity, e.g., Juneteenth, PRIDE, etc.

Expand volunteer opportunities. Volunteering is a way to feel connected and welcome in the community.

Visualizations in 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.

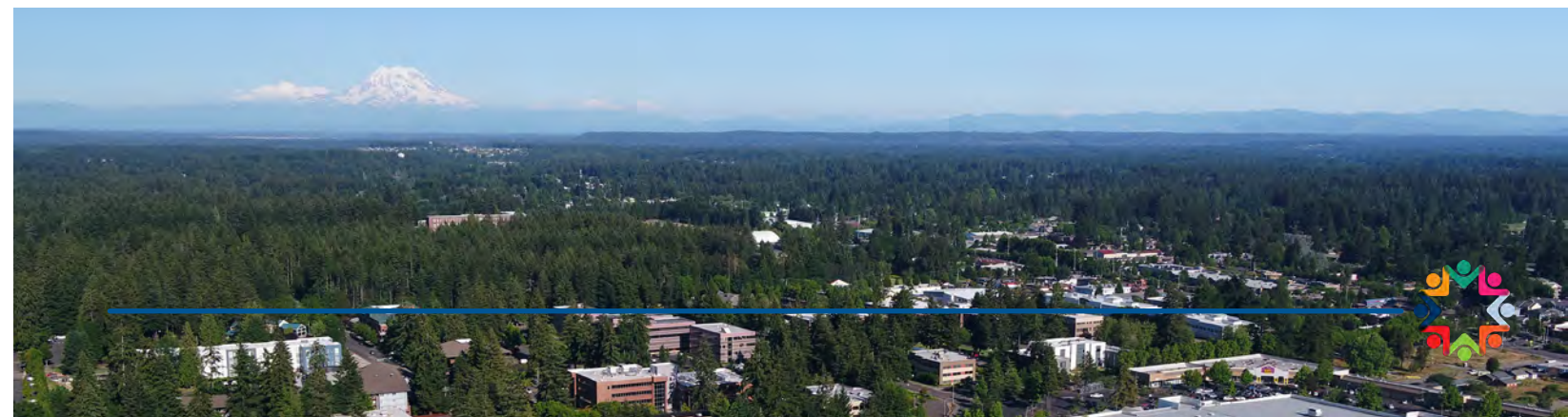
Involve more voices of all abilities.

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!” – 42nd 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

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.
- Disparities in representation in health care.
- Disparities in health care services and access, e.g., emergency room services.
- Explicit and implicit biases in employment processes across the community.
- Discrimination in real estate.
- Inequity in the justice system.
- Inequity and racism in schools in the community.
- Inequity in representation of school teachers in the community.
- Uptick in racism and hate crimes.

Expand language and histories offered in schools.

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

Community 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 Government jobs 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

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.

Lack of child care for meetings and events can be barrier to participation.

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 Survey

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



GOALS AND STRATEGIES

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.

GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Workforce and Work Environment	The City of Lacey strives to be a culturally competent organization that implements diversity, equity, inclusion, and belonging practices.	• Equity Plan • Hiring and Retention • Development and Workplace	Lead
Community Access and Engagement	The City of Lacey endeavors to provide accessible communications, meaningful and responsive participation, and improve community connectivity for all.	• Communications • Engagement • Relationships • Collaboration	Lead Advocate

GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Policies, Programs, and Services	The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.	• City Policies • City Services • Public Safety • Parks, Culture, Recreation • Infrastructure • Utilities • Acknowledgements • Events	Lead
Livability	The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.	• Economic Development • Housing and Homeless • Services • Social Services • Partnerships • Environment	Lead Partner Advocate



ROLES

Depending on the circumstances and 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 including being a **Lead, Partner, Advocate**

CITY'S ROLE	DEFINITION AND EXAMPLE
Lead	The City serves as a lead when it can direct, influence, or is in charge of the strategy, action item, or measure. Example: The City serves as a lead in potential changes to the City's 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.
Partner	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. Example: 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.
Advocate	The City serves as an advocate when it does not lead or can directly influence the strategy, action item, or measure. Example: The City can advocate for changes in state laws that impact the community. However, the City cannot directly change state laws.

DRAFT



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:

TERM	DEFINITION
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	Judgment or preference toward or against one group over another. 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. Explicit or Conscious Bias are biases we know we have and may use on purpose.
Cultural Competence	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. 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.

TERM	DEFINITION
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 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



TERM	DEFINITION
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.



TERM	DEFINITION
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
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.



ADDITIONAL KEY TERMS

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

TERM	DEFINITION
BIPOC	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. From NaCO, Diversity, Equity and Inclusion: Key Terms and Definitions (naco.org) 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, Glossary Racial Equity Tools

People of Color, see definition of BIPOC.

From ICMA, [Glossary of Terms: Race, Equity and Social Justice | icma.org](#)

People of Color

Often the preferred collective term for referring to non-White racial groups. Racial justice advocates have been using the term “people of color” (not to be confused with the pejorative “colored people”) since the late 1970s as an inclusive and unifying frame across different racial groups that are not White, to address racial inequities.

While “people of color” can be a politically useful term, and describes people with their own attributes (as opposed to what they are not, e.g., “non-White”), it is also important whenever possible to identify people through their own racial/ethnic group, as each has its own distinct experience and meaning and the more specific identifier may be more appropriate.

TERM	DEFINITION
Restorative Justice	A theory of justice that emphasizes repairing the harm caused by wrongful behavior. This can lead to transformation of people, relationships and communities. 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. From ICMA, Glossary of Terms: Race, Equity and Social Justice icma.org

Accountability

The state of being responsible (accountable) for what you do. Being subject to report, explain, or justify.



LACEY DEMOGRAPHICS

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, appointed and elected officials, and more.

The majority of the information provided below is from the United States Census Bureau Quickfacts from 2023.

Table 1: U.S. Census Bureau QuickFacts 2023				
Category	Fact	Washington State	Thurston County, WA	Lacey, WA
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
Age and Sex	Population, Census, April 1, 2010	6,724,540	252,264	42,393
	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%

Table 1: U.S. Census Bureau QuickFacts 2023				
Category	Fact	Washington State	Thurston County, WA	Lacey, WA
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%
	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



LACEY DEMOGRAPHICS – Continued

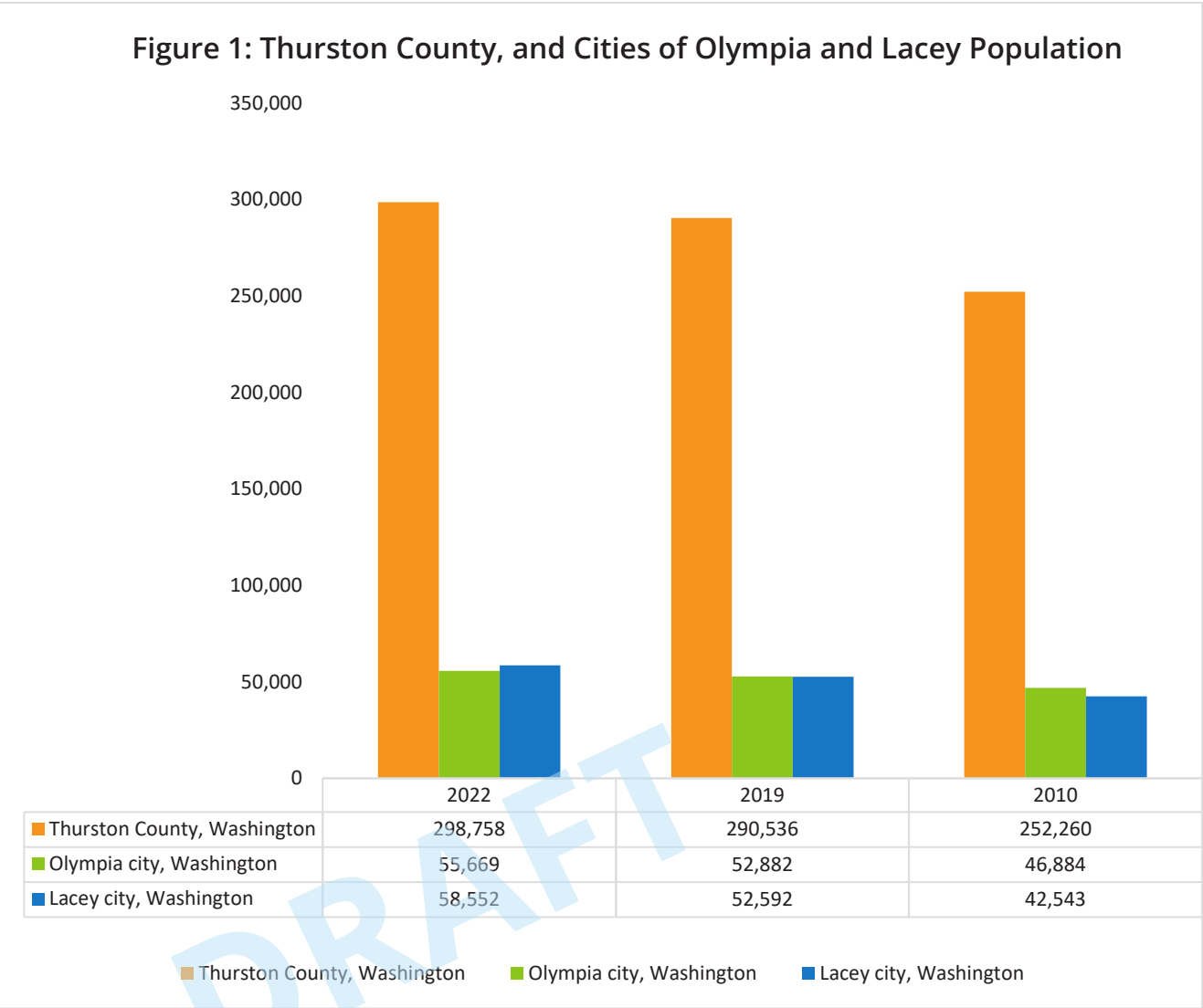
Table 1: U.S. Census Bureau QuickFacts 2023				
Category	Fact	Washington State	Thurston County, WA	Lacey, WA
Families and Living Arrangements	Households, 2018-2022	2,979,272	115,695	22,256
	Persons per household, 2018-2022	2.53	2.51	2.48
	Living in same house 1 year ago, percent of persons age 1 year+, 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%
	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%
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

Table 1: U.S. Census Bureau QuickFacts 2023				
Category	Fact	Washington State	Thurston County, WA	Lacey, WA
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
	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

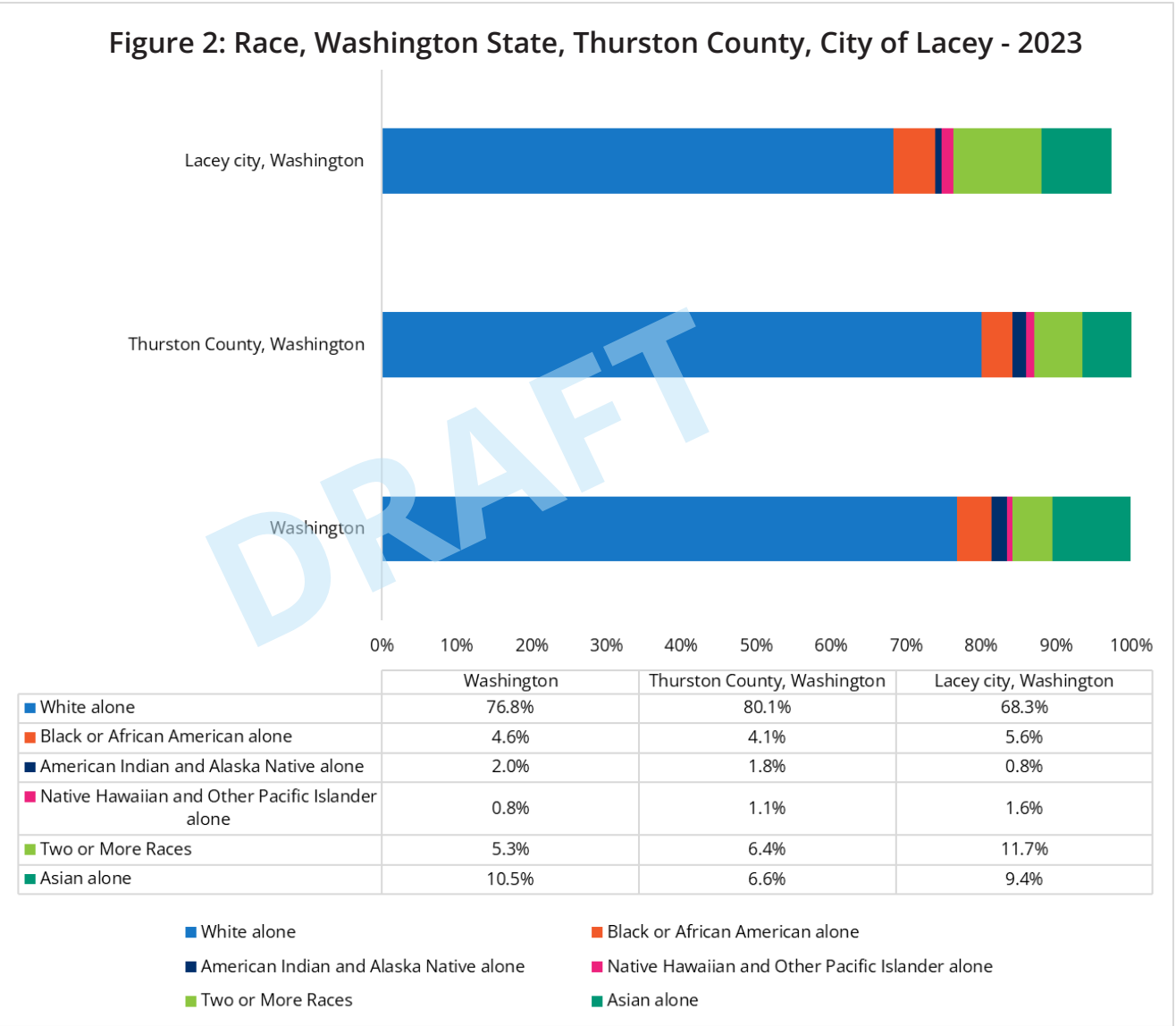
In 2022, Lacey became the largest city in Thurston County, which is the sixth most populous county in Washington.



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.

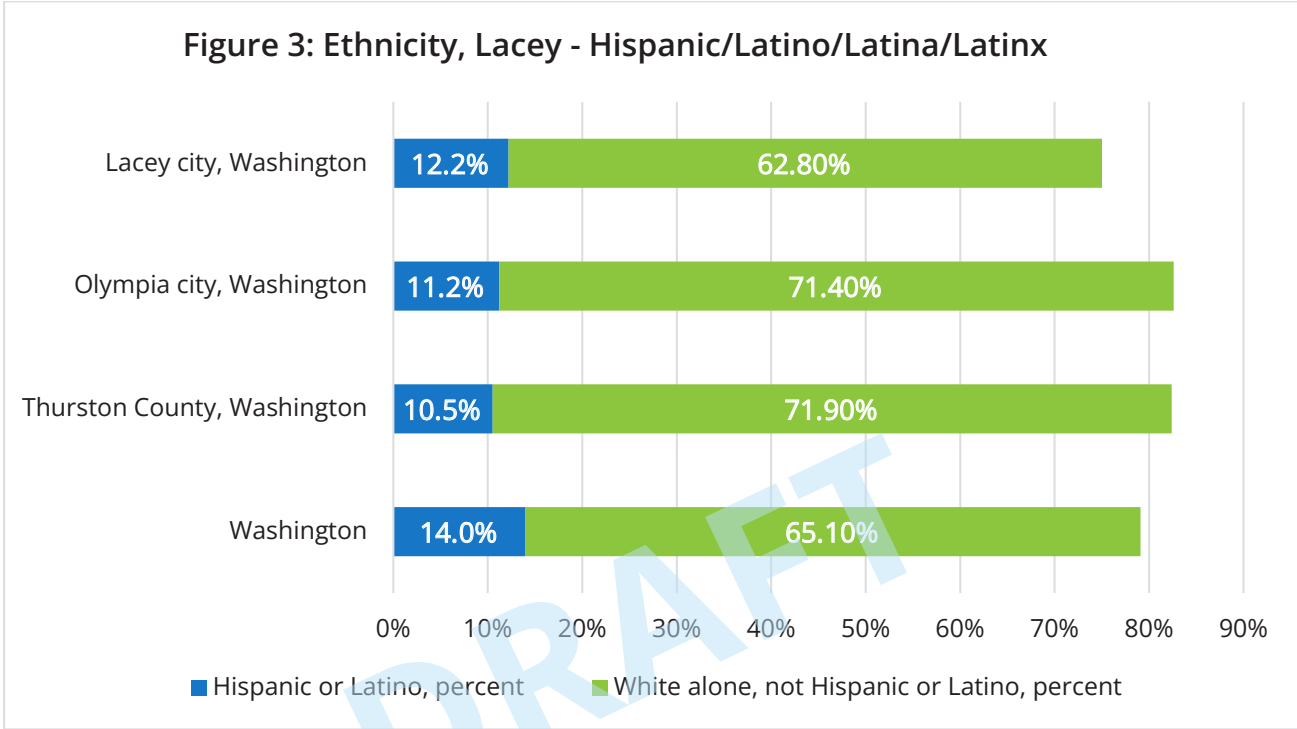


Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023



ETHNICITY

The Hispanic/Latino/Latina/Latinx/Latine (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.

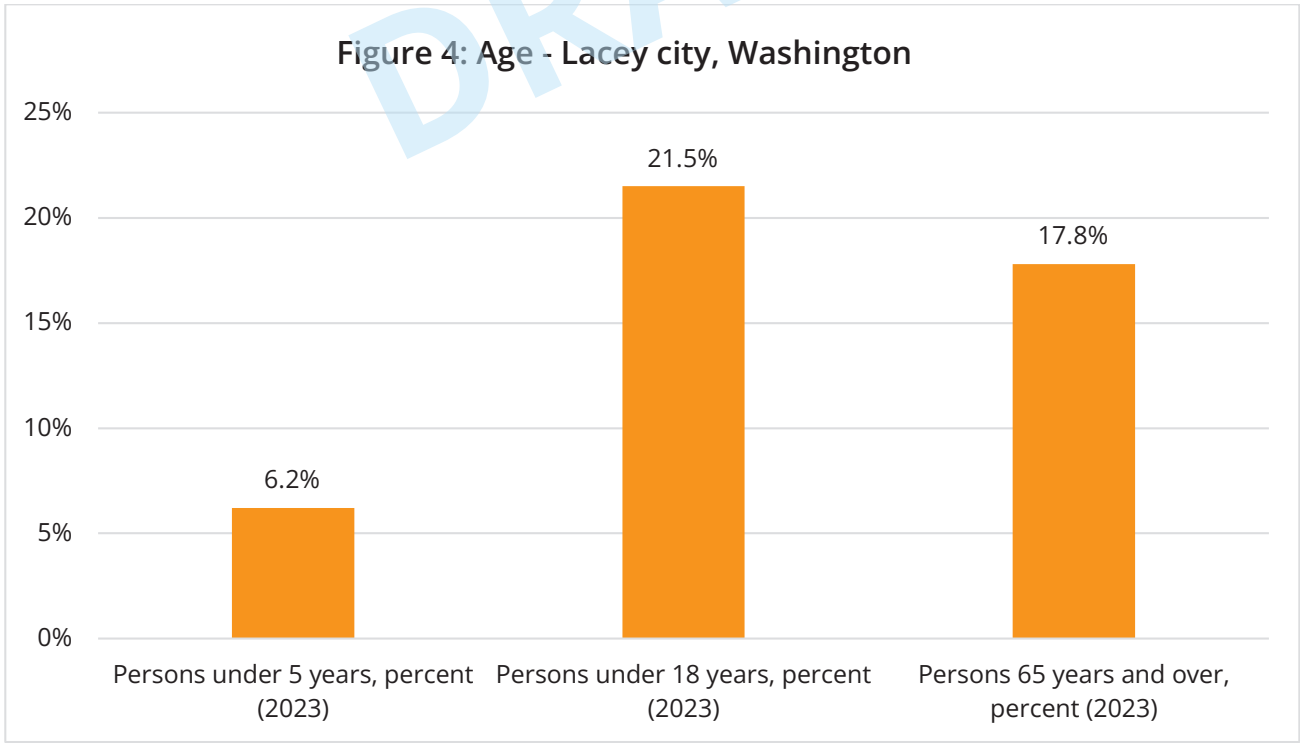


Source: U.S. Census U.S. Census Bureau QuickFacts, 2023



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.

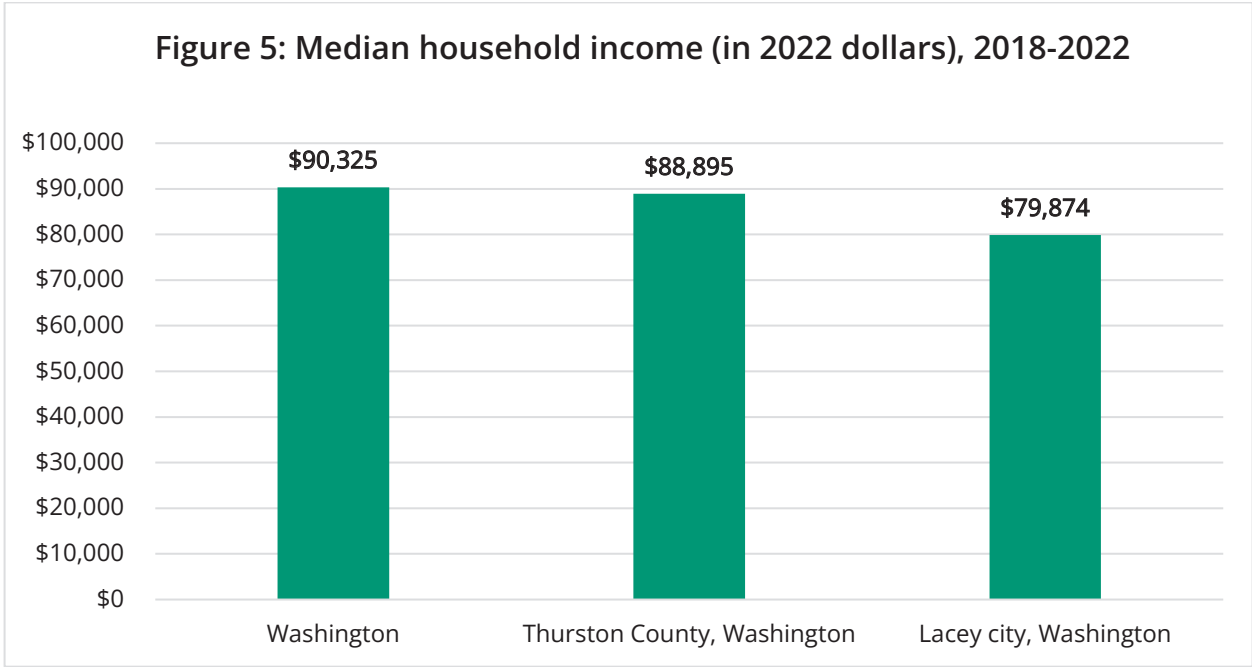


Source: U.S. Census U.S. Census Bureau QuickFacts, 2023



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

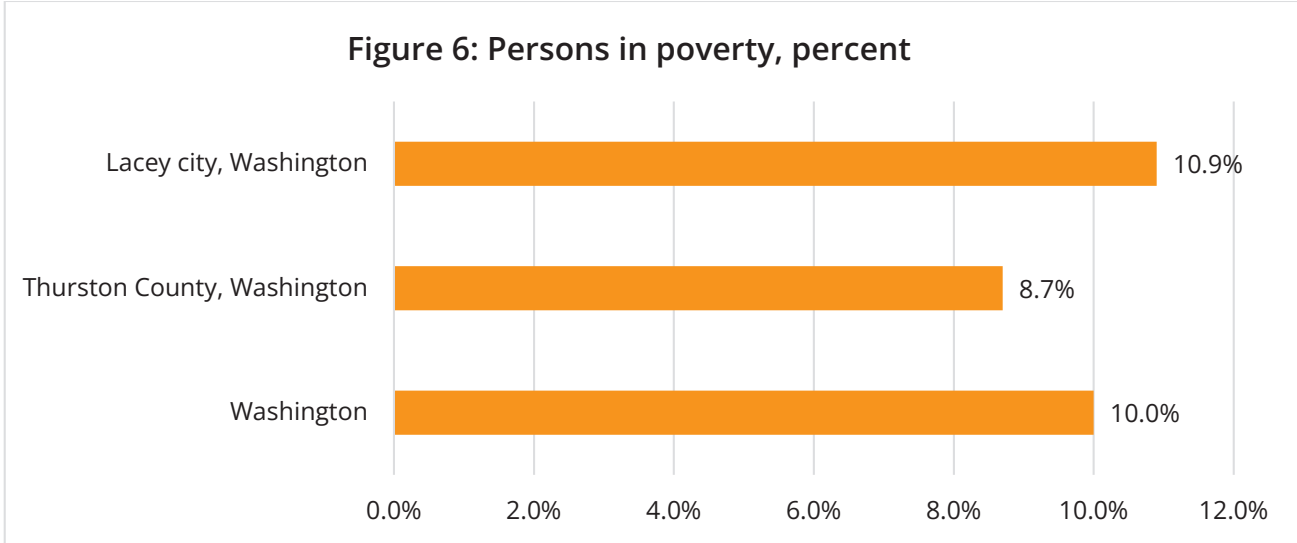
- Lacey has a total of 22,256 households with an average of 2.48 persons per household.
- Housing in Lacey is 57.9% owner-occupied.
- 82.1% of individuals were living in same house 1 year ago.
- Almost 95% of households reported having a computer present, and 91.9% report having a broadband internet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

Source: U.S. Census U.S. Census Bureau QuickFacts, 2023



POVERTY RATE

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

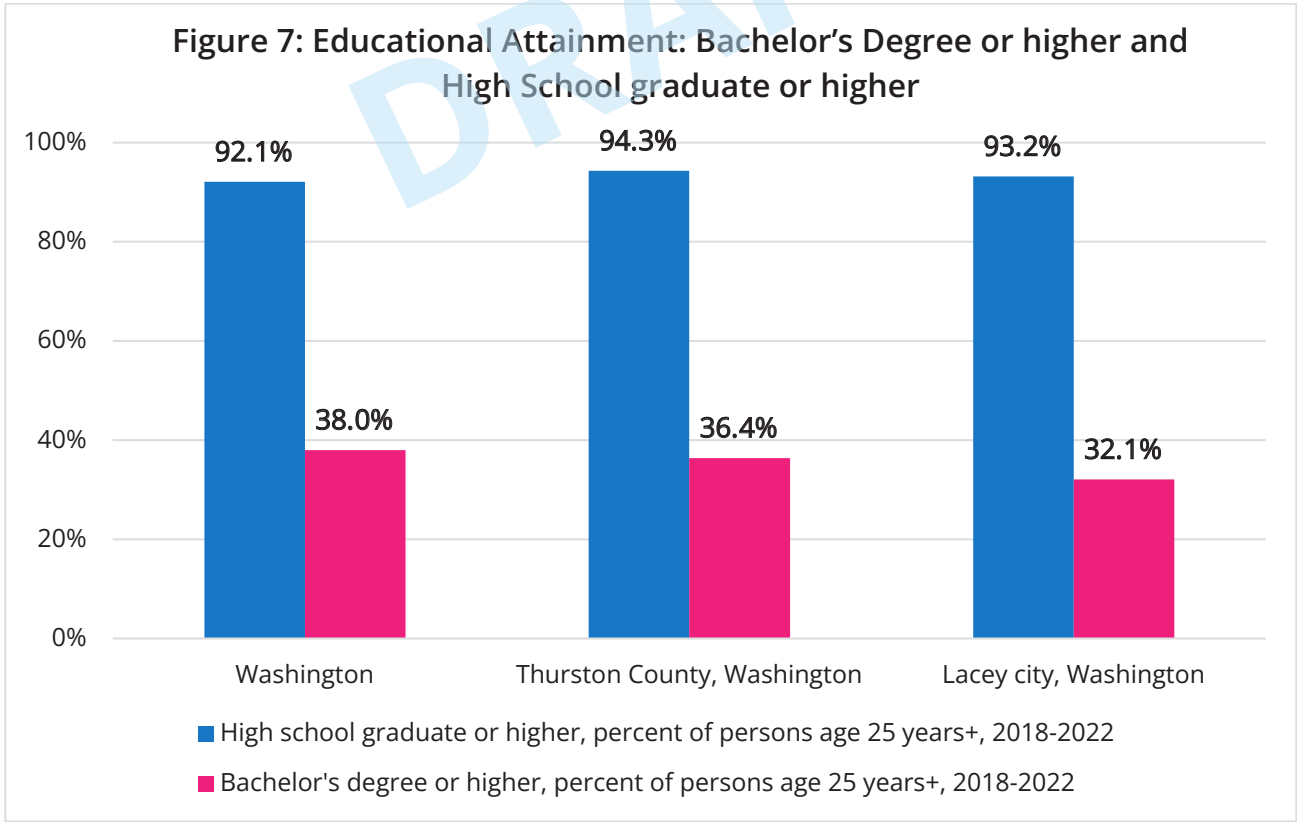


Source: U.S. Census U.S. Census Bureau QuickFacts, 2023



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.

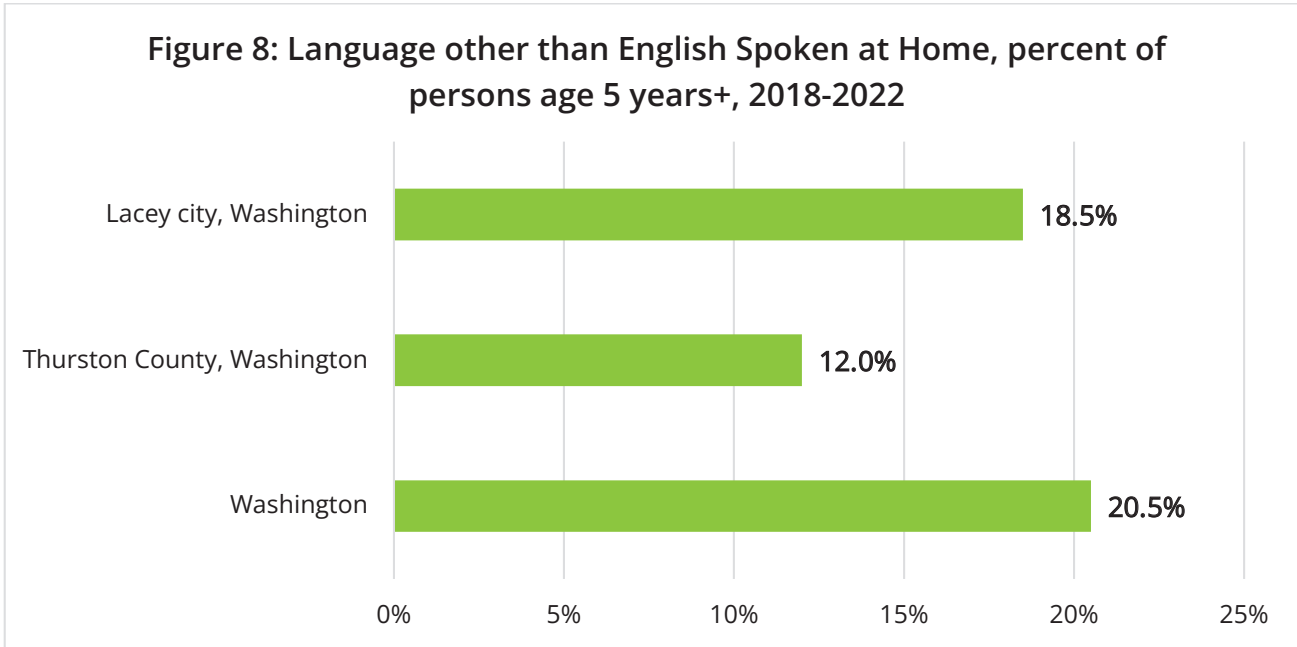


Source: U.S. Census U.S. Census Bureau QuickFacts, 2023

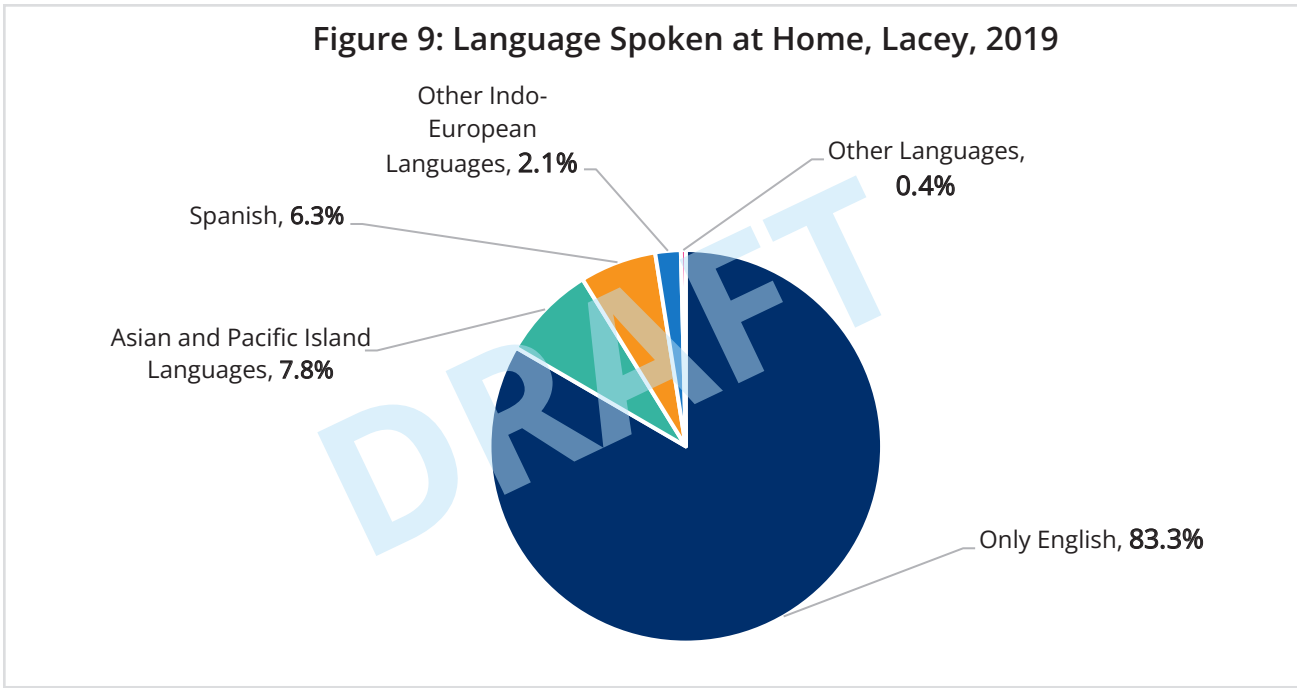


LANGUAGES SPOKEN AT HOME

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 Language Spoken at Home for Populations 5 Years and Over in Lacey

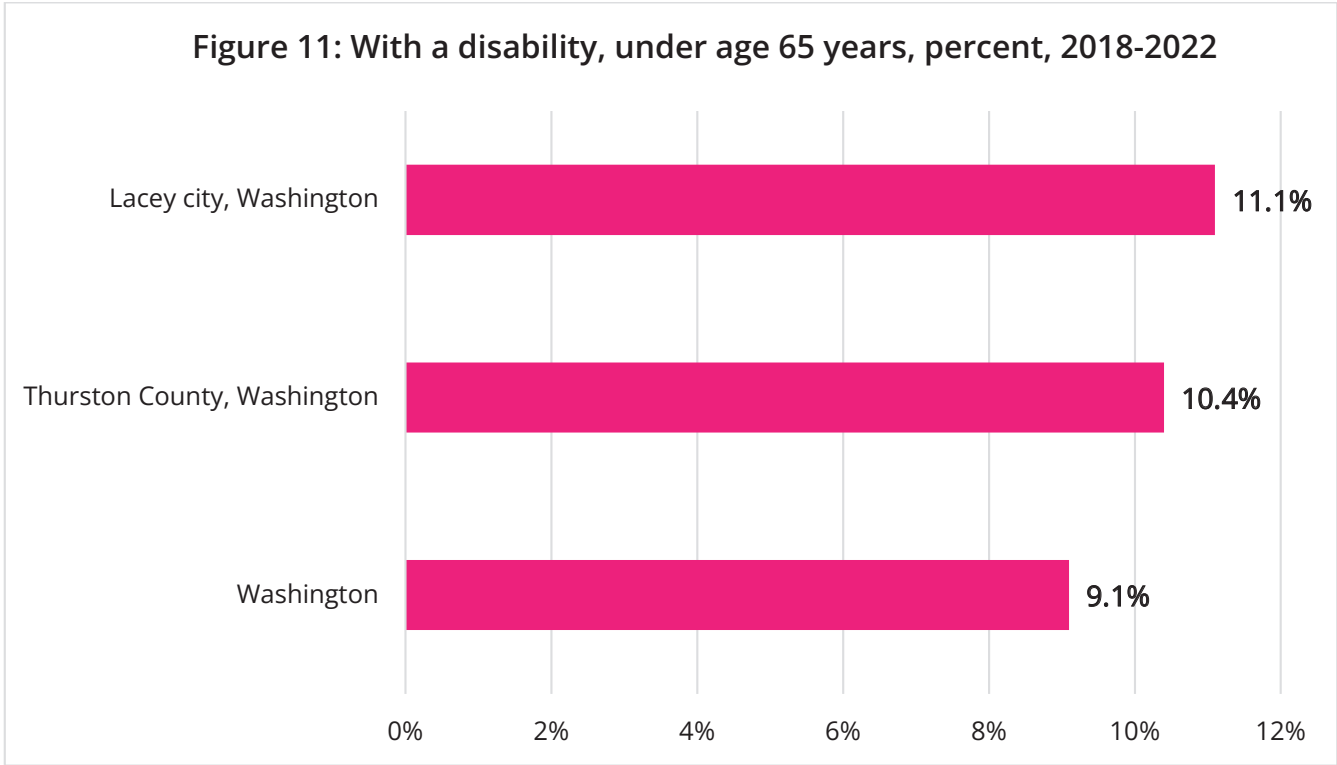
		Estimate	% of Total
	Total:	45,849	-
1	Speak only English	38,210	83%
2	Spanish	2,900	6%
3	Korean	1,035	2%
4	Tagalog (including Filipino)	573	1%
5	German or other West Germanic languages	540	1%
6	Vietnamese	402	1%
7	Chinese (including Mandarin, Cantonese)	354	1%
Other Languages Spoken at Home			
8	Other 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

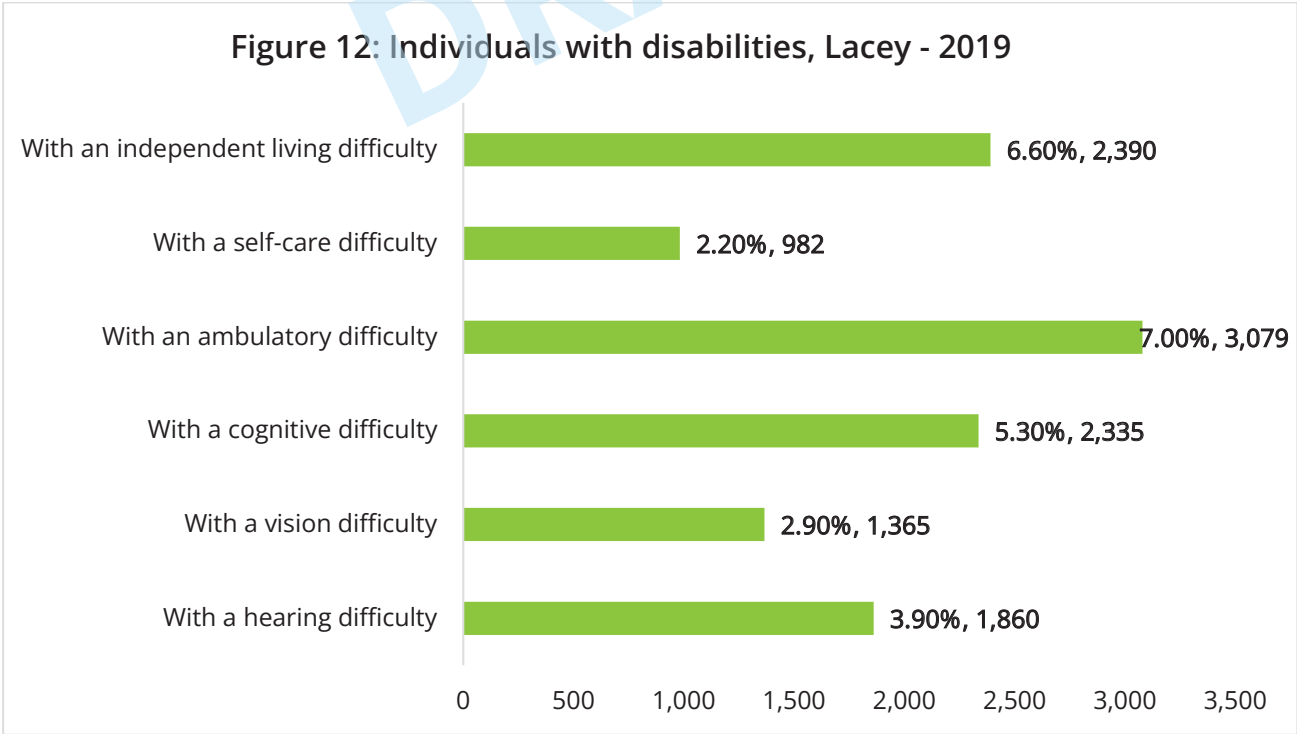


INDIVIDUALS WITH DISABILITIES

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



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



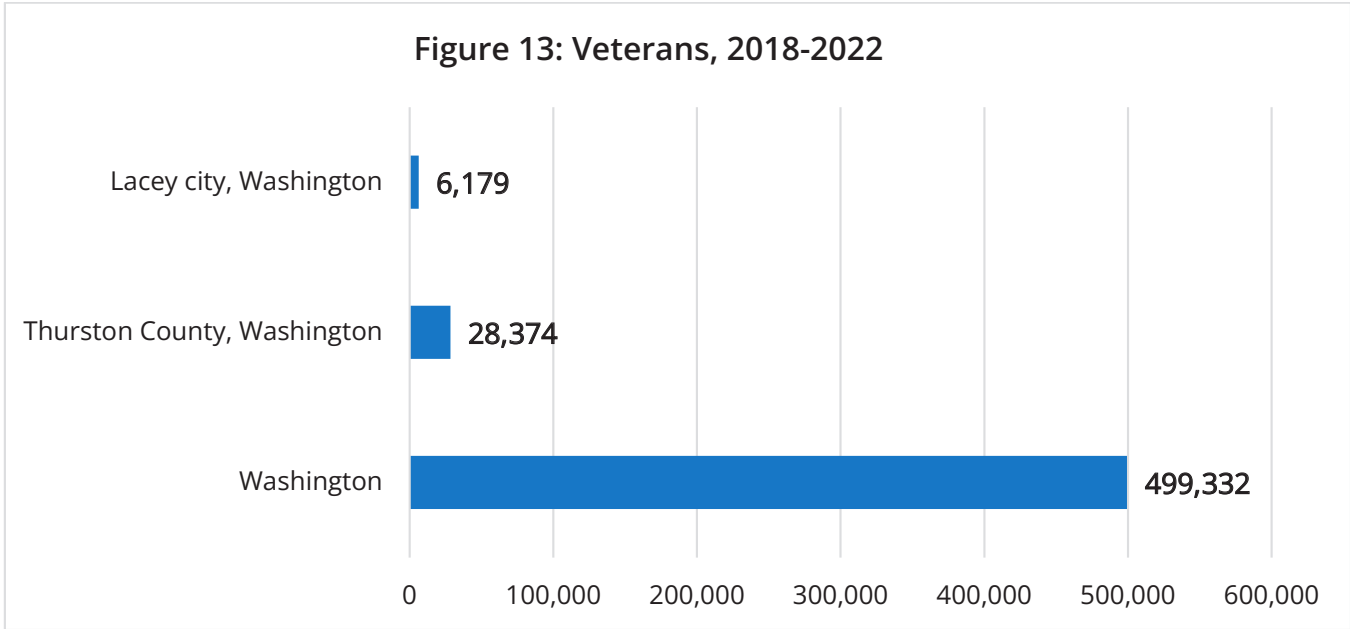
Source: 2020 U.S. Census American Community Survey, 2019



43

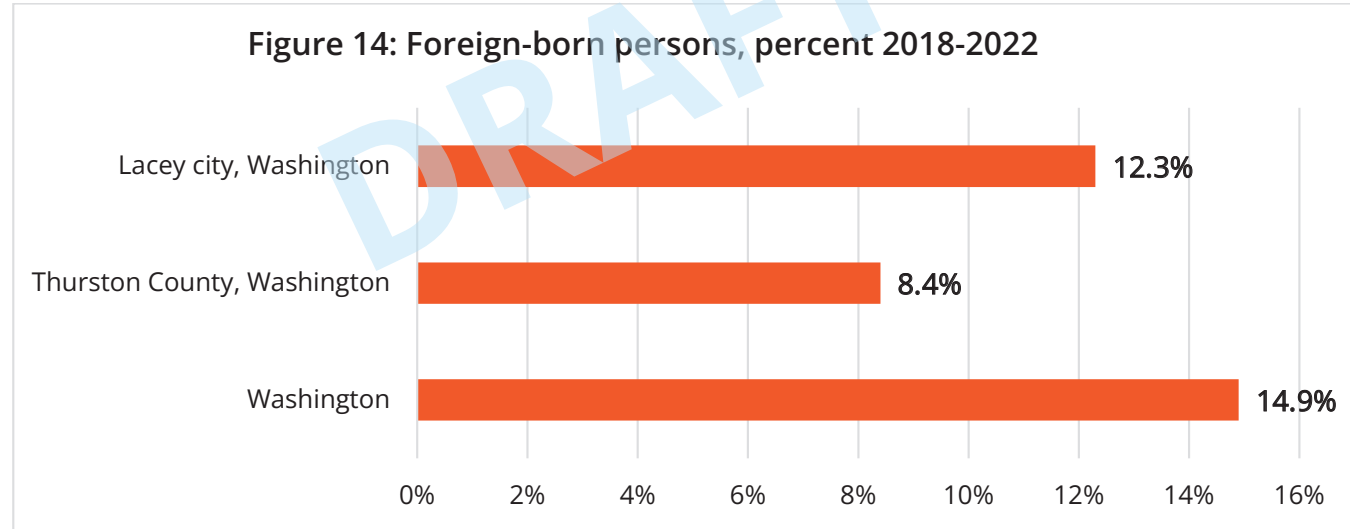
VETERANS

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

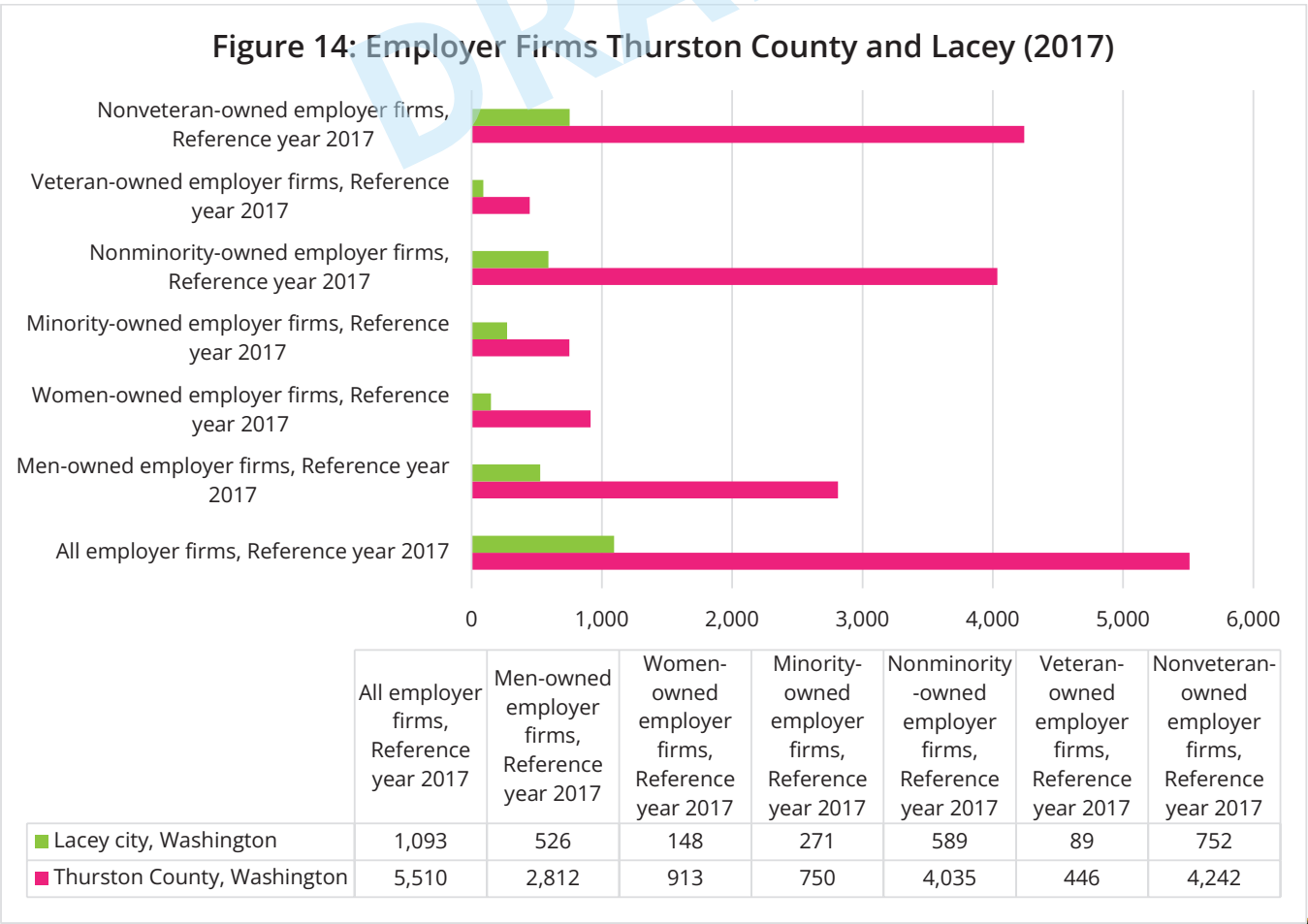


PLACE OF BIRTH

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



EMPLOYER FIRMS



GOALS | SUBAREAS | STRATEGIES BENCHMARKS | BASELINES

The following section provides additional details on each Goal, their respective subareas, associated strategies, benchmarks, and 2024 baselines. The intent of the Plan is to provide an annual report on the progress of the goals and strategies. The annual report will be presented to the Commission on Equity and City Council to review and discuss status ratings.



STATUS REPORT

Annually, each goal subarea will receive a status rating of **Successful**, **Significant Progress**, **Progress**, or **Emerging**. These statuses are intended to be re-evaluated by the City, Commission on Equity, and Lacey City Council.

ICON	STATUS	DEFINITION/MEANING
	Successful	Most or all strategies/benchmarks are being actively practiced or are completed.
	Significant Progress	Many strategies/benchmarks are being developed or are actively being implemented or practiced.
	Progress	Several strategies/benchmarks are being developed or are actively being implemented or practiced.
	Emerging	Little or no work on strategies/benchmarks.



EXAMPLE

GOAL

GOAL SUBAREA

STRATEGY

INFORMATION

Community Access and Engagement

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.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, PA Partners/ Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)														
1. Develop and implement a Language Access Plan.	Annual	No Language Access Plan to date. In 2022 and 2023, the City increased language and accessibility features by launching a new website and legislative meeting portal. All public meetings are streamed online on the legislative meeting portal (with bookmarks), LaceyTV77, and YouTube. In addition, Council Meetings are also streamed on Facebook. Lacey Police Department (LPD) provides a 3% bonus for bilingual officers and uses a telephonic translator service for in field contacts when necessary. Since 2021, the City has provided language translation services for customers and community members through LanguageLine. Every year, the use of these services has increased, see Table X. <table><thead><tr><th colspan="2">Table X LanguageLine Translation Services</th></tr><tr><th>Year</th><th>Total Minutes</th></tr></thead><tbody><tr><td>2021</td><td>87.4</td></tr><tr><td>2022</td><td>448.8</td></tr><tr><td>2023</td><td>783.1</td></tr><tr><td>2024</td><td>366.4</td></tr><tr><td>TOTAL</td><td>1,685.7</td></tr></tbody></table>	Table X LanguageLine Translation Services		Year	Total Minutes	2021	87.4	2022	448.8	2023	783.1	2024	366.4	TOTAL	1,685.7
Table X LanguageLine Translation Services																
Year	Total Minutes															
2021	87.4															
2022	448.8															
2023	783.1															
2024	366.4															
TOTAL	1,685.7															

BENCHMARK

BASELINE



WORKFORCE AND WORK ENVIRONMENT

The City of Lacey strives to be a culturally competent organization that implements diversity, equity, inclusion, and belonging practices.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY’S ROLE	DEPT’S ROLE	STATUS
Equity Plan	A. 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 a regular basis. Determine specific indicators based on assessment. 2. Adopt a Workforce Equity Plan. Implement plan across Departments.	Lead	Leaders: CM, HR Partners/ Support: ALL	 Emerging
Hiring and Retention	B. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community. 1. Look for opportunities to expand operating procedures for pre-hire and recruitment, including increasing: a. advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations; and b. Continue to increase efforts to communicate and engage with the public regarding working for the City and current job openings at the City. 2. Continue to evaluate recruitment life cycle process and remove barriers to City employment. 3. Work to establish learning objectives to enhance workforce. Engage with professional organizations committed to and specializing in advancing workplace equity. 4. Provide equitable job training opportunities to advance and support careers. 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. 6. Percentage (%) of job descriptions that incorporate equity as an essential function. 7. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, etc.). 8. Percentage (%) of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, etc.). 9. Staff retention over select intervals of time (e.g., 1 year, 5 years, 10 years) matches community demographics (e.g., race, ethnicity, sex, etc.).	Lead	Leaders: CM, HR Support: ALL	 Progress

SUBAREAS	STRATEGY AND BENCHMARKS	CITY’S ROLE	DEPT’S ROLE	STATUS
Development and Workplace	C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all. 1. Establish a regular (2 years) City employee survey that includes questions on work environment. Create specific indicators based on the survey. 2. Create internal leadership and/or mentorship program to support workforce development. 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. Percentage of staff who take the required equity training program increases and eventually reaches 100%. 4. Establish optional, advanced equity training for City staff. Require advanced equity training for all supervisors and City leadership. 5. Establish a cross-departmental Equity Team (internal) sponsored by City leadership. Evaluate need for other internal support networks. 6. Create more opportunities for informal dialogue on equity. 7. Integrate equity language (OFM glossary) into the City Policy Manual (internal).	Lead	Leaders: CM, HR Partners/ Support: ALL	 Progress



KEY TERMS

Workforce and Work Environment

TERM	DEFINITION
Authentic-Self	Acting in alignment with your identity. Based on varied circumstances, may be expressed, or suppressed.
Workforce 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 ⁴⁶ . See Diversity.
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 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.

KEY TERMS

Workforce and Work Environment

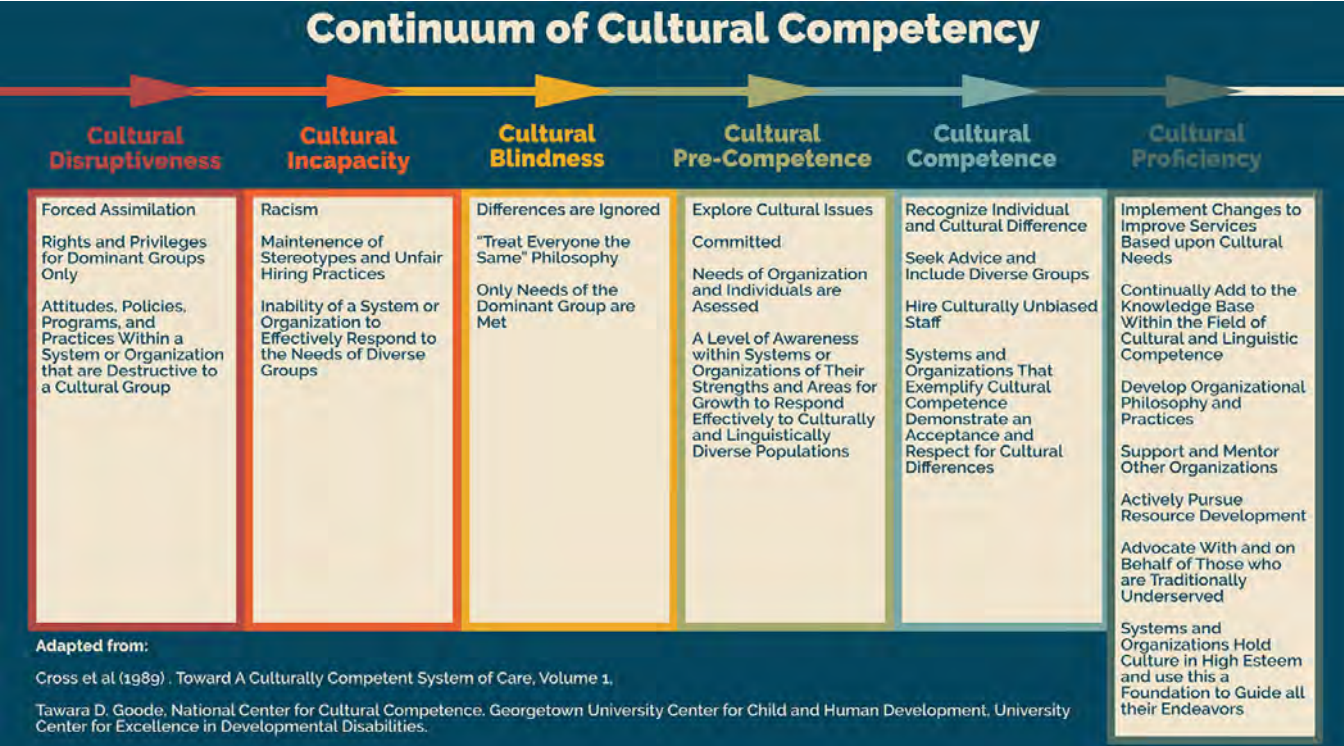
TERM	DEFINITION
Cultural Competency	An ability to interact effectively with people of all cultures and understand many cultural frameworks, values, and norms. Cultural competence comprises four components: • Awareness of one's own cultural worldview, • Attitude towards cultural differences, • Knowledge of different cultural practices and worldviews, and Cross-cultural skills. 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.
Cultural Humility	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.

From: [Cultural Competence - KU CSL Community Engagement Toolbox](#)



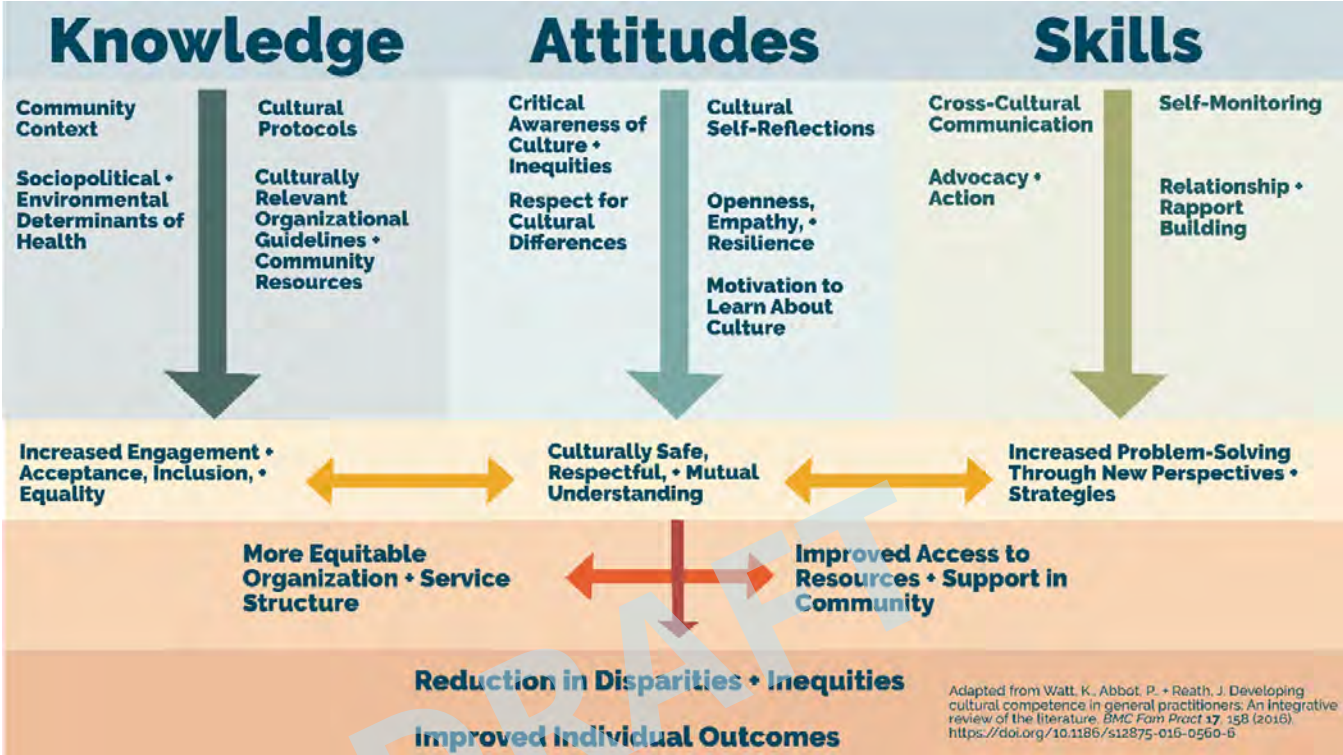
CONTINUUM OF CULTURAL COMPETENCE

Workforce
and Work
Environment



ELEMENTS OF CULTURAL COMPETENCE

Workforce
and Work
Environment



From: Washing State Office of Financial Management, Diversity, Equity and Inclusion – Glossary of Equity-Related Terms, Version 3.2



EQUITY PLAN

A. 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’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: CM, HR Partners/ Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Perform an organization-wide Equity Assessment on a regular basis. Determine specific indicators based on assessment.	To be determined	No Equity Assessment performed to date. No indicators created.
2. Adopt a Workforce Equity Plan. Implement plan across Departments.	Annual	No Workforce Equity Plan to date. No implementation at this time.

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: CM, HR Partners/ Support: ALL	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Look for opportunities to expand operating procedures for pre-hire and recruitment, including increasing: a. Advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations. b. Continue to increase efforts to communicate and engage with the public regarding working for the City and current job openings at the City.	Annual	In the past few years, the City expanded on-going recruitment efforts conducted by Human Resources, to include creating a Recruitment Coordinator position, in addition to the work done by other Human Resources staff. Human Resources currently performs outreach efforts to surrounding local high schools, assisting school counseling staff with job applications, coaching, and career path planning. City staff also attend major career fair and expo events around the state and partner with hiring managers when available to provide on-site informational interviews. The City uses online tools and partner organizations for engagement and promoting job openings, some examples include: • Workforce – Employment Security Department • Surrounding cities and counties • Local high schools and colleges • The Korean Women's Association • Joint Base Lewis McChord (JBLM) Veteran groups • Asian Pacific Cultural Center • Equity job boards, e.g., Native American Jobs • Vadis and Morningside (Supported Employment) Lacey Police Department (LPD) is involved with the 30x30 Initiative which is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States. LPD command staff also attended trainings, like the Women in Law Enforcement Conference, to learn more about different perspectives within the field of law enforcement.



HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Continue to evaluate recruitment life cycle process and remove barriers to City employment.	Annual	Over the past few years, the City revised its application review process, to include the following: • For some jobs, a cover letter and/or resume are no longer necessary. • Application materials (resume and cover letters) are not distributed to the interview panel; only the hiring manager. • Names and other identifiable information are redacted from application materials (resume, cover letters) provided to hiring manager. • All job descriptions are reviewed for accuracy and inclusivity. • Many jobs at the City now include experience options for “Required Qualifications” in addition to education and certification(s). For example, “A high school diploma or equivalent and four (4) years or progressive experiencing involving...” • Some City departments removed all “preferred qualifications” from their listings. If a qualification is absolutely necessary, then it is listed under qualifications. • Interviewing can be a barrier for some, as such the City allows for skill assessments for some positions to help provide a more comprehensive evaluation of candidate’s ability to perform the functions of a job. • Lacey Police Department (LPD) is the most diverse law enforcement in the region. The following programs and initiatives helped increase a wider diversity of experiences on the force: • LPD is involved with the 30x30 Initiative which is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States. LPD command staff also attended trainings, like the Women in Law Enforcement Conference, to learn more about different perspectives within the field of law enforcement. • LPD reviewed and updated its qualifications and testing standards for officers to be more inclusive and attract a larger pool of candidates. The LPD recruitment team consists of representatives from a variety of backgrounds, including: race, ethnicity, and sex. • The LPD Explorer program is being enhanced to develop more interest in law enforcement careers. • LPD has streamlined the hiring process and increased transparency in person, in documentation, and online to remove barriers and increase opportunities for all.

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Work to establish learning objectives to enhance workforce. Engage with professional organizations committed to and specializing in advancing workplace equity.	Annual	City staff must attend annual trainings. Previous trainings have included: • City Policy Manual Annual updates • Monthly Safety Trainings • Foundations of Implicit Bias • A Framework for Ethical Decision Making. • Preventing Harassment, and Discrimination • Emotional Intelligence
4. Provide equitable job training opportunities to advance and support careers.	Annual	In 2022, the City started offering tuition reimbursement for staff to pursue degree programs through accredited colleges and/or universities. City offers a variety of training opportunities through Washington Cities Insurance Authority (WCIA), Association of Washington Cities (AWC), and Summit Law. Departments have varying degrees of training and continuing education opportunities for staff.
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.	Annual	In 2023, the City offered three internships and one veteran fellowship. Human Resources Recruitment Coordinator actively maintains a list of job fair participants interested in future internship opportunities and connects them with relevant postings at the City. Lacey Police Department (LPD) has a paid intern position to work with our LPD management analyst on crime analysis. LPD offers development opportunities for civilian community service officers to apply and transition into fully commissioned police officers. This program has successfully increased the diversity of commissioned officers.



Workforce
and Work
Environment

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Percentage (%) of job descriptions that incorporate equity as an essential function.	Annual	Eight (8) positions, or 2.4 %, of all positions list equity as an essential function. Currently six (6) Human Resource positions and two positions in the City Manager's Office.
7. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, etc.).	Annual	See Appendix X for detailed overview and limitations (third party data collection, older data, misalignment with US Census Bureau information, etc.) on current, self-identified staff demographics. The population of Lacey: 31.7% people of color. - The City's current full-time workforce: 20.3% identify as people of color (including all identified as Hispanic and Latino/a/x/e). - Non-management positions: 21.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). - Management positions: 13.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). The population of Lacey: 51% identify as females. - The City's current full-time workforce: 33.1% identify as female. - Non-management positions: 37.7% identify as female. - Management positions: 34.6 identify as female. See Public Safety, Strategy C, Benchmark 10, and Appendix X for more details on the City's Police, emergency management, and animal services.
8. Percentage (%) of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Annual	See Appendix X for detailed overview and limitations, e.g., applicant demographic data is provided on a voluntary basis by a third-party system. Lacey's population is made up of 31.7% people of color. - The City's 2023 applicant pool was made up of 37% individuals that identify as people of color (including all identified as Hispanic and Latino/a/x/e). Lacey's population is made up of 51% females. - The City's 2023 applicant pool was made up of 32.4% individuals that identify as female.
9. Staff retention over select intervals of time (e.g., 1 yr., 5 yrs., 10 yrs.) matches community demographics (e.g., race, ethnicity, sex, etc.)	Annual	Baseline data established in January 2024. The City intends to compare January 2025 data with the baseline next year.

Workforce
and Work
Environment

DEVELOPMENT AND WORKPLACE

C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, HR Partners/ Support: ALL	

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Establish a regular (2 years) City employee survey that includes questions on work environment. Create specific indicators based on the survey.	Every Two (2) Years	No survey to date. No indicators to date.
2. Create internal leadership and/or mentorship program to support workforce development.	Annual	No formal internal leadership and/or mentorship program is established to date. Staff received annual City policy manual training with updates on training and development efforts. Human Resources (HR) working to develop new supervisory training in 2024, to include: - Collective Bargaining Agreement (CBA) - the City Policy Manual - Recruitment/hiring best practices and process - Benefits - Leave administration. HR is partnering with departments on: - Succession planning - How to incorporate training and other professional development opportunities into staff goals to help support plans. Lacey Police Department has a candidate mentor program and Community Service Officer (CSO) development program. Since 2022, Public Works has offered an internal Controls Technician apprenticeship program in Wastewater and Water.



DEVELOPMENT AND WORKPLACE

C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Establish a required baseline equity training program 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%.	Annual	There is no structured, baseline equity training required for all City staff. In 2021, the City started providing training beginning that support DEIB efforts. Trainings included: - Preventing Harassment/Discrimination - Implicit Bias 2021 - Ethics - Giving Feedback/Receiving Feedback trainings 2022 - Emotional Intelligence 2023. LPD completed all Washington State Criminal Justice Training Commission (CJTC) required annual equity training.
4. Establish optional, advanced equity training for City staff. Require advanced equity training for all supervisors and City leadership.	Annual	There is no structured, advanced equity training available for all City staff or required for supervisors and City leadership. Optional, advanced equity training options are available through Washington Cities Insurance Authority (WCIA), however no comprehensive or structured program exists. Supervisors and City leadership are required to be up-to-date on all required trainings. In 2023/4, the Parks, Culture, and Recreation Department held a four segment Racial Equity Challenge which consisted of short videos and follow up discussions facilitated with the help of Human Resources. Lacey Police Department (LPD) completed all Washington State Criminal Justice Training Commission (CJTC) required annual equity training.
5. Establish a cross-departmental Equity Team (internal) sponsored by City leadership. Evaluate need for other internal support networks.	Annual	No cross-departmental Equity Team or committee (internal) exists to date.

DEVELOPMENT AND WORKPLACE

C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Create more opportunities for informal dialogue on equity.	Annual	No City-wide informal dialogue on equity opportunities exist to date.
7. Integrate equity language (OFM glossary) into the City Policy Manual or other applicable policy document (internal).	Annual	OFM glossary is not integrated into the City Policy Manual or other applicable policy document to date.



COMMUNITY ACCESS AND ENGAGEMENT

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

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
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. - Develop and implement a Language Access Plan. - Establish accessibility standards for print and digital materials. % of new City materials that meet accessibility standard increasingly gets to 100%. % of all City materials that meet accessibility standard increasingly gets to 100%. - The number or % of translated City materials increases each year aligned with the Language Access Plan. - 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. - Community Survey - % of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Lead	Leaders: CM, PA Partners/ Support: ALL	 Emerging
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. - 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, etc.). - Implement community programs that increase community participation and involvement from underrepresented community members, e.g.: - Community Liaison Program - Community Academies (City-wide) - Community Dialogues and Focus Groups - Advisory Boards % of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Lead	Leaders: PA, CM, PCR, CED Partners/ Support: PA, PCR, CED	 Progress

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Relationships	C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entities, and community members through events, programs, forums, art, etc. - Community Survey – % of individuals that attended or participated in a City-sponsored event increases. Scores are consistent across demographics. - Community Survey – % of individuals that attended a local public meeting increases. Scores are consistent across demographics. - Community Survey – % of individuals that watched a local public meeting increases. Scores are consistent across demographics. - Community Survey – % of individuals that voted increases. Scores are consistent across demographics. - Community Survey – Other pertinent indicators determined by survey questions. # of City engagement held at non-City events increases.	Lead	Leaders: PA, CM, PCR, CED, PD Partners/ Support: ALL	 Progress
Collaboration	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. - Continue to support the Community Connectivity Assessment (CAA) and increasingly put it to use for a variety of City programs and events. - Set-up regular meetings throughout the year with DEIB representatives. Collaborate on tools to increase knowledge, engagement, and connectivity	Lead	Leaders: CM, PA, PCR Partners/ Support: ALL	 Emerging



KEY TERMS

Community
Access and
Engagement

TERM	DEFINITION
Access	Creating and advancing barrier-free design, standards, systems, processes, and environments to provide all individuals, regardless of ability, background, identity or situation, an effective opportunity to take part in, use and enjoy the benefits of: employment, programs, services, activities, communication, facilities, electronic/information technology, and business opportunities.
Belonging(ness)	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.
Diversity	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.
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 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.

KEY TERMS

Community
Access and
Engagement

TERM	DEFINITION
Tokenism	The practice of making only a perfunctory or symbolic effort to do a particular thing. Examples of tokenism include but aren't limited to, asking a person of color to be on a hiring panel for the appearance of diverse perspectives, but they don't actually have a connection to the position or voice in the decisions related to the hiring process; you ask a community member to join a meeting to give input and you don't use their input but talk about how you had representation from that community.
* From: Washing State Office of Financial Management, Diversity, Equity, and Inclusion – Glossary of Equity-Related Terms, Version 3.2	
Accountability	The quality or state of being <u>accountable</u> . Especially: an obligation or willingness to accept responsibility or to account for one's actions FROM: Merriam Webster Dictionary



Community
Access and
Engagement

TERM	DEFINITION
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Restorative
Justice

1. A theory of justice that emphasizes repairing the harm caused by wrongful behavior. This can lead to transformation of people, relationships and communities.

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.

FROM: ICMA, [Glossary of Terms: Race, Equity and Social Justice | icma.org](#)

1. Restorative Justice is a theory and approach that seeks to understand who was harmed and how that harm might be repaired. It actively engages responsible, harmed and other affiliated individuals in an attempt to build a consensus on how to potentially repair the harm.

The three fundamental questions that Restorative Justice seeks to address are:

- What are the harms and needs of those involved?
- Who is responsible for the harm that has occurred?
- What commitments and obligations are necessary to promote healing, repair relationships and mitigate future harm?

FROM: University of Texas, Austin, Institute for Restorative Justice, [Final IRJ Web Guide.pdf](#) | [Powered by Box](#)



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.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, PA Partners/ Support: ALL	Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)														
1. Develop and implement a Language Access Plan.	Annual	No Language Access Plan to date. In 2022 and 2023, the City increased language and accessibility features by launching a new website and legislative meeting portal. All public meetings are streamed online on the legislative meeting portal (with bookmarks), LaceyTV77, and YouTube. In addition, Council Meetings are also streamed on Facebook. Lacey Police Department (LPD) provides a 3% bonus for bilingual officers and uses a telephonic translator service for in field contacts when necessary. Since 2021, the City has provided language translation services for customers and community members through LanguageLine. Every year, the use of these services has increased, see Table X. <table><tr><th colspan="2">Table X: LanguageLine Translation Services</th></tr><tr><th>Year</th><th>Total Minutes</th></tr><tr><td>2021</td><td>87.4</td></tr><tr><td>2022</td><td>448.8</td></tr><tr><td>2023</td><td>783.1</td></tr><tr><td>2024</td><td>366.4</td></tr><tr><td>TOTAL</td><td>1,685.7</td></tr></table>	Table X: LanguageLine Translation Services		Year	Total Minutes	2021	87.4	2022	448.8	2023	783.1	2024	366.4	TOTAL	1,685.7
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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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Establish accessibility standards for print and digital materials. Percentage of all City materials that meet accessibility standard increasingly gets to 100%.	Annual	Currently, no established accessibility standards. No materials are reviewed for accessibility standards for print and digital materials. Work on the Language Access Plan will include establishing accessibility standards.
3. The number or % of translated City materials increases each year aligned with the Language Access Plan.	Annual	No Language Access Plan to date. City currently translates most surveys into the top three to five languages spoken in Lacey at home other than English. Since 2021, the City has provided language translation services for customers and community members through LanguageLine. Every year, the use of these services has increased. Over the past four years, languages with the most minutes of translation services include Spanish (1,296), Korean (171), and Vietnamese (85), see Appendix X for more information.
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 for public meetings on Zoom. In 2024, the City will start providing automatic closed captioning on LaceyTV77, its new cable and streaming service for all public meetings. LaceyTV77 also provides automatic language translation closed captioning City Council meetings. All public meetings are broadcast on YouTube which also provides automatic closed captioning. Note: Automatic captions are generated by machine learning algorithms. Automatic captions might misrepresent the spoken content due to mispronunciations, accents, dialects, or background noise.
5. Community Survey - % of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Every Two (2) Years	No baseline.

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.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: PA, CM, PCR, CED Partners/Support: PA, PCR, CED	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
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, etc.).	Annual	No baseline. In 2024, Advisory Board Stipend Program and demographic survey was implemented, see Appendix X for full assessment of gaps in representation.

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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Implement community programs that increase community participation and involvement from underrepresented community members, e.g.: a. Community Liaison Program b. Community Academies (City-wide) c. Community Dialogues and Focus Groups d. Advisory Boards	Annual	No Community Liaison Program. No Community Academy (City-wide) program. Lacey Police Department (LPD) provides an annual LPD Community Academy. LPD has racially and gender diverse community representatives as part of its CMIIT to investigate deadly force. LPD had a community advisory panel (CAP) to advise on the new police building. In 2023, the Commission on Equity held three community forums and one focus group. Lacey Parks, Culture & Recreation (LPCR) Department used an Outreach Team to help with the 2023 LPCR Comprehensive Plan update. The Outreach Team then changed to a Parks Task Force to represent various stakeholder groups in the community. In 2023, the Lacey City Council adopted the Advisory Board Stipend Program. The program will be implemented in 2024. The City held numerous public hearings and other engagement events throughout the year.
3. Percentage (%) of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Every Two (2) Years	The City does not currently track online opportunities or online engagement.



RELATIONSHIPS

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.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: PA, CM, PCR, CED, PD Partners/Support: ALL	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Community Survey - Percentage (%) of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
2. Community Survey - Percentage (%) of individuals that attended a local public meeting increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
3. Community Survey - Percentage (%) of individuals that watched a local public meeting increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

RELATIONSHIPS

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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
4. Community Survey - Percentage (%) of individuals that voted increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Other pertinent indicators determined by survey questions.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Number of City engagement held at non-City events increases.	Annual	The City participated in 20+ non-City events in 2023. See Appendix X for a full list.



COLLABORATION

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.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, PA, PCR Partners/ Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Continue to support the Community Connectivity Tool (CAT) and increasingly put it to use for a variety of City programs and events.	Annual	In 2023, 67 entities were in the CCT.
2. Set-up regular meetings throughout the year with DEIB representatives. Collaborate on tools to increase knowledge, engagement, and connectivity	Annual	In 2023, the Commission on Equity held a meeting with DEI representatives from NTPS.



Programs,
Policies, and
Services

PROGRAMS, POLICIES, AND SERVICES

The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY’S ROLE	DEPT’S ROLE	STATUS
City Policies	A. Integrate and reflect equity values in all policy and planning documents, e.g., Budget, Comprehensive Plan, etc. - 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. - Create an equity map that supports the equity framework tool and other City projects. - Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%. - Support and resources for projects with DEIB emphasis increase annually.	Lead	Leaders: CM, FI, CED Partners/ Support: ALL	 Emerging
City Services	B. Provide services that are responsive, transparent, accountable, equitable, and welcoming with an emphasis on providing a safe, trusted environment for underserved community members. - Community Survey – Rating of City government increases. Scores are consistent across demographics. - Community Survey – Rating of overall direction that City is taking increases. Scores are consistent across demographics. - Community Survey – Rating of overall City customer services increases. Scores are consistent across demographics. - Community Survey – Rating of the City treating all community members equitable increases. Scores are consistent across demographics. - Community Survey – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics. - Community Survey – Rating of community City direction increases. Scores are consistent across demographics. - Percentage (%) of contracts and services agreements that incorporate non-discrimination language and equity elements increases and eventually reaches 100%. - Continuous, full-time City contractors meet City equity training standards, or equivalent. - City continues to raise awareness on City contracting processes and solicitation opportunities. - City continues to evaluate and remove barriers to accessing City services. - Increased number of City external documents (forms, policies, applications, etc.) are accessible online.	Lead	Leaders: ALL Partners/ Support: ALL	 Progress

Programs,
Policies, and
Services

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY’S ROLE	DEPT’S ROLE	STATUS
Public Safety	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. - 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. - Community Survey – Positive rating of Police services increases. Scores are consistent across demographics. - Community Survey – Positive rating of crime prevention increases. Scores are consistent across demographics. - Community Survey – Positive rating of animal control increases. Scores are consistent across demographics. - Community Survey – Positive rating of emergency preparedness increases. Scores are consistent across demographics. - Community Survey – Positive rating of court services increases. Scores are consistent across demographics. - LPD Community Academy participants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.). - LPD continues to enhance community engagement efforts. - The new Police Station includes a community meeting space that is used for external community meetings. - Continued enhancement of emergency preparedness community initiatives.	Lead Partner	Leaders: PD, CA, CM, JAS, FI Partners/ Support: CED	 Progress



Programs,
Policies, and
Services

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Parks, Culture, Recreation	D. Provide robust and community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated. 1. Increase accessibility and inclusive park amenities, e.g., trails, all access playgrounds, etc. 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. 3. Increased use and awareness of recreation financial assistance fund to ensure recreation programs are available to all. 4. Community Survey – Rating of park system increases. Scores are consistent across demographics. 5. Community Survey – Rating of recreation programs increases. Scores are consistent across demographics. 6. Community Survey – Rating of community center increases. Scores are consistent across demographics. 7. Community Survey – Rating of City-sponsored events increases. Scores are consistent across demographics. 8. Community Survey – Positive rating of culture programs increases. Scores are consistent across demographics.	Lead	Leaders: PCR, PW Partners/ Support: CA, CED, PW	 Progress
Infrastructure	E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming. 1. Percentage (%) of ADA infrastructure in City increases. 2. Percentage (%) of multimodal transportation infrastructure in City increases. 3. Community Survey – Rating of City roadways increases. Scores are consistent across demographics. 4. Community Survey – Rating of availability of paths and trails increase. Scores are consistent across demographics. 5. Community Survey – Rating of City's multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics. 6. Community Survey – Rating of Lacey's built environment increases. Scores are consistent across demographics. 7. Community Survey – Rating of City's public places and City facilities increases. Scores are consistent across demographics.	Lead Partner	Leaders: PW, CM Partners/ Support: CA, CED, PCR	 Emerging

Programs,
Policies, and
Services

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Utilities	F. Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community. 1. Community Survey – Rating of various City utilities increases. Scores are consistent across demographics. 2. Increased use and awareness of utility discounts for low-income seniors and disabled community members.	Lead Partner	Leaders: PW, FI Partners/ Support: CA, CED	 Emerging
Acknowledgement and Events	G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices. 1. Community Survey – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics. 2. The City continues to develop and enhance relationships with local indigenous tribes. 3. Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives. 4. City publications and other materials reflect the community. 5. City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms. 6. Number and support for events and programming that highlights cultural diversity. 7. Number of opportunities for community dialogues on equity. 8. Track Community engagement events: a. Number held (in-person, remote, hybrid), b. Type of events c. Demographic data, as best as possible, d. Location of events 9. Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.	Lead	Leaders: PA, CM, CED, PCR Partners/ Support: ALL	 Progress
Contracting	H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses. 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. 3. 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.	Lead	Leaders: CED, PA, CM, FI Partners/ Support: CA, CED, HR	 Emerging

TERM	DEFINITION
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.
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.
People of Color or Communities of Color	Collective term for referring to non-white racial groups.
Power	The ability to decide who will have access to opportunity and resources; the capacity to direct or influence the behavior of others, oneself, and/or the course of events
Power-with	Using or exercising one’s power to work with others equitably for common good, showing respect, leveraging strengths and providing guidance

TERM	DEFINITION
Respect	A feeling or understanding that someone or something is important, valued and should be treated in a dignified way.
* From: Washing State Office of Financial Management, Diversity, Equity and Inclusion – Glossary of Equity-Related Terms, Version 3.2	
BIPOC	1. 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. From NaCO, Diversity, Equity and Inclusion: Key Terms and Definitions (naco.org) 2. 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, Glossary Racial Equity Tools



Programs,
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CITY POLICIES

A. Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: CM, FI, CED Partners/ Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
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.	Annual	No equity framework tool exists. In 2023, the Commission on Equity received a briefing that introduced equity tools. The 2024 Commission on Equity Work Plan includes continuing to research equity tools, including equity maps.
2. Create an equity map that supports the equity framework tool and other City projects.	Annual	No equity map exists.

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CITY POLICIES

A. Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%.	Annual	The 2024 Budget includes references to diversity, equity, inclusion, and belonging efforts in the following budgets: City Council City Manager Human Resources Police The 2024 Budget included an increased in funding for equity initiatives, including funding for the Advisory Board Stipend Program (\$50,000). The Comprehensive Plan does not have a standalone equity section, however, equity is discussed in the Housing Action Plan, which is the Housing Element of the Comprehensive Plan. Starting in 2024 and through 2025, the City will be updating its Comprehensive Plan, which will include an regional analysis on racially desperate impacts and displacement measures. The Comprehensive Plan may also include a Human Services Element, informed by the Human Services Needs Assessment to be performed in 2024 and 2025. Policy documents with equity: Communications Plan Work Plan 2022-2024 2023 Parks, Culture, Recreation Comprehensive Plan Example of Policy documents with no incorporation of equity: City Council Policies and Procedures Capital Facilities Plan Transportation Plan Comprehensive Emergency Management Plan Public Works Standards
4. Support and resources for projects with DEIB emphasis increase annually.	Annual	Since 2022, the City has annually budgeted \$25,000 for equity initiatives. The 2023 Carryover Ordinance (2024 Amendment) includes \$42,019 for equity initiatives. In 2023, the Lacey City Council created of the Advisory Board Stipend Program. The 2024 Budget provides \$50,000 for program implementation. The 2023 and 2024 Budget included funding for an Equity and Inclusion Program Manager. This position was filled in 2024.



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CITY SERVICES

B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.

CITY'S ROLE	DEPT'S ROLE		STATUS
Lead	Leaders: ALL Partners/ Support: ALL		 Progress
BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)	
1. Community Survey – Rating of City government increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
2. Community Survey – Rating of overall direction that City is taking increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
3. Community Survey – Rating of overall City customer services increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
4. Community Survey – Rating of the City treating all community members equitable increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
5. Community Survey – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	

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CITY SERVICES

B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Community Survey – Rating of community City direction increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
7. Percentage of contracts and services agreements that incorporate non-discrimination language and equity elements increases, eventually reaches 100%.	Annual	The City's current Professional Services Agreement template contains Title VI assurances related to nondiscrimination. In 2023 LPCR Sponsorship Agreements were updated to include contain language on discrimination.
8. Continuous, full-time City contractors meet City equity training standards, or equivalent.	Annual	The City has no established equity training standards, or equivalent for contractors, at this point in time.
9. City continues to raise awareness on City contracting processes and solicitation opportunities.	Annual	The City currently provides information on contracting processes and solicitation opportunities on its solicitation page: CityofLacey.org/rfp-rfq-rfi/ For some solicitations, the City uses the Office of Minority and Women's Business Enterprises Bids & Contracting Opportunities portal. The City has not performed a comprehensive outreach and engagement program on City contracting and solicitation opportunities. The City meets State requirements for contracting.



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Services

CITY SERVICES

B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
10.City continues to evaluate and remove barriers to accessing City services.	Annual	In 2023, the City evaluated its legislative processes. This resulted in the elimination of City Council Committee Meetings to improve community member accessibility. All Public Meetings include in-person and virtual options to increase public access. Since 2022, the City has provided translation services for community members at front counters and in the field. Parks, Culture and Recreation has a Financial Assistance Program that awards qualified participants with up to \$100 per quarter to be used on any available programs for any member of the household. Additional assistance is available for day camp type programs per policy. Parks, Culture and Recreation worked with the Commission on Equity to gain insights for marketing programs and events and implemented non-digital advertising (physical posters in parks and schools in addition to website, social media, email methods). The City and Commission on Equity hosted three community forums outside of City Hall in 2023.
11.Increased number of City external documents (e.g., forms, policies, applications, etc.) are accessible online.	Annual	Community members can access most City external documents online. However, a few documents remain in paper form only, e.g., Special Events Application.

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PUBLIC SAFETY

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 negatively impact historically marginalized groups and low-income communities.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead Partner	Leaders: PD, CA, CM, JAS, FI Partners/Support: CED	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
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.	Annual	See Appendix X for more information and a detailed overview and limitations (third party data collection, older data, misalignment with US Census Bureau information, etc.) on current, self-identified staff demographics. Currently, the Police Chief serves on the national Round Table on Racial Equity for Advancing Pretrial Policy and Research (APPR) and the APPR Policy Board for Thurston County. This initiative seeks to identify and eliminate systemic racial inequities in the justice system. The City currently does not collect demographic data on contract services, i.e., court or public defense. LPD provides an annual report to the Lacey City Council on department demographics, arrest demographics, use of force demographics, crime data, department standards, staffing update, etc. The 2023 Report occurred on March 26, 2024. Lacey's population: 31.7% identify as people of color and 51% identify as female. Full-time, Commissioned Police Workforce: • 38.6% of individuals that identify as people of color (including all identified as Hispanic and Latino/a/x/e). • 24.3% of individuals that identify as female. • Non-management positions: 42.1% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 28.1% identify as female. • Management positions: 23.1% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 7.7% identify as female. Administrative Police Workforce: • 44.4% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • 80% identify as female. • Non-management positions: 37.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 87.5% identify as female. • Management positions: 100% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 100% identify as females.



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PUBLIC SAFETY

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 negatively impact historically marginalized groups and low-income communities.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Community Survey – Positive rating of Police services increases. Scores are consistent across demographics.demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
3. Community Survey – Positive rating of crime prevention increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
4. Community Survey – Positive rating of animal control increases. Scores are consistent across demographics	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Positive rating of emergency preparedness increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Positive rating of court services increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

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PUBLIC SAFETY

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 negatively impact historically marginalized groups and low-income communities.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. LPD Community Academy participants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).	Annual	No demographic data collected on previous cohorts. Moving forward the City could evaluate LPD Community Academy participants eligibility in the Advisory Board Stipend Program and as participants of the Advisory Board Demographic Survey, or equivalent.
8. LPD continues to enhance community engagement efforts.	Annual	In 2023, LPD held the following community engagement events: • Coffee with a Cop (4x) • Cops, Cars N' Kids • Local Law Enforcement Recruiting Event • Faith & Blue – Community Resource Meet & Greet • Coffee & Costume with a Cop • Brats & Badges
9. The new Police Station includes a community meeting space that is used for external community meetings.	Annual	The new Police Station is designed to include a community meeting space that can be used for external community meetings. Construction on the new Police Station started in 2024 and will continue into 2025.
10. Continued enhancement of emergency preparedness community initiatives.	Annual	The City partners with Thurston County and other state and regional agencies to perform outreach on emergency management and preparedness. The City, through the Emergency Management & Safety Coordinator, continues to do outreach with interested public and private parties in the area (e.g., Jubilee, North Thurston School District, etc.). Outreach includes presentations on City plans for emergency response and preparedness.



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PARKS, CULTURE, RECREATION

D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: PCR, PW Partners/ Support: CA, CED, PW	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Increase accessibility and inclusive park amenities, e.g., trails, all access playgrounds, etc.	Annual	The City has two (2) playgrounds with enhanced accessibility in its parks system, and a third is being installed in 2025 at the new Greg Cuoio Park. The City has 7.2 miles of paved trails in its parks system. There are several miles of additional sidewalks in multiple parks that increase access options as well. In 2024, the City started planning efforts to upgrade William A. Bush Park playground to include more accessibility features. The project should be completed by 2026.
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.	Annual	To review the full baseline, see the Parks, Culture, and Recreation Comprehensive Plan: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf The 2023 LPCR Comprehensive Plan update establishes a new measurement for park distribution level of service which will more accurately reflect accessibility and a .5 mile travelshed or “10-minute travel” will be determined taking into account barriers to access that might exist (e.g., neighborhoods with no through streets, bodies of water, private property, etc.) Population is within a .5-mile travelshed of a neighborhood park: 78.5 % of Pleasant Glade Planning Area 98.3 % of the Wonderwood Planning Area 92.4 % of the Rainier Vista Parks Planning Area 80.7 % of the Interlake Planning Area 11.7 % of the Pattison Planning Area 9.9 % of the McAllister Planning Area 32.8 % of the Meadows Planning Area 58.6 % of the Tanglewilde/Thompson Place Planning Area 48.5 % of the Hawks Prairie Parks Planning Area Notably, the above metric includes developed and undeveloped park sites.

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PARKS, CULTURE, RECREATION

D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Increased use and awareness of recreation financial assistance fund to ensure recreation programs are available to all.	Annual	The Lacey Parks, Culture and Recreation Financial Assistance Program (FAP) awards qualified participants with up to \$100 per quarter to be used on any available programs for any member of the household. FAP allocations were: 2021: \$3,000 2022: \$5,419 2023: \$7,874 In 2023: - The Parks, Culture, and Recreation Board changed the name of the Scholarship Program to FAP to increase the understanding of what the program is for. - City advertised FAP on City websites, in social media, on parks and trail kiosks, through North Thurston Public Schools, etc. to expand the reach - City met with Parks, Art, Culture, and Recreation Foundation (PARC) to identify youth financial assistance funding as a priority in the community.
4. Community Survey – Rating of park system increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Rating of recreation programs increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Rating of community center increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

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PARKS, CULTURE, RECREATION

D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. Community Survey – Rating of City-sponsored events increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
8. Community Survey – Positive rating of culture programs increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

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INFRASTRUCTURE

E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead Partner	Leaders: PW, CM Partners/ Support: CA, CED, PCR	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Percentage (%) of ADA infrastructure in City increases.	Annual	Lacey has an ADA Transition plan for transportation and meets State requirements. In the future, the City endeavors to have better data on the following: • Miles of sidewalk. Any additions added or repaired each year. • Miles of ADA sidewalks and its percentage of all miles of sidewalk in the City. Any additions added or repaired each year. The City has an adopted Pedestrian and Bicycle Plan for the City of Lacey and UGA, see: TRANSPORTATION0912_2018_Lacey-Pedestrian-and-Bicycle-Plan-reduced.pdf (cityoflacey.org) .
2. Percentage (%) of multimodal transportation infrastructure in City increases.	Annual	InterCity Transit, a City partner, provides 97.5 miles of regularly scheduled bus service in the City. The City's Comprehensive Plan (2016) includes the goal of “Prioritize and encourage bicycle and pedestrian trips by providing a safe, well-connected, and convenient bicycle and pedestrian circulation network throughout the City.” The City has an adopted Pedestrian and Bicycle Plan for the City of Lacey and UGA, see: TRANSPORTATION0912_2018_Lacey-Pedestrian-and-Bicycle-Plan-reduced.pdf (cityoflacey.org) . This plan includes a map of the existing pedestrian network in the City, including sidewalk and shared use paths on page 11, as well as a map of the existing bicycle network on page 13. Both maps are included as Appendix X . The City has around 14.7 miles of paved trails in the City. In the future, the City endeavors to have better data on the following: • Miles of bike infrastructure, including: ◦ Miles of sharrows, bike lanes, shared-use paths, and protected bike lanes ◦ Any additions added or repaired each year. • Miles of sidewalks in the City. Any additions added or repaired each year. • Miles of non-paved trails in the City. The additions added or repaired each year.



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INFRASTRUCTURE

E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Community Survey – Rating of City roadways increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
4. Community Survey – Rating of availability of paths and trails increase. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Rating of City's multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Rating of Lacey's built environment increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
7. Community Survey – Rating of City's public places and City facilities increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

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UTILITIES

F. Continue to provide affordable essential City utilities and collaborate with external providers to enhance services in the community.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead Partner	Leaders: PW, FI Support/ Partners: CA, CED	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Community Survey – Rating of various City utilities increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
2. Increased use and awareness of utility discounts for low-income seniors and disabled community members	Annual	In 2023, the City advertised utility discounts for low-income seniors and disabled community members on its website, social media platforms, video streaming platforms, and in the monthly print and digital newsletter, LaceyLife.



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ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: PA, CM, CED, PCR Support/ Partners: ALL	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Community Survey – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
2. The City continues to develop and enhance relationships with local indigenous tribes.	Annual	In 2023, the City adopted a land acknowledgement in collaboration with the Nisqually Indian Tribe. In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe flags to be flown during November, with each tribe’s consent. In November 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks. In 2023, the Lacey City Council voted unanimously to enter into a Cooperation Agreement (Agreement) with the Nisqually Indian Tribe to collaborate on the Nisqually Indian Tribe’s plan to develop 250 acres of land in northeast Lacey, known as Quiemuth Village and Resort. For this project, the Lacey City Council provided a letter supporting the future development in the Nisqually Indian Tribe’s U.S. Department of the Interior Indian Affairs (BIA) land trust application. In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas. Over the past few years, the City and the Nisqually Indian Tribe worked collaboratively on an art piece for the entry plaza of the forthcoming Museum & Cultural Center.

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ACKNOWLEDGEMENT AND EVENTS

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BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives.	Annual	Over the past few years, the City and the Nisqually Indian Tribe worked collaboratively on an art piece for the entry plaza of the forthcoming Museum & Cultural Center. In 2023, the City started the Utility Wrap project which highlights individuals with significant impacts on Lacey, including showcasing the contributions of persons of color and women in Lacey history. The Historical Commission and Commission on Equity helped select individuals to be recognized as part of this project. The City will complete Phase 1 of this project in 2024. In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe flags to be flown during November, with each tribe’s consent. In 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks in November. In 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks in November.
4. City publications and other materials reflect the community.	Annual	While the City endeavors to make City publications representative of the community it serves, there currently is no common review standard for publications and materials.
5. City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms.	Annual	In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe to be flown during November, with each tribe’s consent. In 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks in November. In November 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks. In 2023, the City started the Utility Wrap project which highlights individuals with significant impacts on Lacey, including showcasing the contributions of persons of color and women in local history. The Historical Commission and Commission on Equity helped select individuals to be recognized as part of this project. The City will complete Phase 1 of this project in 2024. In 2022 the Goose Pond/Jackson historic marker was dedicated along the Karen Fraser Woodland Trail and artwork of Nat and Thelma Jackson was dedicated at the Lacey Community Center. In 2023, Dr. Thelma Jackson was presented with the Ken Balsley Historian of the Year award. She was selected by the Historical Commission. In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas



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ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Number of and support for events and programming that highlights cultural diversity.	Annual	In 2023, the City supported the following events: Lacey Cultural Celebration Lacey Spring Fun Fair Lacey In Tune Concert & Movie Series Play in the Park Series Children’s Day Juneteenth Commission on Equity Community forums LTAC events Depot Market Events In 2023, the City supported the following programs: Stories of the South Sound Oral History Project Teen Leadership Group Teen Activity Nights In 2023, the City updated the Lodging Tax Application to include the a question on equity: “3. Safe, Inclusive, and Welcoming: Tell us how your event, activity, or program reinforces the City’s commitment to being a safe, inclusive, and welcoming place for all.” The City also updated its review process to include a scoring rubric as a tool to form recommendations. Events funded by Lodging Tax dollars include: Lacey Cultural Celebration, Spring Fun Fair, Juneteenth, Lacey in Tune, and Washington State Senior Games, to name a few. For a full list of awardees: CityofLacey.org/government/lacey-city-council/boards-commissions/ltac/ Proclamations are a ceremonial commemoration of an event or issue. In 2023, the City issued 23 Proclamations: Reverend Dr. Martin Luther King, Jr. Day Lacey Loves to Read Future Business Leaders of America (FBLA) Week Black History Month WWII Veteran Harvey Drahos American Red Cross Month Arbor Day Earth Day Child Abuse Prevention Month Lacey History Month Bicycle Month Juneteenth Senior Services for South Sound 50th Anniversary 2023 State Legislators Appreciation Overdose Awareness Day National Voter Registration Day Emergency Preparedness Month Walk to School Month National Disability Employment Awareness Month Hispanic and Latino/a/e/x Heritage Month Veterans Appreciation Month Native American and Indigenous Peoples Heritage Month Small Business Saturday In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.

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G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. Number of opportunities for community dialogues on equity.	Annual	In 2023, the Commission on Equity hosted three community forums: • Black and African American Community Forum • LGBTQIA+ Community Forum • Centering Immigrant Communities Forum In 2024, the Commission on Equity is planning on hosting three community forums.
8. Track Community engagement events: a. Number held (in-person, remote, hybrid) b. Type of events c. Demographic data, as best as possible d. Location of events	Annual	In 2023, the City held or collaborated on 81 events based on website data. Currently, the City does not collect demographic data from these events. In the past few years, the City collected demographic data for the following surveys: • Parks, Culture, Recreation Comprehensive Plan Survey • LaceyCares See Appendix X for more information on Lacey Cares survey demographics. In 2023, the City held the following number of City events (this does not include rentals or other community events): • 13 events were at City Hall, 16% • 49 events were at City parks or facilities, 61% • 17 events were at community partner locations, 21% • 1 event was offered exclusively online, 1% • Total Number of events, 80 In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.



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ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
9. Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.	Annual	In 2023, the City promoted all LTAC funded events on its website. The City is looking to expand how it promotes LTAC events in 2024. In 2023, the City updated the Lodging Tax Application to include the an equity question, “3. Safe, Inclusive, and Welcoming: Tell us how your event, activity, or program reinforces the City’s commitment to being a safe, inclusive, and welcoming place for all.” The City also updated it review process to include a scoring rubric as a tool to form recommendations. Events funded by Lodging Tax dollars include: Lacey Cultural Celebration, Spring Fun Fair, Juneteenth, Lacey in Tune, Washington State Senior Games, to name a few. For a full list of awardees: CityofLacey.org/government/lacey-city-council/boards-commissions/ltac/ Partners and sponsors are recognized in the following: • Lacey Parks, Culture and Recreation Annual Report and presentations • Lacey Parks, Culture and Recreation website, social media, e-newsletters • Public Works Annual Report • Museum Annual Report

Programs,
Policies, and
Services

CONTRACTING

H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: CED, PA, CM, FI Support/ Partners: CA, CED, HR	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
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.	Annual	Supporting small business has been one of the Lacey City Council’s longstanding, top priorities. In 2023, the City supported two BIPOC Business Start-up Programs with the Thurston EDC Center for Business & Innovation. The five-week training included instructor led webinars (one per week), access to online course content, one-on-one business coaching, business mentorship, and no cost access to business plan writing software for six months. Training topics include: • Structuring and Licensing your Startup • Location • Brand and Marketing • Finance and Accounting • Business Plan Writing To date, the City has not performed a comprehensive communications outreach and engagement program on City contracting and procurement requirements. The City currently provides information on contracting processes and solicitation opportunities on its solicitation page: CityofLacey.org/rfp-rfq-rfi/
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. In 2024 there were 204 Lacey businesses on the MRSC roster (after removing duplicates). Of these, 6 were identified as potential Minority or Women-owned (3%).	Annual	At the beginning of 2024, there were 28 businesses in Lacey listed on the Washington State Office of Minority and Women’s Business Enterprises Directory of Certified Business. In 2024 there were 204 Lacey businesses on the MRSC roster (after removing duplicates). Of these, 6 were identified as potential Minority or Women-owned (3%).



Livability

LIVABILITY

The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Economic Development	A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages. 1. City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs. 2. City supports internships, apprenticeships, and youth career development. 3. City supports job readiness programs. 4. Number and Percentage (%) of businesses in Lacey that are minority owned increases. 5. Number and Percentage (%) of businesses in Lacey that are women owned increases. 6. Number and Percentage (%) of businesses in Lacey that are veteran owned increases. 7. Explore ways to get involved in Digital Equity initiatives. 8. Community Survey – Rating of “Overall Economic Health increases. Scores are consistent across demographics. 9. Community Survey – Rating of “Economic Opportunities” increases. Scores are consistent across demographics. 10. Community Survey – Rating of “Place to Work” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED Partners/Support: CM	Progress
Housing/ Homelessness Services	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners. 1. Number of affordable housing units in Lacey and the greater community increases. 2. Number of supportive housing units in Lacey and the greater community increases. 3. Number of ADUs in Lacey and the greater community increase. 4. Continued implementation of the Housing Action Plan. 5. Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases. 6. Community Survey – Rating of “Affordable quality housing” increases. Scores are consistent across demographics. 7. Community Survey – Rating of “Housing Options” increases. Scores are consistent across demographics. 8. Community Survey – Rating of “Place to live” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED, CM Partners/Support: CA	Progress

Livability

LIVABILITY

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Social Services	C. Provide and support culturally appropriate social services that meet the needs of the Lacey community. 1. Develop and maintain the Community Connectivity Tool (CCT, a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders. 2. Create a strategic City social service program that is transparent, consistent, and removes barriers to participation. 3. In partnership with local education institutions, advocate for additional funding for early childhood resources. 4. Continue to work collaboratively with community partners in the provision of social services. 5. Community Survey – Rating of “Health and Social services” increases. Scores are consistent across demographics. 6. Community Survey – Rating of “Overall Quality of life” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CM, PD, Partners/Support: CA, CED	Progress
Partnerships	D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community. 1. Number of organizations and agencies involved in City events and programs increases every year. 2. Number of community events (non-City) the City is involved in increase every year. 3. Number of joint City-Community events, programs, or initiatives increases every year.	Lead Partner Advocate	Leaders: CED, PCR Partners/ Support: CA, PW	Emerging



Livability

LIVABILITY

The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY’S ROLE	DEPT’S ROLE	STATUS
Environment	E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so all have the opportunity to achieve their full health potential. - Environmental Health Disparity ratings in Lacey on the Washington Environmental Health Disparities Map improve over time. - Continue implementing the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions. - Identify if there are existing heat deserts in the community and explore ways to mitigate these conditions. - Continue to support a healthy tree canopy in all areas of Lacey. - Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan. - Continue to support local, state, and federal environmental sustainability and resiliency initiatives. - Continue to provide support for septic-to-sewer conversion programs. - Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED, PCR Partners/ Support: CA, PW	 Progress

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KEY TERMS

Livability

TERM	DEFINITION
Environmental Justice	Environmental justice means the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in the development, implementation, and enforcement of environmental laws, regulations, and policies. It recognizes that there are communities that are underresourced, marginalized and oppressed across Washington that are disproportionately affected. Justice will be achieved when everyone enjoys the same degree of protection from environmental and health hazards, access to the decision-making process, and benefits of a healthy environment in which to live, learn, and work.
Classism	Oppression, prejudice, stereotyping, or discrimination based on a person’s actual or perceived class to advantage and strengthen the dominant class.
Culture	The summarization of the attitudes, values, and behaviors that define who we are as a people. Culture provides a template with which meaning is determined. It is the blueprint for living in a society.
Cultural Appropriation	Theft, exploitation, or mimicry of cultural elements for one’s own personal use or profit – including symbols, dress, art, music, dance, language, land, customs, medicine, etc. – often without understanding, acknowledgment, or respect for its value in the original culture. In the United States, it results from the assumption of a white dominant culture’s right to take other cultural elements.
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.



KEY TERMS

TERM	DEFINITION
Oppression	Oppression - Systemic devaluing, undermining, marginalizing, and disadvantaging of certain social identities in contrast to the privileged norm; when some people are denied something of value, while others have ready access. This can occur, intentionally and unintentionally, on individual, institutional, and cultural levels. Individual - attitudes and actions that reflect prejudice against a social group. Institutional - policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups. Institutional - policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups. Societal/cultural - social norms, roles, rituals, language, music, and art that reflect and reinforce the belief that one social group is superior to another. Anti-oppression - The act of shifting power to people who have been marginalized by recognizing, mitigating, and eliminating the oppressive effects of the individual, institutional and societal elements of the dominant culture.
Othering	Othering encompasses the systematically expressed prejudice on the basis of group identities or membership. It is a common set of dynamics, processes, and structures that produces marginality and persistent inequality across any of the full range of human differences. It is a strategy of the dominant culture to prevent belonging. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, citizenship/immigration status, and skin tone.
Social Justice	A practice within a society based on principles of equality and solidarity that understands and values human rights and recognizes the dignity of every human being. Such a practice would strive to provide basic human needs and comforts to all members of the society regardless of class, race, religion, or any other characteristic.

* From the Washing State Office of Financial Management, Diversity, Equity and Inclusion – Glossary of Equity-Related Terms, Version 3.2



Livability

ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead	Leaders: CED Partners/ Support: CM	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs.	Annual	Supporting small business has been one of the Lacey City Council’s longstanding, top priorities. In 2023, the City supported two BIPOC Business Start-up Programs with the Thurston EDC Center for Business & Innovation. The five-week training included instructor led webinars (one per week), access to online course content, one-on-one business coaching, business mentorship, and no cost access to business plan writing software for six months. Training topics include: - Structuring and Licensing your Startup - Location - Branding and Marketing - Finance and Accounting - Business Plan Writing Food Truck Plaza Expansion: In 2024, the Washington Economic Development Association (WEDA) recognized the City with the Economic Development Award for Diversity, Equity, and Inclusion for the Lacey Food Truck Depot at their Winter Conference. The Diversity, Equity, and Inclusion Award acknowledges organizations or individuals that have made strides in improving diversity, equity, and inclusion within their work, communities, or organizations, including in innovative programs, projects, and partnerships. With lower start-up costs compared to traditional brick-and-mortar restaurants, food trucks can be a more accessible pathway to entrepreneurship. In 2021, the City created a Food Truck Depot pilot program to help start-up businesses, many of which were minority- or women-owned. The City reduced multiple barriers to help these entrepreneurs successfully launch their businesses by providing a location, services, and assistance with understanding the requirements of operating a “mobile food unit” in Thurston County. By the third year of the project, six “resident” food trucks call the Lacey Food Truck Depot home, including minority- and women-owned businesses. Four of these six (67%) entrepreneurs are first-time business owners. The City is working on expanding ADA access to the Food Truck Depot (2024/2025).

Livability

ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)				
2. City supports internships, apprenticeships, and youth career development.	Annual	In 2023, the City had three (3) interns and one (1) veteran fellowship participant. In 2024, the City hosted its first Career Resource Fair for youth at the Lacey Youth Summit and Resource Fair. At this event, the City provided job information, opportunity to connect with Human Resources staff for resumes and cover letter assistance, and provided information on how to pursue local government and public service jobs.				
3. City supports job readiness programs.	Annual	Currently, the City partners with Workforce in Thurston County on ways to improve outreach and community support to job seekers. The Human Resources Coordinator visits local high schools and does presentations on job applications, resumes and cover letters, and career path planning. In addition, The Human Resources Recruitment Coordinator is working on developing a pipeline program with Joint Base Lewis-McChord (JBLM) for more veteran fellowship opportunities. The Human Resources Department hosts a quarterly Recruitment Roundtable at City Hall with surrounding public agency recruiters to talk about best practices, challenges and solutions to recruitment and hiring, and share candidate information to help job seekers find the right jobs in the area. The City supports the Lacey MakerSpace which provides access to entry for entrepreneurs to build businesses or innovate. To help build a skilled workforce for the community and local business sector needs, Pacific Mountain Workforce Development Council and Advanced Manufacturing Apprenticeships (AJAC) provide workforce training in the MakerSpace.				
4. Number and Percentage (%) of businesses in Lacey that are minority owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Minority-owned employer firms, Reference year 2017</td><td>271</td></tr></table> Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Minority-owned employer firms, Reference year 2017	271
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Minority-owned employer firms, Reference year 2017	271					



ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)						
5. Number and Percentage (%) of businesses in Lacey that are women owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Men-owned employer firms, Reference year 2017</td><td>526</td></tr><tr><td>Women-owned employer firms, Reference year 2017</td><td>148</td></tr></table> Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Men-owned employer firms, Reference year 2017	526	Women-owned employer firms, Reference year 2017	148
All employer firms, Reference year 2017	1,093							
Men-owned employer firms, Reference year 2017	526							
Women-owned employer firms, Reference year 2017	148							
6. Number and Percentage (%) of businesses in Lacey that are veteran owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Men-owned employer firms, Reference year 2017</td><td>526</td></tr><tr><td>Women-owned employer firms, Reference year 2017</td><td>148</td></tr></table> Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Men-owned employer firms, Reference year 2017	526	Women-owned employer firms, Reference year 2017	148
All employer firms, Reference year 2017	1,093							
Men-owned employer firms, Reference year 2017	526							
Women-owned employer firms, Reference year 2017	148							
7. Explore ways to get involved in Digital Equity initiatives.	Annual	The City has engaged with partners to discuss expanding broadband in Thurston County. Per the Census (U.S. Census Bureau QuickFacts: Lacey city, Washington), in Lacey: <table><tr><td>Computer and Internet Use</td><td></td></tr><tr><td>Households with a computer, percent, 2018-2022</td><td>95.0%</td></tr><tr><td>Households with a broadband Internet subscription, percent, 2018-2022</td><td>91.9%</td></tr></table> Per the FCC National Broadband Map, all residential areas of Lacey and the UGA have broadband speeds of greater or equal to 25/3 Mbps speed: Location Summary - Fixed FCC National Broadband Map	Computer and Internet Use		Households with a computer, percent, 2018-2022	95.0%	Households with a broadband Internet subscription, percent, 2018-2022	91.9%
Computer and Internet Use								
Households with a computer, percent, 2018-2022	95.0%							
Households with a broadband Internet subscription, percent, 2018-2022	91.9%							

ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
8. Community Survey – Rating of “Overall Economic Health increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
9. Community Survey – Rating of “Economic Opportunities” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
10. Community Survey – Rating of “Place to Work” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

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HOUSING AND HOMELESSNESS SERVICES

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)															
1. Number of affordable housing units in Lacey and the greater community increases.	Annual	Since 2010, the City has been a member of the Thurston County – Urban County Community Development Block Grant (CDBG) program administered by the Department of Housing and Urban Development (HUD). Other members include the city of Tumwater and Thurston County. The program provides funding to support affordable housing and community development needs throughout the greater Thurston County area. Member entities are provided CDBG funding every three years. The grant amount is based on HUD formulas that consider population size and low-income persons and housing age. The City last received CDBG funding in 2023 and awarded it to the following services: \$142,355 - Public services supporting scholarships for youth experiencing homelessness, the Community Kitchen, support for Monarch Children’s Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. \$911,843 - Affordable housing capital projects, including adding housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: https://cityoflacey.org/community-development-block-grant-program/ From the Housing Action Plan 2021: “Not all households have access to affordable housing. Across Thurston County, people of color — those identifying as Hispanic or a race other than white alone — have lower incomes, are less likely to own their own home, are more likely to be housing cost-burdened, and are more likely to be homeless (Table 1-1).” Table 1-1. Metrics for equity in housing <table><tr><th>Metric</th><th>Person of Color</th><th>White, Non-Hispanic</th></tr><tr><td>Cost Burdened Households</td><td>37%</td><td>31%</td></tr><tr><td>Homeowners</td><td>52%</td><td>66%</td></tr><tr><td>People Experiencing Homelessness</td><td>~ 4.4 per 1,000</td><td>~2.4 per 1,000</td></tr><tr><td>Household with an Income Less than \$50,000</td><td>41%</td><td>33%</td></tr></table>	Metric	Person of Color	White, Non-Hispanic	Cost Burdened Households	37%	31%	Homeowners	52%	66%	People Experiencing Homelessness	~ 4.4 per 1,000	~2.4 per 1,000	Household with an Income Less than \$50,000	41%	33%
Metric	Person of Color	White, Non-Hispanic															
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HOUSING AND HOMELESSNESS SERVICES

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Number of supportive housing units in Lacey and the greater community increases.	Annual	In 2023, the City partnered with the non-profit Low-Income Housing Institute (LIHI), Thurston County, and the State of Washington, to acquire a hotel, Maple Court, to serve as an enhanced shelter that provides wraparound social services. It currently houses over 135 of some of the most vulnerable people in Thurston County who were living on the region's rights of way. The plan is for Maple Court to transition to permanent supportive housing in the next few years. Learn more about Maple Court at: CityofLacey.org/enhanced-shelter/
3. Number of ADUs in Lacey and the greater community increase.	Annual	In 2023, the City received 7 permits for ADUs. This was a record number of permits for ADUs in a year. Notably, ADUs can serve as a way to add additional units of affordable housing and can offer options for people age in place. However, not all ADUs promote homeownership or reduce displacement.
4. Continued implementation of the Housing Action Plan.	Annual	In 2023, the City with partners, Thurston County, the non-profit Low-Income Housing Institute (LIHI), and the State of Washington, opened Maple Court, an enhanced shelter. It currently houses over 135 of some of the most vulnerable people in Thurston County who were living on the region's rights of way. The plan is for Maple Court to transition to permanent supportive housing in the next few years. Learn more about Maple Court here: CityofLacey.org/enhanced-shelter/ In 2023, the Lacey City Council entered into an interlocal agreement to provide \$3 million to help with the development of permanent supportive housing in Olympia for the Franz Anderson Road Project. This project is pending. In 2023, the Lacey City Council established an agreement with the Dispute Resolution Center to help with disputes between property owners and tenants within Lacey city boundaries. This contract was expanded to include disputes between Homeowner Associations members.



HOUSING AND HOMELESSNESS SERVICES

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases.	Annual	The City is committed to supporting affordable housing in the community and preventing homelessness through a multifaceted approach that includes collaborating with non-profits, community members, other municipalities, and state and federal entities. Home Share is a program provided by Senior Services for the South Sound (SSSS). The program is funded by the City, as well as the City of Olympia, South Thurston County, and the Regional Housing Council. In 2021, the City provided a \$95,000 grant to support this as a pilot program. In addition, in 2023, the City provided an additional \$21,000 in 2023 CDBG funding for this program. Home Share is a living arrangement where Home Providers offer accommodation to Home Seekers in exchange for an agreed upon level of support in the form of combinations of financial contribution, assistance with household tasks, transportation, or companionship. The Home Provider determines the cost of home sharing. For example, a Home Provider may ask a Home Seeker to pay monthly rent and a share of utilities while another Home Provider may charge a fixed monthly rent that includes utilities. Some Home Providers are willing to reduce rent for an exchange of services provided by the Home Seeker. Each Home Provider is different based on their needs. To learn more, visit: Home Share Senior Services for South Sound (southsoundseniors.org) In 2022, the City also supported Together! and their Host Homes Program with a total of \$100,000 in funding. This program strives to provide safe, short-term hosted housing for unaccompanied high-school students experiencing housing instability. In 2023, the City provided \$101,000 to help start a Clean and Sober Living House with Homes First. This is a single-family, residential home with a minimum of six, low-income individuals at a time participating in a clean and sober living program. In 2023, the City provided up to \$30,000 to support the Genesis House Project with Homes First, providing \$15,000 per year in 2024 and 2025. The Genesis House Project will provide housing for four unaccompanied female, young adults and access to case management services through a social service provider selected by Homes First.
6. Community Survey – Rating of “Affordable quality housing” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

HOUSING AND HOMELESSNESS SERVICES

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and homeless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. Community Survey – Rating of “Housing Options” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
8. Community Survey – Rating of “Place to live” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.



SOCIAL SERVICES

C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Develop and maintain the Community Connectivity Tool (CCT, a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders.	Annual	In 2023, 67 entities were entered into the CCT.
2. Create a strategic City social service program that is transparent, consistent, and removes barriers to participation.	Annual	In 2023, the City budgeted and hired a Human Services Coordinator. This position is responsible for: • CDBG program administration • Social service program administration • Direct social service administration, to include the Lacey Veterans Services Hub, • Pursuing additional social service funding for the community. This position will lead efforts to perform a needs assessment for the Lacey community. The goal of this assessment is to highlight potential gaps in human services in the community to help inform future, potential City human service grant funding. Outreach and engagement for this assessment will include a combination of surveys, focus groups, interviews, meetings, workshops, etc.
3. In partnership with local education institutions, advocate for additional funding for early childhood resources.	Annual	The City is currently working with North Thurston Public Schools, South Sound YMCA, Timberland Regional Library, and other partners on an early learning center, known as the Young Child and Family Center of Lacey (YCFC).

SOCIAL SERVICES

C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
4. Continue to work collaboratively with community partners in the provision of social services.	Annual	In 2023, the City awarded CDBG funding as follows: • \$142,355 - Public services supporting scholarships for youth experiencing homelessness, the Community Kitchen, support for Monarch Children’s Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including add housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: CityofLacey.org/community-development-block-grant-program/ In 2023, the City budgeted and hired a Human Services Coordinator. This position is responsible for: • CDBG program administration • Social service program administration • Direct social service administration, to include the Lacey Veterans Services Hub, • Pursuing additional social service funding for the community. This position will lead efforts to perform a needs assessment for the Lacey community. The goal of this assessment is to highlight potential gaps in human services in the community to help inform future, potential City human service grant funding. Outreach and engagement for this assessment will include a combination of surveys, focus groups, interviews, meetings, workshops, etc. The City is a part of the Regional Housing Council (RHC). The RHC leverages resources and partnerships through policies and projects promoting equitable access to safe and affordable housing in Thurston County. To learn more, see: https://www.thurstoncountywa.gov/departments/public-health-and-social-services/social-services/office-housing-and-homeless/regional-housing-council Senior Services for South Sound (SSSS) operates out of the City’s Virgil S. Clarkson Senior Center. SSSS provides recreation programs, but also Meals on Wheels, daytime adult respite operations, nutrition and health services, etc.



Livability

SOCIAL SERVICES

C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Community Survey – Rating of “Health and Social services” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Rating of “Overall Quality of life” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

Livability

PARTNERSHIPS

D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Number of organizations and agencies involved in City events and programs increases every year.	Annual	The City does not currently collect this data. Organizations and agencies are involved in events like Lacey Cultural Celebration, Lacey Spring Fun Fair, Community Forums, and more. In 2024, the City is working to establish an annual career fair locally with public sector partners. In 2024, the City held its first Youth Summit and Resource Fair, lead by the Lacey Youth Council.
2. Number of community events (non-City) the City is involved in increase every year.	Annual	The City does not currently collect this data. The Police Department, Public Affairs, Parks, Culture and Recreation, and other departments are involved in other community events throughout the year.
3. Number of joint City-Community events, programs, or initiatives increases every year.	Annual	Since 2022, the City has collaborated with the Fred U. Harris Lodge (Lodge) to support their annual Juneteenth Celebration at the Regional Athletic Complex. In 2023, over 1,500 people attended the event coming from the cities of Lacey, Tumwater, Olympia, Tacoma, Seattle, and Portland. The Lodge has held this event for over 43 years.



Livability

ENVIRONMENT

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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
.1. Environmental Health Disparity ratings in Lacey on the Washington Environmental Health Disparities Map improve overtime.	Depends on Frequency of Updates	In the July 28, 2022 version of the Washington Environmental Health Disparities Map, under Environmental Health Disparities V 2.0, seven (7) census tracks that include Lacey and the Lacey Urban Growth Area (including parts) were rated as a 6 or higher. One Census track in the Lacey Urban Growth Area was rated as an eight (8). See Appendix X.
2. Continue the implementation of the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions.	Annual	Annual plan for implementation of the Thurston County Mitigation Plan can be found here: trpc.org/909/Thurston-Climate-Mitigation-Plan In the 2022 Progress Report, highlights include: • Dense Urban Areas. Lacey consolidated two lower density single family zones into one higher density zone that will allow for more housing options and help reduce sprawl, and is engaging the community on how to support hubs in their Neighborhood Commercial Districts. Such land use changes will help reduce transportation emissions over time, by allowing more people to live close to their daily needs. (Actions T1.1, T1.2, T1.3, T1.4) • Teleworking. A high proportion of workers in the region continued to work from home – more than 63% of workers at larger employers and government offices enrolled in the Commute Trip Reduction program continue to telework, compared to just 6% in 2019. (Action T2.17) The City has a teleworking policy • EV-readiness. Lacey adopted regulations that require electric vehicle charging stations and infrastructure for future expansion of electric vehicle charging in new multifamily buildings. (Actions T3.1, T3.5) • Transportation Improvements. All four jurisdictions continue to construct improvements that help support more efficient travel and car-free options that reduce emissions, like walking and bicycling. Thurston Regional Planning Council updated the competitive process it uses to distribute federal transportation funding, and now assigns higher scores to projects that reduce greenhouse gas emissions. (Actions T5.1, T5.2) • Urban Tree Standards. Lacey approved new standards reducing the number of trees that can be removed when new residential construction takes place. (Actions A6.5, A6.9)

Livability

ENVIRONMENT

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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Identify if there are existing heat deserts in the community and explore ways to mitigate these conditions.	Annual	Trees reduce the temperatures of heat islands that form in urban centers by shading pavement and structures. From The Trust for Public Land’s Urban heat island severity for U.S. cities (2022), around 8.9% (1110 of 12,175 acres) of the area inside the City boundaries in a moderate to severe heat island/temperature anomaly. See: https://www.arcgis.com/home/webmap/viewer.html?webmap=339c93a11b7d4cf7b222d60768d32ae5. See Appendix X.
4. Continue to support a healthy tree canopy in all areas of Lacey.	Annual	In 2023, the City supported 1,269 acres of park property and over 2,500 street trees. A tree canopy assessment, using remote sensing, was completed in August 2020. The assessment showed 28.3% coverage in the City Limits and 31.3% coverage within the Urban Growth Area. Tree canopy coverage has decreased since the last assessment in 2004 where tree canopy coverage was 43%. The Northeast Area of Lacey has grown substantially since 2004, which may explain the change in canopy coverage. Trees planted as a requirement of new developments will mature and canopy coverage will increase over time. To learn more, please see the Lacey Urban Forest Management Plan, CityofLacey.org/wp-content/uploads/sites/3/2022/03/UFMP-Documnet-092621-FINAL.pdf In 2023, Parks Maintenance planted 553 seedlings and 62 street trees.



Livability

ENVIRONMENT

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BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan.	Annual LPCR updates on 6-year basis.	See full baseline in Parks, Culture, and Recreation Comprehensive Plan: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf The 2023 LPCR Comprehensive Plan update establishes a new measurement for park distribution level of service which will more accurately reflect accessibility and a .5 mile travelshed or “10-minute travel” will be determined taking into account barriers to access that might exist (for example, neighborhoods with no through streets, bodies of water, private property, etc.) Population is within a .5-mile travelshed of a neighborhood park: 78.5 % of Pleasant Glade Planning Area 98.3 % of the Wonderwood Planning Area 92.4 % of the Rainier Vista Parks Planning Area 80.7 % of the Interlake Planning Area 11.7 % of the Pattison Planning Area 9.9 % of the McAllister Planning Area 32.8 % of the Meadows Planning Area 58.6 % of the Tanglewilde/Thompson Place Planning Area 48.5 % of the Hawks Prairie Parks Planning Area Notably, the travelshed metrics include developed and undeveloped park sites.

Livability

ENVIRONMENT

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BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Continue to support local, state, and federal environmental sustainability and resiliency initiatives.	Annual	In 2023, the City advocated for climate resources and tools at the state level, including supporting the I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta Medium and Heavy-Duty Vehicle electrification incentive programs. The City was successfully in getting funding programmed for elements of the I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta over the next few years. In 2023, the City advocated for additional Septic-to-Sewer Conversion program funding, I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta, and the Support the Puget Sound Save our Sound Act (SOS). The SOS was passed and it will enhance the federal government’s role and investment in Puget Sound, the nation’s largest estuary by volume. In 2024-2025, the City will revise its Comprehensive Plan, including creating a new climate resilience sub-element. This sub-element will include conducting a vulnerability and risk assessment for climate-specific hazards. From this assessment, the City will create goals to lower the impacts of climate change on our most vulnerable populations.
7. Continue to provide support for septic-to-sewer conversion programs.	Annual	In 2022, the Lacey City Council agreed to contribute \$2 million dollars of the \$3 million dollars necessary to mitigate the public health risk posed by the failing Large Onsite Septic System at Tolmie Estates. This project will connect this neighborhood to sewer. Starting in 2020, the City connected more than 400 lots at Capitol City Golf Club Estates to sewer to protect City well water sources from increased rates of nitrate linked to septic tanks. For this project, the total cost was approximately \$12 million dollars. The City anticipates using appropriated utility funds for this project and the Tolmie Estates project until approximately 2028.
8. Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.





COMMISSION ON EQUITY

May 30, 2024

SUBJECT: Equity Index Maps Introduction

RECOMMENDATION: Informational only. Initial introduction of Equity Index Maps.

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

ORIGINATED BY: City Manager's Department

ATTACHMENTS: None

FISCAL NOTE: TBD. Estimated one-time cost \$25,000 to \$45,000; Estimated annual cost varies.

PRIOR REVIEW: Equity Tools and Equity Lens – July 24, 2023

**WORK PLAN GOAL:
AND STRATEGY** Q3 – 22. Start research and review of Equity Maps.

BACKGROUND: At the July 24, 2024 meeting, the Commission on Equity was provided an introduction on Equity Tools and Equity Lens. Equity tools are often a decision-making model used to integrate equitable considerations into new proposals, policies, processes, procedures, and practices. These tools attempt to systematically examine how different community groups could be impacted by a proposed action or decision. Equity tools often include: 1) consideration of impacts on social identities, groups, or categorizations (e.g., race, gender, language, sexual orientation, age, etc.), 2) **an emphasis on data**; and 3) encourage community input and involvement. Equity tools are frequently used to help inform decisions, much like environmental impact statements, fiscal impact reports, and other risk assessments.

As highlighted above (in bold), Equity Tools often rely on data to inform decisions. Equity Index Maps are one type of data-driven equity tool that could be used as part of a future Equity Tool or Equity Lens assessment.

There are several jurisdictions in Washington state that currently use Equity Index Maps. For example, the City of Tacoma, WA describes their [Equity Index Map](#) as:

“The Equity Index is a data-driven tool to see where your projects, policies, programs or services can have the largest impact on addressing inequity and where investment can provide the biggest improvement in factors that impact life outcomes.

The City of Tacoma uses the Equity Index to identify, track, and close disparities, and prioritize investments based on where and who has access to opportunity, for example opportunity to safely walk to school, opportunity to earn a living wage job, opportunity to access healthy food and opportunity to have safe and health environmental interactions.

Simply put, a resident who has access to many transit routes has higher opportunity and accessibility than a resident who has access to limited routes and no sidewalks.

There are 32 indicators, which are used to assess community strengths and disparities and help identify how we can make investments to increase resources and interrupt inequity.”

Other examples of Equity Index Maps locally and across the United States include:

- [Pierce County, WA](#): “The Pierce County Equity Index is a mapping tool that visually highlights opportunities to improve equitable access and outcomes for residents.” [Pierce County Equity Note](#)
- [Port of Seattle, WA](#): “The Port of Seattle’s Equity Index is an interactive map that displays a visual representation of social and environmental disparities in King County. Using 21 indicators within four categories, the Equity Index illustrates the degree to which different communities experience pollution burdens and social inequities. Across the region, there are significant variations in pollution exposure, access to economic opportunities, and the overall standard of living.
- The index was created by the Port of Seattle’s Office of Equity, Diversity, and Inclusion as a tool for the Port to understand those variations that exist within the region and use that information to direct resources towards the areas of greatest need. Port staff uses the Equity Index to equitably guide funding decisions and broadly inform policy decisions across the Port. Now the Equity Index is available as a resource for community members and organizations to learn more about disparities in their community.”
- [City of Lakewood, WA](#): “The City of Lakewood will use information in future policy development. This includes the areas of land use and housing planning, housing programs and human services work.”

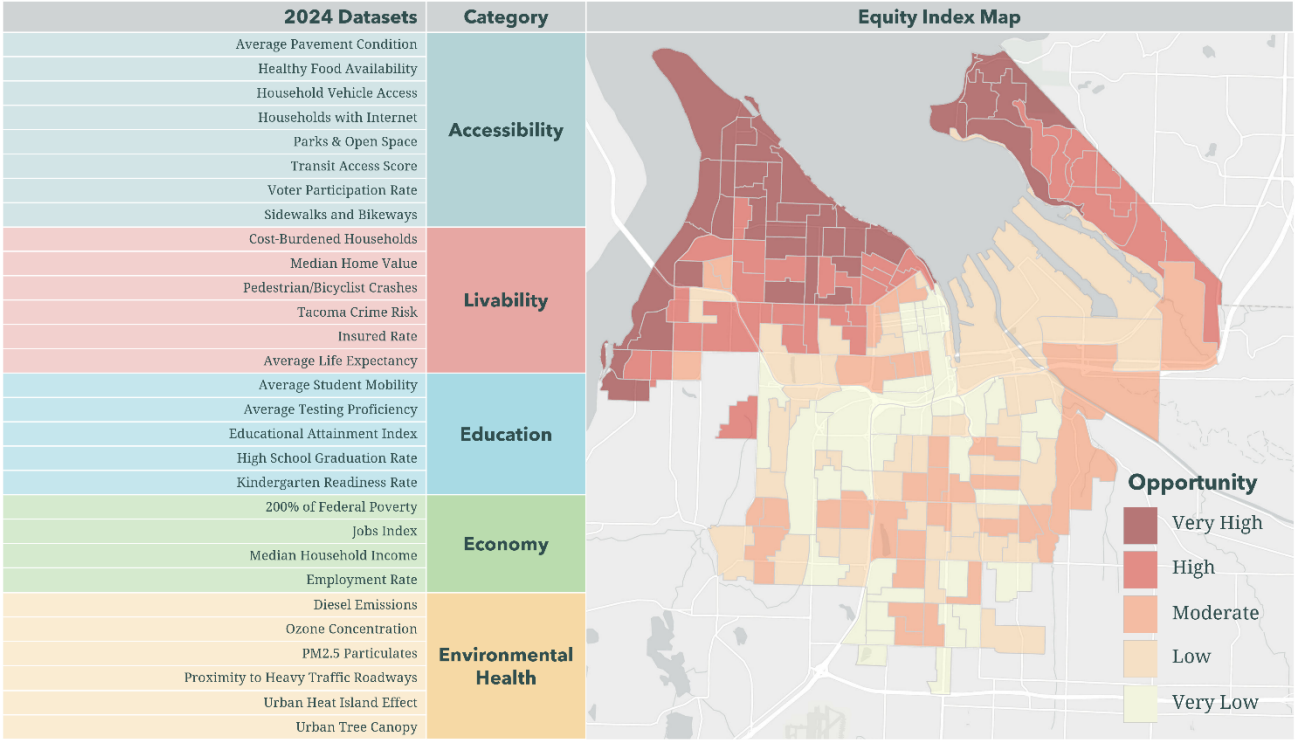
- [San Antonio, TX:](#) “To inform our work, guide our investments and work to achieve the citywide equity goals and strategies, the Office of Equity has created a simplified version of an Equity Atlas and Matrix, or equity ranking index and set of maps, that can be used in a variety of ways by Departments to help inform equity approached to things like projects, programs and even procedures...The Equity Atlas is an interactive tool that highlights the demographics, disparities and some infrastructure distribution within the city. Maps relating to basic demographic indicators such as race, income and language are published in a standard format that includes consistent methodologies as it relates to breaking points, census tract data, and thresholds. It is critical to address all areas of marginalization, and an institutional approach is necessary across the board. As local and regional government deepens its ability to eliminate racial inequity, it will be better equipped to transform systems and institutions impacting other marginalized groups.”
- [Portland, OR:](#) “[I]t measures race, ethnicity, and income and uses these measurements to rank census tracts based on these factors. Limited English proficiency (LEP) data is used to provide additional context, highlighting census tracts where the percentage of households with limited English proficiency is above the city median.”
- [Alexandria, VA:](#) “This tool identifies disparities in key social and economic outcomes to help staff and community partners make equitable and inclusive decisions. The map supports data-driven decision-making with an equity lens and provides data and information the city and community organizations can use to advance equity for all.”
- [Tucson, AZ:](#) “Empowering the City of Tucson to collect, track, and analyze data for the advancement of equitable outcomes”

Categories and Indicators: As demonstrated with the above, the datasets, categories, and indicators vary between Equity Index Maps. The cities of Tacoma and Lakewood, as well as Pierce County use fairly similar categories and indicators. However, there are a few differences; some differences may be due to preferences or data availability. For comparison, **Table A** provides the categories and indicators used by Pierce County and Tacoma, as detailed in their respective Index Methodology Reports: [Pierce County](#), [Tacoma](#). One potential advantage of having similar Equity Index Maps to nearby jurisdictions is the possibility of performing comparisons and seeing outcomes of joint programs, programs, or initiatives.

TABLE X		
Pierce County Equity Index Components		
Category	Pierce County Indicators	Tacoma Indicators
Accessibility	• Average Pavement Condition • Healthy Food Availability • Household Vehicle Access • Households with Internet • Parks & Open Space (composite of Neighborhood Parks, Community Parks, and Regional Parks) • Transit Access Score • Voter Participation Rate • Library Access • Total Retail Employees	• Average Pavement Condition • Healthy Food Availability • Household Vehicle Access • Households with Internet • Parks & Open Space (composite of Neighborhood Parks, Community Parks, and Regional Parks) • Transit Access Score • Voter Participation Rate • Sidewalks and Bikeways
Economy	• 200% of Poverty Jobs • Index Median Household Income • Unemployment Rate • Median Home Value	• 200% of Poverty Jobs • Index Median Household Income • Employment Rate
Education	• Average Student Mobility • Average Testing Proficiency • Educational Attainment Index • High School Graduation Rate • Kindergarten Readiness Rate	• Average Student Mobility • Average Testing Proficiency • Educational Attainment Index • High School Graduation Rate • Kindergarten Readiness Rate
Environmental	• Diesel Emissions • Ozone Concentration • PM2.5 Particulates • Proximity to Heavy Traffic Roadways	• Diesel Emissions • Ozone Concentration • PM2.5 Particulates • Proximity to Heavy Traffic Roadways • Urban Heat Island Effect • Urban Tree Canopy
Livability	• Personal Crime • Property Crime • Cost-Burdened Households (composite of Owner Cost Burden and Renter Cost Burden) • Percent Low Life Expectancy • Uninsured Rate	• Tacoma Crime Risk • Cost-Burdened Households (composite of Owner Cost Burden and Renter Cost Burden) • Median Home Value • Insured Rate • Average Life Expectancy

	• Fair or Poor Health • Pedestrian and Bicyclist Crashes	• Pedestrian/Bicyclist Crashes
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Figure 1: Provides an image of City of Tacoma’s Categories and Indicator Datasets



Next Steps: Review and discuss Equity Index Maps, including feedback on potential indicators.

All Community Members Welcome!

43rd **JUNETEENTH**
Celebration

Saturday, June 15 • 11:30 a.m. – 4 p.m.

Regional Athletic Complex

8345 Steilacoom Road SE

FREE BBQ • Live Music • Fun!

Enjoy a FREE BBQ lunch, live music by Andy Stokes, a short program, free haircuts by Olympia Barber School, and time to celebrate and connect with your community.

Non-perishable Food Drive

We're collecting non-perishable food items to support the Thurston County Food Bank. *(This is voluntary and not required to attend.)*



Presented by:

**Fred U. Harris
Masonic Lodge #70 PHA**

In partnership with:

