



City of Lacey, Washington City Council Regular Meeting Agenda

Refer to the bottom of the agenda for meeting information.

Tuesday, September 17, 2024

6:00 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Pledge of Allegiance

4. 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.

5. Approval of Agenda and Consent Agenda Items

- A. Approval of the Worksession minutes of August 27, 2024
- B. Approval of the Council minutes of September 3, 2024
- C. Approval of wages, claims, and transfers for August 12 through September 6, 2024

6. Public Recognitions and Presentations

- A. **Lacey Youth Council Welcome**
Youth Council Representatives
- B. **Lacey Fire District 3 Update**
Steve Brooks, Fire Chief

7. Public Comment

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

8. Public Hearing

9. Proclamations

- A. **Hispanic and Latinx Heritage Month**
- B. **Prostate Cancer Awareness Month**

10. Resolutions

- A. **Resolution 1157: Diversity, Equity, Inclusion, and Belonging Strategic Plan Adoption**
Shannon Kelley-Fong, Assistant City Manager

11. Ordinances

12. Mayor's Report

- A. **Reappointment: Historical Commission - Jon Halvorson and Tula'i Patane**
Mayor Ryder

13. City Manager's Report

- A. **Multi-Family Tax Exemption Application: 629 Woodland Square Loop**
Jennifer Adams, Housing Coordinator
- B. **Other Business**

14. Other Business

15. Boards, Commissions and Committee Reports

- A. Mayor Andy Ryder:
 - 1. Mayors' Forum
 - 2. Thurston Chamber Shared Legislative Committee
 - 3. Transportation Policy Board (TPB)
- B. Deputy Mayor Malcolm Miller:
 - 1. Economic Development Council (EDC)
 - 2. Lodging Tax Advisory Committee (LTAC)
 - 3. Thurston County Coalition Against Trafficking (TCCAT)
 - 4. Joint Animal Services Commission (JASCOM)
- C. Councilmember Lenny Greenstein:
 - 1. Emergency Medical Services (EMS)
 - 2. TCOMM911
 - 3. Opioid Abatement Council Independent Subcommittee
- D. Councilmember Michael Steadman:
 - 1. Nisqually River Council
 - 2. Thurston County Law & Justice Council
 - 3. Olympic Region Clean Air Agency (ORCAA)



E. Councilmember Carolyn Cox:

1. LOTT Clean Water Alliance
2. Regional Housing Council
3. Intercity Transit Authority

F. Councilmember Robin Vazquez:

1. Thurston Climate Mitigation Collaborative
2. Thurston Regional Planning Council (TRPC)
3. Thurston County Board of Health

G. Councilmember Nicolas Dunning:

1. Thurston Thrives
2. Solid Waste Advisory Committee (SWAC)
3. Olympia-Lacey-Tumwater Visitor & Convention Bureau (VCB)

16. Adjourn

Attendance and Public Comment

Attend Remote or In-Person

The public may attend the meeting in-person, or you may view or listen to the meeting using one of the following platforms:

- In-Person Council Chambers at Lacey City Hall
420 College Street SE, Lacey, WA 98503
- Zoom: https://us02web.zoom.us/webinar/register/WN_xFWWsRy0TNGe_759TQcVrQ
- Website: <https://cityoflacey.org/government/public-meetings/>
- Facebook: <https://www.facebook.com/cityoflacey>
- YouTube: <https://www.youtube.com/watch?v=Q3edAs7UWgU>
- Cable: Channel 77 with your local cable provider
- Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 867 1723 5750)

Verbal Public Comment

Each speaker is limited to three minutes. Comments are welcome on matters connected to City business or specific agenda items.

Prior to starting your comments, please provide your:

- a. Name
- b. City of residence or connection to the City



c. Topic or subject matter of your comments

Those wishing to provide verbal public comment may do so 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_xFWWsRy0TNGe_759TQcVrQ

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

Written Public Comment

Public comments may also be submitted by email to PublicComment@cityoflacey.org. The commenting period will close two hours before the meeting time.

Written comments will be provided to the City Council electronically prior to the meeting. Comments will not be addressed during the Council meeting; however, comments received will be added to the official record.





City of Lacey, Washington Lacey City Council Worksession Minutes

Tuesday, August 27, 2024

6:00 PM

Council Chambers and Online

1. Call to Order

Mayor Andy Ryder called the meeting to order at 6:03 p.m.

2. Roll Call

Council Present

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

Staff Present

Rick Walk, City Manager
Dave Schneider, City Attorney
Vanessa Dolbee, Community and Economic Development Director
Troy Woo, Finance Director
Kristy Wolf, Financial Services Manager
Zak Haley, Utility Billing Supervisor
Nicole Williams, Executive Assistant
Paul J. White, Deputy City Clerk

3. Land Acknowledgment

Mayor Ryder presented the abbreviated Land Acknowledgment.

4. Approval of the Agenda

Councilmember Greenstein moved to approve the agenda. Councilmember Steadman seconded. The motion carried.

5. Agenda Items

A. **Lacey MakerSpace Update**

Vanessa Dolbee, Community and Economic Development Director

Michelle Pope, MakerSpace Director

Sean Moore, Director of the Center for Business & Innovation, Thurston County Economic Development Council

Moore and Pope presented an update on the Lacey MakerSpace, an innovation workshop located on the campus of St. Martin's University providing public access to current design and fabrication technology to foster creativity, entrepreneurship, and regional economic development. Pope summarized activities offered through the MakerSpace and listed MakerSpace partners and collaboration relationships. Moore described growth challenges and initiatives of the MakerSpace, including revenue opportunities.

B. **Washington Center Free Day**

Nicole Williams, Executive Assistant

Williams described the City's access to two days of free use of the Washington Center for the Performing Arts each year. In 2025, one of Lacey's free days will be made available for nonprofit use. Williams explained the process for selecting a nonprofit organization to take advantage of the free day based on City Council policies, and summarized the applications under consideration for 2025. Based on Council discussion, staff plans to arrange for applicants to provide in-person presentations to the City Council at a subsequent meeting.

C. **Utility Billing and Meter Replacement Update**

Troy Woo, Finance Director

Kristy Wolf, Financial Services Manager

Zak Haley, Utility Billing Supervisor

Woo provided an update on the status of delinquent utility balances, collection efforts, and customer-oriented collection alternatives. Woo summarized the progress of water meter and meter-related technology replacements. The status of staffing, policies, and the Lacey Municipal Code related to utility billing are under review.



D. 2024 Budget Amendments

Troy Woo, Finance Director

Woo summarized a series of budget amendments to adjust 2024 budgeted funds to reflect current needs made necessary by City Council action, unanticipated activity levels, and receipt of unexpected outside revenue, such as new grant awards. Funds affected by the amendment will include the Arterial Street Fund, Building Improvement Fund, Regional Athletic Complex Capital Fund, Wastewater Operations Fund, Water Capital Fund, Wastewater Capital Fund, Equipment Rental Fund, Joint Animal Services Fund, and within the General Fund, the Current Expense Fund, Regional Athletic Complex Fund, and City Street Fund. The total proposed budget amendment is approximately \$3.24 million. The ordinance amending the 2024 budget will be available for Council consideration at a subsequent meeting.

6. Executive Session

A. Executive Session pursuant to RCW 42.30.110(1)(g)

At 7:30 p.m., the City Council recessed to executive session pursuant to RCW 42.30.110(1)(g) to discuss matter(s) pertaining to performance of a public employee. The Mayor announced that the executive session would start at 7:40 p.m. and last approximately 45 minutes, after which the City Council would reconvene the worksession at or shortly after 8:25 p.m.

The executive session lasted 43 minutes, during which no final actions were taken.

7. Adjourn

Mayor Ryder reconvened the Council worksession and immediately adjourned the meeting at 8:25 p.m.





City of Lacey, Washington
City Council Regular Meeting Minutes
Tuesday, September 3, 2024 - Council Chambers and Online

1. Call to Order

Deputy Mayor Miller called the meeting to order at 6:00 p.m.

2. Roll Call

Council Present

Deputy Mayor Malcolm Miller
Councilmember Lenny Greenstein (remote)
Councilmember Michael Steadman
Councilmember Carolyn Cox
Councilmember Robin Vazquez
Councilmember Nicolas Dunning

Council Excused

Mayor Andy Ryder

Staff Present

Rick Walk, City Manager
Shannon Kelley-Fong, Assistant City Manager
Dave Schneider, City Attorney
Robert Almada, Chief of Police
Scott Egger, Public Works Director
Troy Woo, Finance Director
Peter Brooks, Water Resources Manager
Sue Falash, Recreation Manager
Brandy Legomina, Deputy City Clerk

3. Pledge of Allegiance

Deputy Mayor Miller led the flag salute.

4. Land Acknowledgment

Deputy Mayor Miller presented the abbreviated Land Acknowledgment.

5. Approval of Agenda and Consent Agenda Items

- A. Approval of the Worksession minutes of August 13, 2024
- B. Approval of the Council minutes of August 20, 2024
- C. Approval of wages, claims, and transfers for August 12 through 23, 2024
- D. Utility Wrap Public Art Project Approval
- E. Lacey Youth Council Representative Appointment

Councilmember Steadman moved to approve the agenda and consent agenda. Councilmember Cox seconded. The motion carried.

6. Public Recognitions and Presentations

7. Public Comment

Verbal Public Comment

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

Cynthia Pratt, Community Member, invited the council to the Lacey Loves Laureates event on September 26, 2024, from 6:30 p.m. till 8:00 p.m.

Written Public Comment

One (1) written public comment was received.

8. Public Hearing

9. Proclamations

A. National Voter Registration Day

Mary Hall, Thurston County Auditor

Deputy Mayor Miller and Council proclaimed September 17, 2024, as National Voter Registration Day. Hull was present to accept the proclamation and discussed the process and importance of voting in a democracy.

B. Emergency Preparedness Month

Kyle Bustad, Thurston County Emergency Management Manager

Deputy Mayor Miller and Council proclaimed September as Emergency Preparedness month. Bustad was present to accept the proclamation and



discussed the importance for everyone to prepare for emergencies.

10. Resolutions

11. Ordinances

A. **Adoption of Ordinance 1663: 2024 Budget Amendment**

Troy Woo, Finance Director

Woo presented Ordinance 1663: 2024 Budget Amendment, which would amend the 2024 budget substantially as presented to the City Council on August 20, 2024. The budget funds affected and the reasons for the changes to the adopted 2024 budget were summarized.

Councilmember Steadman moved to adopt Ordinance 1663, amending the 2024 Budget as presented. Councilmember Dunning seconded. The motion carried.

12. Mayor's Report

13. City Manager's Report

A. **Agreement for Transfer of Interests in Tumwater Brewery Assets**

Peter Brooks, Water Resources Manager

Brooks presented the agreement for the transfer of the Tumwater brewery assets from the City of Lacey to the City of Tumwater. Brooks summarized the history of the proposed transfer, which is based on City Council direction related to the comparative difficulty and cost associated with using the water assets on the subject property versus other City options for future water supply. The proposed action follows joint purchase of the assets in 2008 with the Cities of Olympia and Tumwater, assessment and determination of water rights by the Washington Department of Ecology, Council direction to pursue transfer of Lacey's assets in the property, execution of a 2023 memorandum of agreement and subsequent letter of intent concerning the transfer, and subsequent appraisal of the land and improvements.

Councilmember Steadman moved to authorize the City Manager to sign the agreement to transfer the interests of the brewery assets between the City of Lacey and the City of Tumwater. Councilmember Vazquez seconded. The motion carried.

B. **Parks, Culture, and Recreation Summer Recap**



Sue Falash, Recreation Manager

Falash presented the Parks, Culture, and Recreation Summer Recap. This presentation included discussion on special events, aquatic programs, community recreation programs, summer facility reservations, sports and field events, and volunteer statistics.

14. Other Business

15. Boards, Commissions and Committee Reports

A. Mayor Andy Ryder:

1. Mayors' Forum
2. Thurston Chamber Shared Legislative Committee
3. Transportation Policy Board (TPB)

Mayor Ryder was excused and did not provide any reports.

B. Deputy Mayor Malcolm Miller:

1. Economic Development Council (EDC)
2. Lodging Tax Advisory Committee (LTAC)
3. Thurston County Coalition Against Trafficking (TCCAT)
4. Joint Animal Services Commission (JASCOM)

Deputy Mayor Miller did not provide any reports.

C. Councilmember Lenny Greenstein:

1. Emergency Medical Services (EMS)
2. TCOMM911
3. Opioid Abatement Council Independent Subcommittee

Councilmember Greenstein reported on Emergency Medical Services (EMS).

D. Councilmember Michael Steadman:

1. Nisqually River Council
2. Thurston County Law & Justice Council
3. Olympic Region Clean Air Agency (ORCAA)

Councilmember Steadman did not provide any reports.



E. Councilmember Carolyn Cox:

1. LOTT Clean Water Alliance
2. Regional Housing Council
3. Intercity Transit Authority

Councilmember Cox reported on the Regional Housing Council.

F. Councilmember Robin Vazquez:

1. Thurston Climate Mitigation Collaborative
2. Thurston Regional Planning Council (TRPC)
3. Thurston County Board of Health

Councilmember Vazquez did not provide any reports.

G. Councilmember Nicolas Dunning:

1. Thurston Thrives
2. Solid Waste Advisory Committee (SWAC)
3. Olympia-Lacey-Tumwater Visitor & Convention Bureau (VCB)

Councilmember Dunning did not provide any reports.

16. Adjourn

Deputy Mayor Miller adjourned the meeting at 6:59 p.m.

MAYOR: _____

ATTESTED BY CITY CLERK: _____

DATE APPROVED: _____





LACEY CITY COUNCIL MEETING

September 17, 2024

SUBJECT: Disbursement Approval

RECOMMENDATION: By motion, approve payment of claims, wages, and transfers.

STAFF CONTACT: Troy Woo, Finance Director *W*
Alix Turcotte, Senior Accountant *AT*
Carrie Bode, Accounting Technician *CB*

ORIGINATED BY: Finance Department

BACKGROUND:

The action requested of the City Council is by motion to approve payment of claims, wages and transfers for 8/12/2024 through 9/6/2024. The disbursements consist of the following:

Checks:	<u>Week of</u>	<u>Beg. Check No.</u>	<u>End. Check No.</u>	<u>Amount</u>
	8/30/2024	276387	276578	265,823.90
	*8/30/2024	276579	276582	4,533.59
	9/6/2024	276583	276634	1,681,693.56

Electronic Transfers:	<u>Week of</u>	<u>Amount</u>
	8/12/2024	32,132.89
	8/29/2024	67,528.44
	8/30/2024	2,545,298.51
	*8/30/2024	21,167.83
	*8/30/2024	1,975,341.81
	9/6/2024	366,703.31

Payroll:	<u>Month End</u>	<u>Wages</u>
	8/30/2024	2,329,761.76

*Disbursements for employee out-of-pocket deductions and employee benefits.

Significant Disbursements:

<u>Vendor</u>	<u>Amount</u>	<u>Description</u>
Olympia-CARPFD	\$ 67,528.44	August 2024 CARPFD
Forma Construction Company	\$ 1,287,077.49	Police Station
Heritage Bank	\$ 61,465.01	Forma Construction Co. Retainage
Nisqually Indian Tribe	\$ 96,087.60	July 2024 Inmate Support
Rodarte Construction, Inc.	\$ 777,009.57	ULID 25-Tolmie Sewer & Water
Bud Clary Ford/Hyundai	\$ 50,525.51	Detective Car
KMB Architects, Inc.	\$ 59,965.83	Police Department Facility
LOTT Wastewater Alliance	\$ 148,699.74	August 2024 Reserve Capacity
LOTT Wastewater Alliance	\$ 1,279,528.86	August 2024 ERUs
North Thurston Public Schools	\$ 69,226.95	August 2024 Impact Fees
SCI Infrastructure, LLC	\$ 104,939.29	Golf Club Water & Wastewater



LACEY CITY COUNCIL
September 17, 2024

SUBJECT: 2024-2025 Youth Council Advisory Board Representatives

RECOMMENDATION: “Next Steps” section of this staff report provides four (4) options for the Lacey City Council to consider.

Option 1 is recommended:

Motion to “Appoint Youth Councilmembers identified in **Table A** to serve as the Advisory Board representatives for the 2024-2025 term.

STAFF CONTACT: Rick Walk, City Manager *RW*
Shannon Kelley-Fong, Assistant City Manager *SKF*
Sadie Siglin, Management Analyst *SS*

ORIGINATED BY: City Manager’s Department

ATTACHMENTS: [1. Lacey City Council Policies and Procedures Manual: 2.16 Lacey Youth Council](#)
[2. Resolution No. 1145](#)

FISCAL NOTE: None

PRIOR REVIEW: None

BACKGROUND: Pursuant to the Lacey City Council Policies and Procedures Manual (**Attachment 1**), each term councilmembers from the Lacey Youth Council (Youth Council) serve as representatives on the following Advisory Boards:

- Historical Commission;
- Parks, Culture, and Recreation Board;
- Library Board; and
- Commission on Equity.

Resolution 1145 (**Attachment 2**) designates an additional Youth Council representative to serve on the Ad Hoc Human Services Work Group.

At the September 3, 2024, Youth Council regular meeting the following councilmembers were elected to serve as Advisory Board representatives for the 2024-2025 Youth Council term:

Table A
Recommended 2024-2025 Advisory Board Youth Representatives

Faith Kim	Historical Commission
Aryan Kumar	Parks, Culture, and Recreation Board
Avani Kumar	Library Board
Kieran Sills-Powell	Commission on Equity
Elhadj Toure	Ad Hoc Human Services Work Group

Next Steps: Upon review, the City Council could consider one of the following options:

- Option 1:** Appoint Youth Councilmembers identified in **Table A** to serve as the Advisory Board representatives for the 2024-2025 term.
- Option 2:** Do not approve the recommendation as described above. Do not appoint Youth Councilmembers as Advisory Board representatives for the 2024-2025 term.
- Option 3:** Provide direction to City staff on other elements to consider. After further diligence on these elements, City Staff would then return to the City Council to review additional materials for consideration.
- Option 4:** Some other option not contemplated in the above options.

CITY OF LACEY

Official Proclamation

WHEREAS, during Hispanic and Latina/Latino/Latinx Heritage Month, we honor the rich heritage of the Hispanic and Latinx community and celebrate their countless achievements; and

WHEREAS, the observation began in 1968 as Hispanic Heritage Week, and was enacted into federal law on August 17, 1988, calling upon public officials, educators, librarians, and all the people of the United States to observe this time with ceremonies, activities, and programs; and

WHEREAS, the city recognizes and celebrates the diversity of community members that this month commemorates, honors, and pays tribute to individuals that speak Spanish, who are descendants from Spanish-speaking countries, are descendants from over 26+ Latin American countries, and who may speak a variety of different languages, and we recognize the Latinx identity also encompasses people in Indigenous, Black and African, Asian, and Queer communities; and

WHEREAS, Washington has grown more diverse over the past decade with the Hispanic community now representing 13.7 percent of Washingtonians, with the Hispanic community in Lacey representing nearly 11 percent of the population; and

WHEREAS, Hispanic and Latinx community members have made immeasurable contributions to the advancement of the United States and the City of Lacey, including but not limited to serving in our Armed Forces, as elected officials, public servants, essential workers, agriculture workers, teachers, business owners, cultural and creative industry leaders, and innovators; and

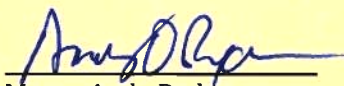
Whereas, 2024 honors the theme, "Pioneers of Change: Shaping the Future Together", highlighting Hispanic leadership and innovation in diverse areas, and also emphasizing the importance of collaboration in building a better future; and

NOW, THEREFORE, I, Andy Ryder, Mayor of the City of Lacey, on behalf of the Lacey City Council, do hereby recognize September 15 through October 15, 2024, as

Hispanic and Latinx Heritage Month

in Lacey and encourage our community to celebrate the strengths that emerge from diversity and participate in activities to learn more about our Hispanic and Latinx communities, histories, and contributions to our city and society.




Mayor Andy Ryder
September 17, 2024

CITY OF LACEY

Official Proclamation

WHEREAS, prostate cancer is one of the most commonly diagnosed cancers among men in the United States, affecting one in eight men during their lifetime; and

WHEREAS, prostate cancer is the second leading cause of cancer death among men, with over 248,000 men diagnosed and more than 34,000 men dying from the disease annually; and

WHEREAS, early detection of prostate cancer can save lives, with a near 100% survival rate when diagnosed and treated in its earliest stages; and

WHEREAS, the City of Lacey recognizes the importance of raising awareness about prostate cancer and the need for men to speak with their healthcare providers about prostate health and available screenings; and

WHEREAS, community organizations, healthcare providers, and individuals throughout the community are encouraged to support efforts to promote education, provide screenings, and advocate for the early detection and treatment of prostate cancer; and

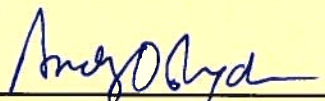
WHEREAS, through increased awareness and education, we can empower men to take control of their health, potentially reducing the impact of prostate cancer on families and communities; and

NOW, THEREFORE, I, Andy Ryder, Mayor of the City of Lacey, on behalf of the Lacey City Council, do hereby recognize the month of September 2024, as

Prostate Cancer Awareness Month

in Lacey and encourage all community members to learn about prostate cancer, support efforts for early detection, and share this vital information with others to help save lives.




Mayor Andy Ryder
September 17, 2024

LACEY CITY COUNCIL MEETING

September 17, 2024

SUBJECT: Diversity, Equity, Inclusion, and Belonging Strategic Plan

RECOMMENDATION: “Next Steps” section of this staff report provides four (4) options for the Lacey City Council to consider.

Option 1 is recommended:

Motion to “Adopt Resolution 1157 adopting the Diversity, Equity, Inclusion, and Belonging Strategic Plan, 2024-2030.”

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

ORIGINATED BY: City Manager’s Department

ATTACHMENTS: 1. Resolution 1157 with Exhibit A – Diversity, Equity, Inclusion, and Belonging Strategic Plan

FISCAL NOTE: TBD based on specific programs and initiatives.

PRIOR REVIEW: [Lacey City Council – August 20, 2024](#)
[Lacey City Council – July 23, 2024](#)
[Lacey City Council – July 9, 2024](#)
[Commission on Equity – June 24, 2024](#)
See **Table A** for full list

WORK PLAN GOALS:

Vibrant Place to live, work, & play: D. Finalize Homeless Response Plan & enhance social services

An Engaged Community: L. Enhance communication & engagement efforts

Quality Transportation & Infrastructure: J. Enhance multimodal transportation infrastructure and create a welcoming physical environment for all community members

Environmental Stewardship: K. Continue implementation of Climate Mitigation efforts

Excellence in Programs & Services: M. Attract and retain quality and qualified staff to meet service needs

COE RECOMMENDATION: “Review and adopt the Diversity, Equity, Inclusion, and Belonging Strategic Plan.”

BACKGROUND: The Commission on Equity (COE) and City staff started working on the draft Diversity, Equity, Inclusion, and Belonging Strategic Plan (Plan) in 2021. **Table A** provides a detailed list of all the meetings the COE reviewed elements of the Plan. The Lacey City Council reviewed the Plan at the July 9, 2023 Worksession, and worked on their message in the Plan at the July 23, 2023 Worksession and August 20, 2024 Regular Meeting. Since the initial Lacey City Council review, staff performed additional rounds of review for any additional grammatical errors.

The purpose of the 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. The Plan identifies ways the City can serve as the lead, a partner, and as an advocate working with community partners to build a more equitable and welcoming place where diversity is celebrated, opportunities are equitable, and barriers to participation are eliminated.

The Plan includes a Vision and Mission statements, Values, and four Goals with multiple strategies and baselines (2024) identified under each Goal. The identified Goals subareas, and strategies are:

1. Workforce and Work Environment:

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

- A. **Equity Plan:** Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff).
- B. **Hiring and Retention:** Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.
- C. **Development and Workplace:** Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

2. Community Engagement and Access

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

- A. **Communications:** Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.
- B. **Engagement:** 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.
- C. **Relationships:** 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.
- D. **Collaboration:** 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.

3. Policies, Programs, and Services

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

- A. **City Policies:** Integrate and reflect equity values in all policy and planning documents, e.g., Budget, Comprehensive Plan, etc.
- B. **City Services:** Provide services that are responsive, transparent, accountable, equitable, and welcoming, with an emphasis on providing a safe, trusted environment for underserved community members.
- C. **Public Safety:** 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.

- D. **Parks, Culture, Recreation:** Provide robust and community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated.
- E. **Infrastructure:** Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.
- F. **Utilities:** Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community.
- G. **Acknowledgements:** Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use City platforms to amplify community voices.
- H. **Contracting:** Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.

4. **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.

- A. **Economic Development:** Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.
- B. **Housing:** Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.
- C. **Human Services:** Provide and support culturally appropriate human services that meet the needs of the Lacey community.

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

E. **Environment:** 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.

In addition to the above, the Plan also includes the following elements:

- Land Acknowledgement
- Acknowledgements
- Lacey City Council Message
- Commission on Equity message and background
- Demographics information
- Key terms (using the Office of Financial Management Equity Glossary with some additions)
- An overview of COE community engagement efforts and analysis
- What the plan is and what the plan isn't
- City roles
- Benchmarks
- Accountability measures, including statuses and baselines (2024)
- Appendices

Table A		
Plan review at COE meetings		
Meeting	DEIB Strategic Plan Agenda Item	Meeting Link
June 24, 2024	Review and Recommendation to Lacey City Council	Commission on Equity Meeting • City of Lacey • CivicClerk
May 30, 2024	Draft DEIB Strategic Plan: Status Overview, Part II and Draft Review	Commission on Equity Meeting • City of Lacey • CivicClerk
May 6, 2024	Draft DEIB Strategic Plan: Status Overview, Part I	https://laceywa.portal.civicclerk.com/event/1025/files
March 25, 2024	Draft DEIB Strategic Plan Workshop: City Workforce Data Review	https://laceywa.portal.civicclerk.com/event/943/files
February 26, 2024	DEIB Strategic Plan Update	https://laceywa.portal.civicclerk.com/event/74/files/agenda/1827
January 29, 2024	DEI Strategic Plan Workshop: Document Elements Review, Part 3 - Commission on Equity Message and Demographics	https://laceywa.portal.civicclerk.com/event/73/files
December 26, 2023	Document Elements Review Part II: What we Heard Summary, Accountability: Benchmarks and Indicators, Commission on Equity Message	Commission on Equity Meeting • City of Lacey • CivicClerk
November 27, 2023	Document Elements Review Part I: Introduction to the Plan	Commission on Equity Meeting • City of Lacey • CivicClerk
December 27, 2022	Draft Benchmark & Indicators – Second Draft Policies, Programs & Services Initial Review of Draft Livability, Review definitions of BIPOC, Restorative Justice	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
November 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 6	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
October 24, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
September 26, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 4	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
August 22, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 3	Commission on Equity Regular Meeting • City of Lacey • CivicClerk

July 25, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 2	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
June 27, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 1	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
March 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop #7 – Community Connectivity Analysis & Visioning for Change	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
February 28, 2022	Community Connectivity Analysis and Visioning for Change	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
January 24, 2022	Revisit Equity Values, Mission, and Vision Statements & Overview of Values-based decision making in practice	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
December 27, 2021	Creating a Mission Statement	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
September 27, 2021	COE Survey, Creating an Equity Statement	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
August 23, 2021	Overview of Strategic Planning process, Values-based decision making, role of government in shaping existing inequities, where have we been, where do we want to go	Commission on Equity Regular Meeting • City of Lacey • CivicClerk

Next Steps. Upon review, the City Council could consider one of the following options:

Option 1: Adopt Resolution 1157 adopting the Diversity, Equity, Inclusion, and Belonging Strategic Plan, 2024-2030.

Option 2: Do not adopt Resolution 1157. Do not adopt the Diversity, Equity, Inclusion, and Belonging Strategic Plan.

Option 3: Provide direction to City staff on other elements to consider. After further diligence on these elements, City Staff would then return to the City Council to review additional materials for consideration.

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

RESOLUTION NO. 1157

CITY OF LACEY

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LACEY ADOPTING THE CITY OF LACEY DIVERSITY, EQUITY, INCLUSION, AND BELONGING STRATEGIC PLAN, 2024-2030.

WHEREAS, the City of Lacey is the most diverse city in Thurston County, and one of the most diverse cities in the state of Washington; and Lacey is a vibrant, resilient, and thriving community because of its diversity, including individuals of different races, ethnicities, cultures, backgrounds, experiences, talents, and perspectives; and

WHEREAS, in 2018, the City of Lacey began a series of exploratory meetings with civic leaders from historically marginalized and underrepresented community groups, known as the Workgroup on Equity (or Civic Leaders Forum) to learn about a diversity of experiences in the community and racial inequity issues; and from these meetings, it was recommended that the City of Lacey create an advisory board to the Lacey City Council on equity issues; and

WHEREAS, in 2020, the murder of George Floyd galvanized a renewed national (and global) Racial Justice Movement focused on the continued impacts of 400 plus years of inequities, including the violence against, and oppression of, Black, Indigenous, and other People of Color; and

WHEREAS, on January 21, 2021, the Lacey City Council established the Commission on Equity with Ordinance 1581, tasking this advisory board with: identifying and advancing opportunities to create a more welcoming community; continuing critical conversations on race and equity; seeking greater participation from underrepresented community members; and identifying existing gaps and barriers which could prevent full participation in government and public policy; and

WHEREAS, over the past three years, the City of Lacey and the Commission on Equity worked on creating the Diversity, Equity, Inclusion, and Belonging Strategic Plan, which included extensive public outreach and engagement with the greater Lacey community, City representatives, and the Lacey City Council; and

WHEREAS, the purpose of the Diversity, Equity, Inclusion, and Belonging Strategic Plan is to create a strategic guide for the City of Lacey to advance and support equity efforts in the greater Lacey community, including ways the City can serve as the lead, a partner, and as an advocate in this work; and

WHEREAS, after twenty-one public meetings focused on the Diversity, Equity, Inclusion, and Belonging Strategic Plan, on June 24, 2024, the Commission on Equity recommended its approval to the Lacey City Council.

WHEREAS, on July 9 2024, the Lacey City Council reviewed the draft Diversity, Equity, Inclusion, and Belonging Strategic Plan; and in July and August, the Lacey City Council worked on crafting their message in the Plan; and

WHEREAS, the Diversity, Equity, Inclusion, and Belonging Strategic Plan establishes the vision of Lacey as 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; and

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON, as follows:

1. The Diversity, Equity, Inclusion, and Belonging Strategic Plan, attached hereto as **Exhibit A**, is hereby adopted as the City of Lacey Diversity, Equity, Inclusion, and Belonging Strategic Plan, 2024-2030.
2. The City Council commits to continue: 1) to champion change that leads to a more equitable society for all; 2) to eradicate all forms of racism and oppression; 3) to engage and listen to community members; and 4) to work collaboratively with community partners in these efforts.

PASSED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON, this 17th day of September, 2024.

LACEY CITY COUNCIL

By _____

Mayor

Attest:

City Clerk

Approved as to form:

City Attorney



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

2024-2030

Adopted September 17, 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
Makieda Hart
Jon Hegwood
Kristine Stolberg
Samuel Tatarian, former 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 Washington State Attorney General
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 – Helped facilitate the first DEIB Strategic Plan workshops

Tevin Medley

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Elissa Fontaine, City Clerk

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David Schneider, City Attorney
Leialani Su'e, Human Resources Director
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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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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 2024-2030.

Specifically, the six-year Plan identifies ways the City can serve as the **lead**, a **partner**, and as 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** and **mission, values**, and four **goals** with multiple strategies and action items identified under each goal.



DEIB ELEMENTS



LACEY CITY COUNCIL MESSAGE



Our diversity makes us stronger.

Lacey is a vibrant, resilient, and thriving community because of the different backgrounds, experiences, cultures, talents, and perspectives of our 60,000+ community members.

We, the Lacey City Council, are very proud and grateful to be able to represent the most diverse city in Thurston County, and one of the most diverse cities in the state of Washington. While we celebrate our diversity, we also want to recognize the longstanding history of inequity, discrimination, and disparities that continue and impact our community and beyond.

Though we didn't create these inequities, as leaders we are tasked to help eliminate them and safeguard against future injustices. We have the power to improve our City and the lives of our community members.

This Plan represents a significant step in that direction. We commit to serve as leaders, partners, and advocates to eliminate inequities, remove barriers to access and participation, and to create a welcoming community where all belong.

We are incredibly thankful to the City's Commission on Equity for their efforts over the past three years in guiding the development of this Plan with the help of City staff. This journey included a broad range of community engagement efforts, conversations, dialogues, and workshops. As a result, the Plan represents many community voices, including their ideas, concerns, needs, and dreams for Lacey.

In adopting and implementing this Plan, we want the community to know that in Lacey:

- **People are the priority.** City government exists to provide services to help and benefit the community. Our goal is to provide services that meet the evolving needs of the community in a safe, equitable, effective, culturally relevant, and human-centered way.

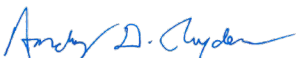


- **You belong.** Through this Plan and other actions, we are working to create a community where all individuals feel valued, welcomed, respected, safe, and free to be who they are.
- **Your voice is important.** We are seven people representing many voices. Public engagement and participation are key to helping create and carry out responsive, equitable, and effective policies and programs. This Plan encourages an active and healthy relationship with the community where all voices are heard, included, and valued.
- **We act with purpose.** With this Plan we are being intentional and accountable in this work. The Plan outlines where we are now and where we want to be in the future. It also includes specific benchmarks to assess progress and it creates an annual report for the community to review.

Importantly, there is no community without “you.” We need partners. We need ideas. We need engagement. We need to work together to “keep Lacey classy” in times of difficulty and challenge. Most of all, we need you.

Together, we can make a welcoming community for all.

Your Lacey City Council members,


Mayor Andy Ryder


Deputy Mayor Malcolm Miller


Lenny Greenstein


Michael Steadman


Carolyn Cox


Robin Vazquez


Nicolas Dunning

ACRONYMS & ABBREVIATIONS

CCT - Community Connectivity Tool

City - City of Lacey

CMIIT - Capital Metro Independent Investigative Team

COE - Commission on Equity

DEIB - Diversity, Equity, Inclusion, and Belonging

Department Acronyms - see page 87

FCC - Federal Communications Commission

HOLC - Home Owners' Loan Corporation

ICMA - International City / County Management Association

Latino - Latina, Latine, Latinx

LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and others.

NACo - National Association of Counties

OFM - Office of Financial Management

POC / BIPOC - People of Color / Black, Indigenous, People of Color

UGA - Urban Growth Area



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 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,

Annie Clay (Chair), Kim Sauer (Vice Chair), Cliff Brown (former Chair), Thelma Jackson (former Chair), Makieda Hart, Jon Hegwood, and Kristine Stolberg



COMMISSION ON EQUITY BACKGROUND

On January 21, 2021, the Lacey City Council adopted Ordinance 1581, establishing the Commission on Equity (COE). The COE 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.
- Identifying existing gaps and barriers that 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 live in the City of Lacey or the Lacey Urban Growth Area (UGA).

On May 20, 2021, the Lacey City Council appointed the first people to the newly formed COE. Over the past three years, the COE has helped inform the City on equity programs and strategies aligned with meeting the tasks noted on the previous page. The COE's work has included, but was not limited to:

- 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.



VISION | MISSION | VALUES | GOALS



VISION

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

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

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.

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 and Events • Contracting	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 • Human Services • Partnerships • Environment	Lead Partner Advocate



SUBAREAS | STRATEGIES

Under each Goal, the Plan establishes several Subareas with Strategies. For a look at benchmarks, reporting frequencies, and baselines for each strategy, see pages 82 to 165.



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 among local service providers to enhance engagement and connectivity.	Lead

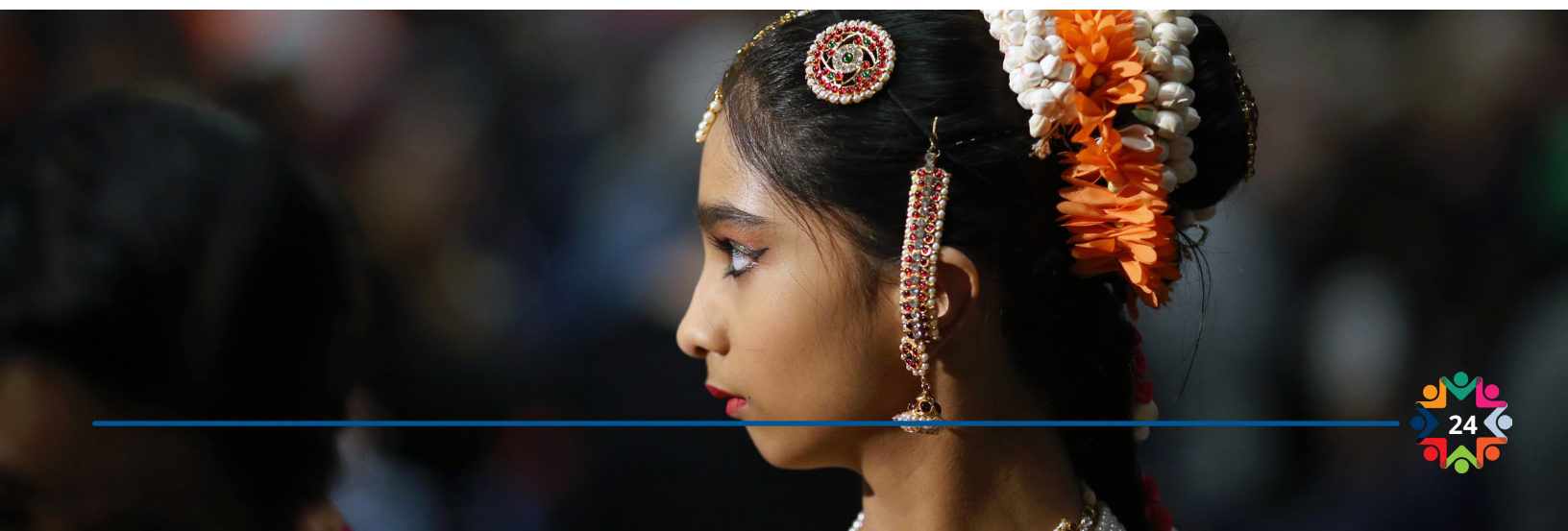


POLICIES, PROGRAMS, AND SERVICES

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 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 City platforms to amplify community voices.	Lead
Contracting	H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.	Lead Partner Advocate



LIVABILITY

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	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.	Lead Partner Advocate
Human Services	C. Provide and support culturally appropriate human 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 Glossary definition, and an example of these terms in action.



DIVERSITY:

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



OFM GLOSSARY

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.

EXAMPLE

In a group, diversity can include differences in culture, race, sex, gender, points-of-view, beliefs, age, education, life experiences, sexual orientation, abilities, income, socioeconomic status, veteran status, personalities, and more.

EQUITY:

Working toward outcome fairness for people or groups that address 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 31 provides an example of Redlining as one illustration of structural inequity that continues to impact communities today. For an example here locally in Thurston County, see restrictive covenants on page 35.

Equality



Equity



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INCLUSION:

Intentionally ensuring opportunities for meaningful and full participation.

OFM GLOSSARY

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.

EXAMPLE

Inclusion is finding gaps in voices and perspectives, including those that were not heard, historically marginalized, or silenced. Inclusion is 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 who have not participated in previous outreach efforts.



BELONGING(NESS):

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



OFM GLOSSARY

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.

EXAMPLE

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

STRUCTURAL INEQUITY EXAMPLES:

Redlining and Racial Restrictive Covenants

Redlining was a longstanding, discriminatory practice of banks declining to offer mortgage financing 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 and some ethnic groups from getting mortgages at the same rates of white peers.

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.

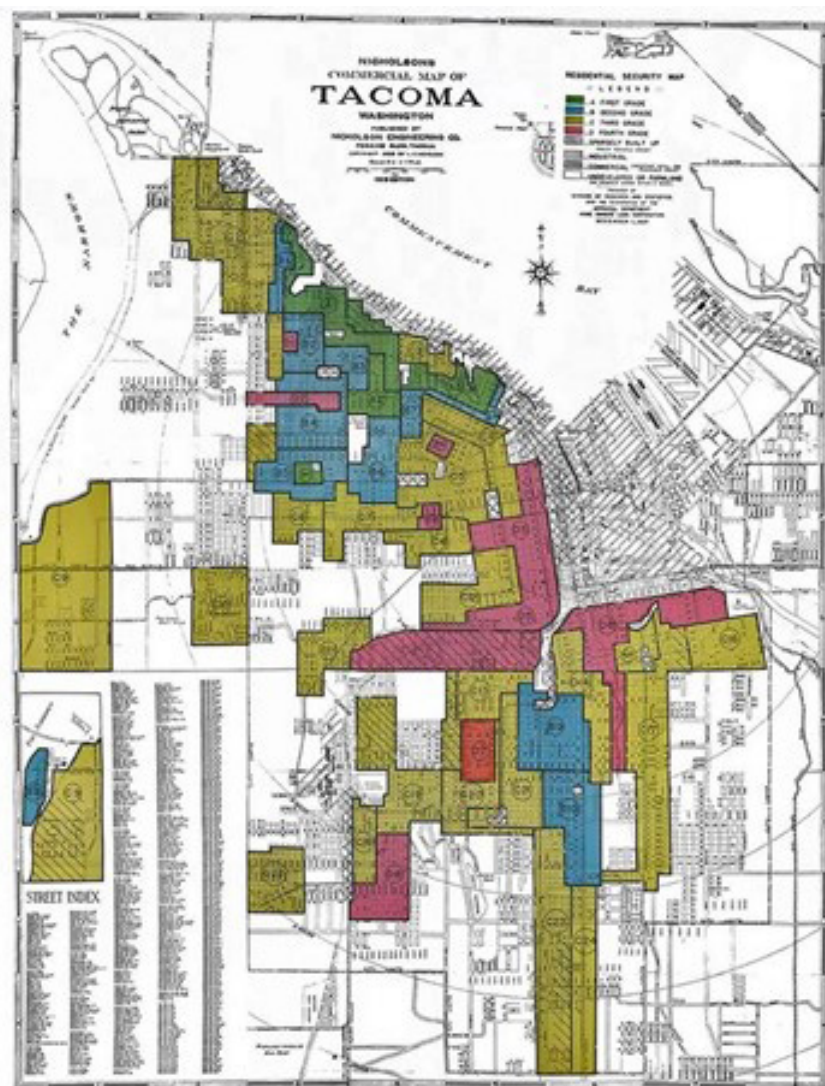
The **University of Richmond’s Digital Scholarship Lab’s** “Mapping Inequity: Redlining in New Deal America” (“Mapping Inequity Tool”) digitized the HOLC maps to provide a more comprehensive look at redlining across the country. The site includes maps for the Washington state cities of Seattle, Tacoma, and Spokane.

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

These categories were 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 from certain ethnic groups.

From the Mapping Inequity Tool:

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



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

(emphasis added)

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/)

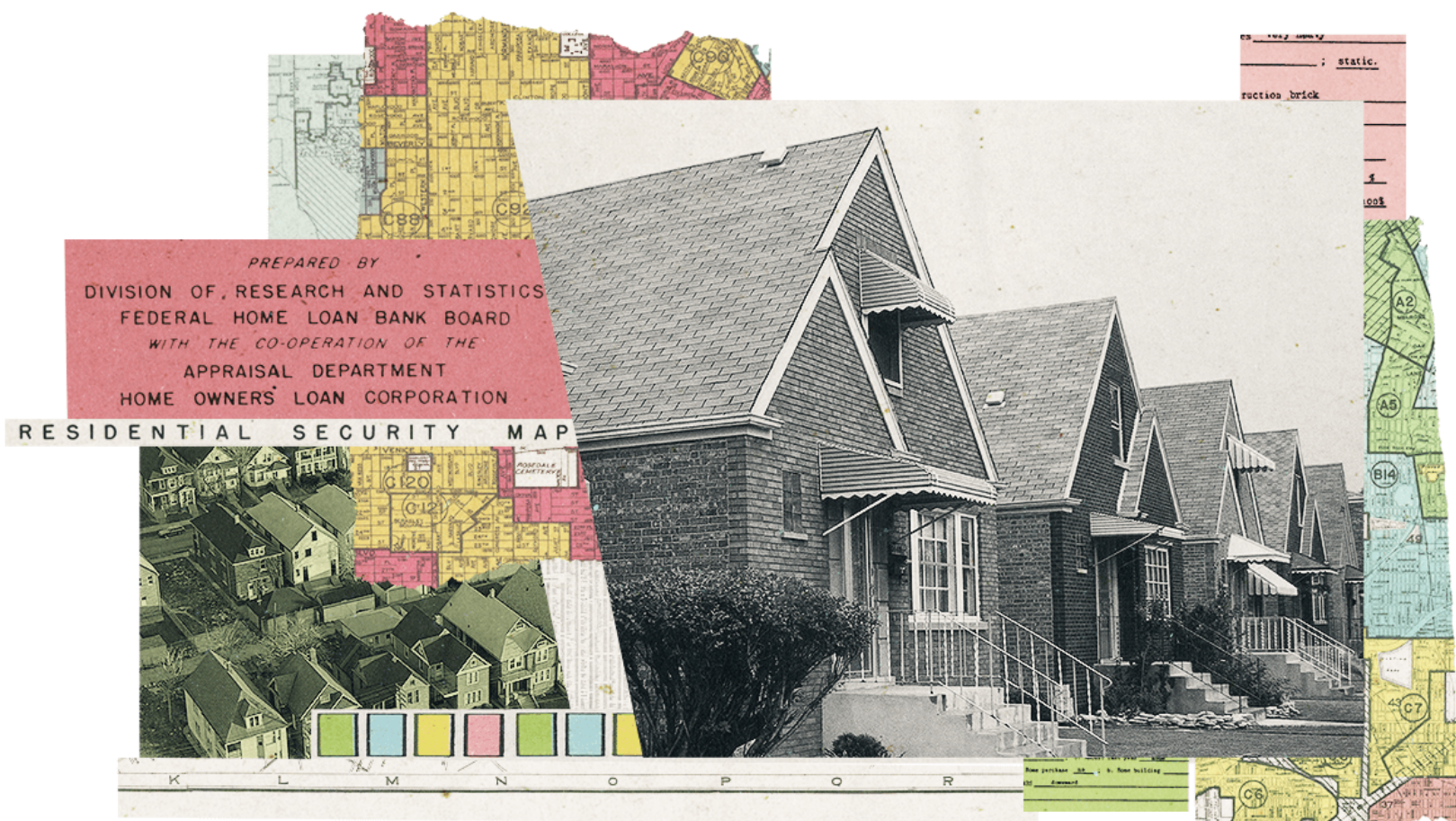
From FiveThirtyEight – The Lasting Legacy of Redlining:

“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/).



RESTRICTIVE COVENANTS IN THURSTON COUNTY

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

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

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

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

16. RACIAL RESTRICTIONS. No property in said Addition shall at any time be sold, conveyed, rented or leased in whole or in part to any person or persons not of the White or Caucasian race. No person other than one of the White or Caucasian race shall be permitted to occupy any property in said Addition or portion thereof or building thereon except a domestic servant actually employed by a person of the White or Caucasian race where the latter is an occupant of such property.

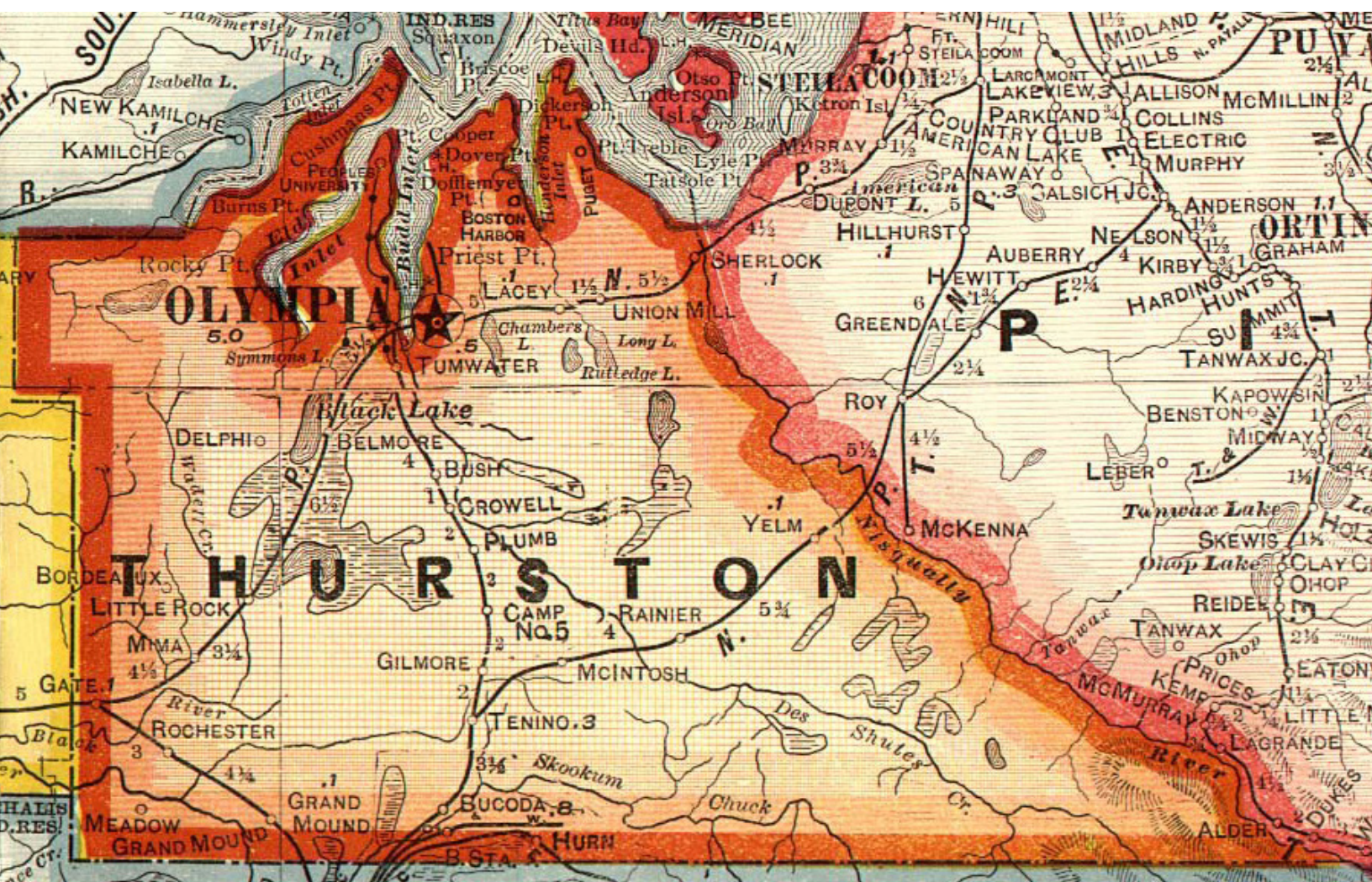
17. ANIMALS. No fowl or animal other than song birds, dogs or cats as household pets, shall at any time be kept upon land embraced in this Addition.

18. AMENDMENTS. The owner or owners of the legal title to not less than 300 residence lots in said Addition may at any time by an instrument in writing duly signed and acknowledged by said owner or owners, terminate or amend said Mutual Easements of Blue Ridge Addition, and such termination or amend-

In Thurston County, per the University of Washington's Racial Restrictive Covenants Project, there were more than 1,500 properties with racially and religiously restricted covenants, see a map at [Depts.Washington.edu/covenants/map_cov_thurston.shtml](https://depts.washington.edu/covenants/map_cov_thurston.shtml).

While not valid or enforceable, racially restrictive covenants still exist in Thurston County. The Thurston County Auditor's Office allows property owners to get this language removed at no cost.

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



TRANSPARENCY | ACCOUNTABILITY



Transparency and accountability are key elements of this Plan.

The City plans on providing annual reports to the community on the progress made within the goals, strategies, and action items identified in this Plan and beyond. Considering 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.

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 City staff, the Commission on Equity, and Lacey City Council.

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

WHAT THIS PLAN IS/NOT

The Plan includes a Vision statement, Mission statement, Value statement, Goals, Subareas, Strategies, and Benchmarks. The following table 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 integrated into other City policy documents.	To address or “answer” all equity efforts in the community.
Vision	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	To describe broadly how we are going to approach this work.	To provide specific operational and implementation plans.
Values	To describe shared values, behaviors, and how the City generally undertakes DEIB efforts.	To provide specific actions, activities, implementation plans, etc.
Goals and Subareas	To describe broad objectives that 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 goals.
Benchmarks	To provide a way to report back on the progress and effectiveness of strategies, 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 Washington State Attorney General*

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 creation of 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 three years, the Plan was created with input from the Commission on Equity, City staff, the greater community, and the Lacey City Council. On September 17, 2024, the Lacey City Council adopted the Plan.

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
September 17, 2024	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 and experiences at any given time or throughout time.

Community Engagement Sessions: In 2021, the City and COE hosted two in-person community engagement sessions and an online survey.

Community Forums: In 2022, 2023, and 2024, the City and COE hosted forums that focused on different community groups, including:

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

Appendix L provides engagement summaries from each Community Forum.

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

Community Events: Over the past few years, the City and COE 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 COE 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. See Appendix L for engagement summaries from each Community Forum.

Welcoming Community

Creating a more welcoming community

Community Input - Summarized

- 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 and community conversations.
- Enhance representation at City-sponsored recreational events, including in movies and concert 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 about 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 - Summarized

- 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

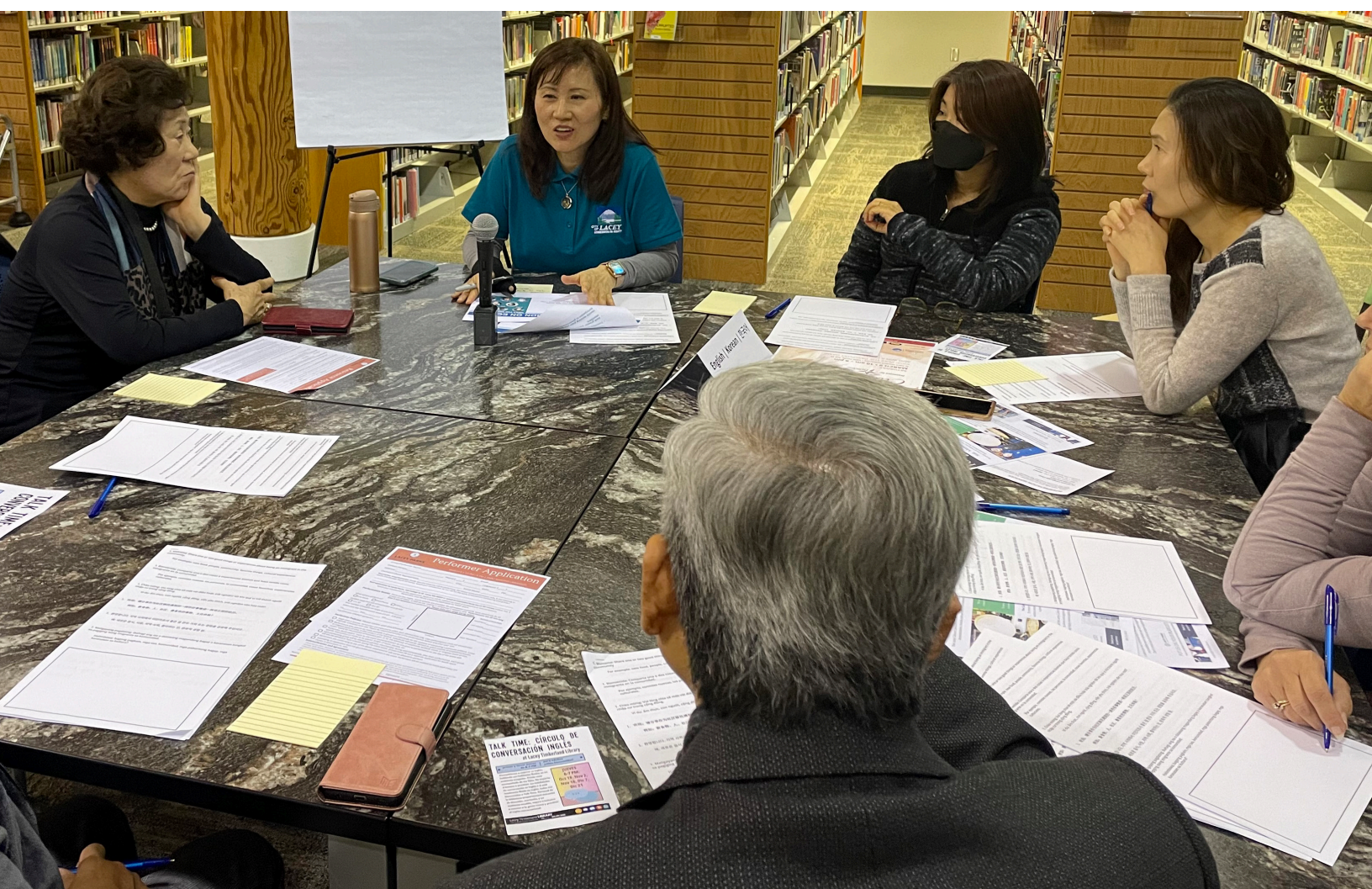
Community Input – Summarized

- 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. Use trusted community members to invite and engage.
- 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 community members do not understand or are not capable.
- Provide more information on civic engagement, including volunteering and democratic processes.
- Language barriers make people feel excluded and create barriers to forming relationships and performing civic tasks, e.g., jury duty. There is lack of information in people's preferred language.
- It is 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 – Summarized

- 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 a 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.



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 [internet] service.” – Community Engagement Survey

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



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 oversee 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 can 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 cannot 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.

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 A 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.

KEY TERMS

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 U.S. Census Bureau data for 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.

Most of the information provided below is from the U.S. 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
	Population, Census, April 1, 2010	6,724,540	252,264	42,393
Age and Sex	Persons under 5 years, percent	5.50%	5.20%	6.20%
	Persons under 18 years, percent	21.10%	20.60%	21.50%
	Persons 65 years and over, percent	16.80%	18.90%	17.80%
	Female persons, percent	49.50%	50.80%	50.80%

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

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%
Education	High school graduate or higher, percent of persons age 25 years+, 2018-2022	92.1%	94.3%	93.2%
	Bachelor's degree or higher, percent of persons age 25 years+, 2018-2022	38.0%	36.4%	32.1%
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

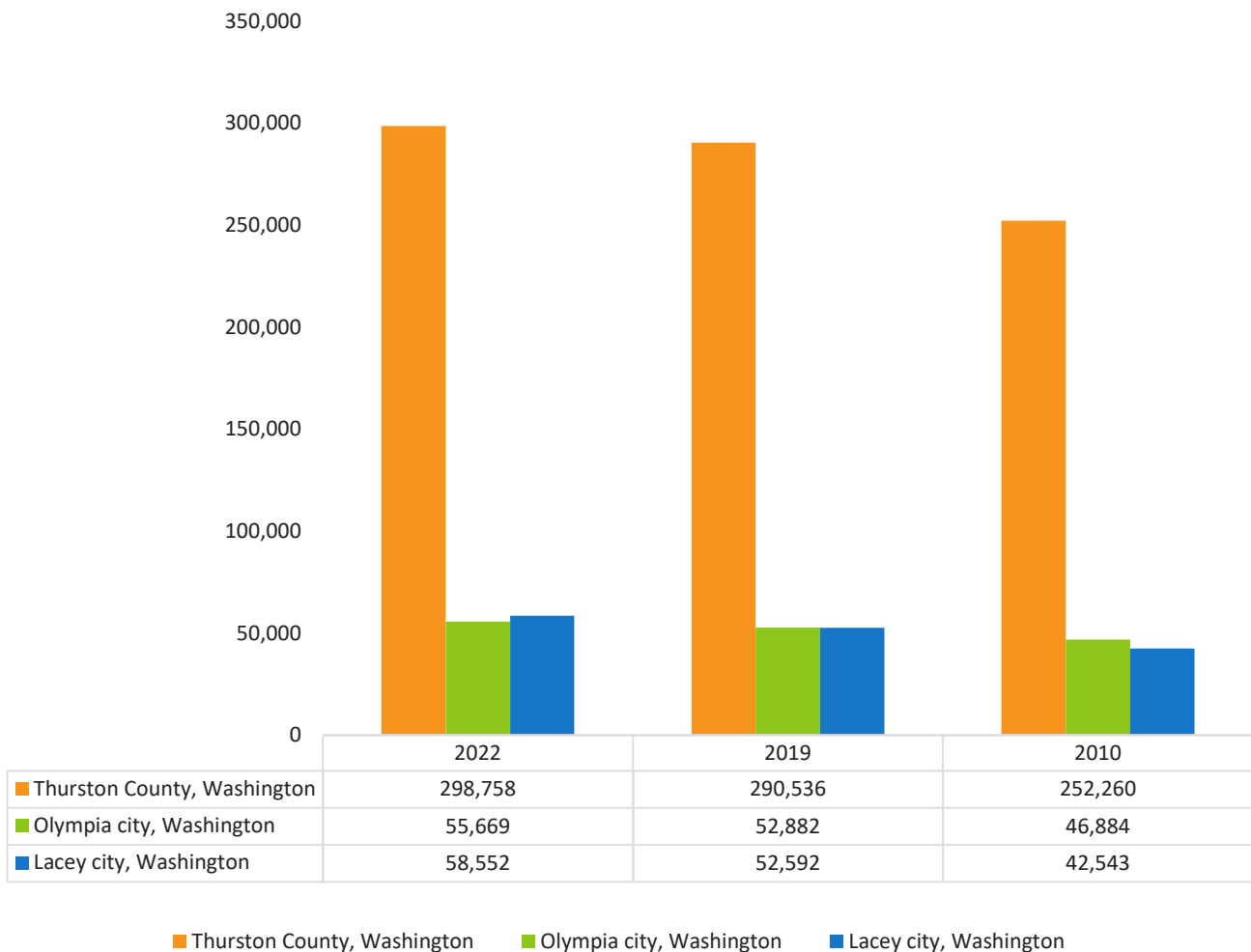
Table 1: U.S. Census Bureau QuickFacts 2023

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.

Figure 1: Thurston County, and Cities of Olympia and Lacey Population

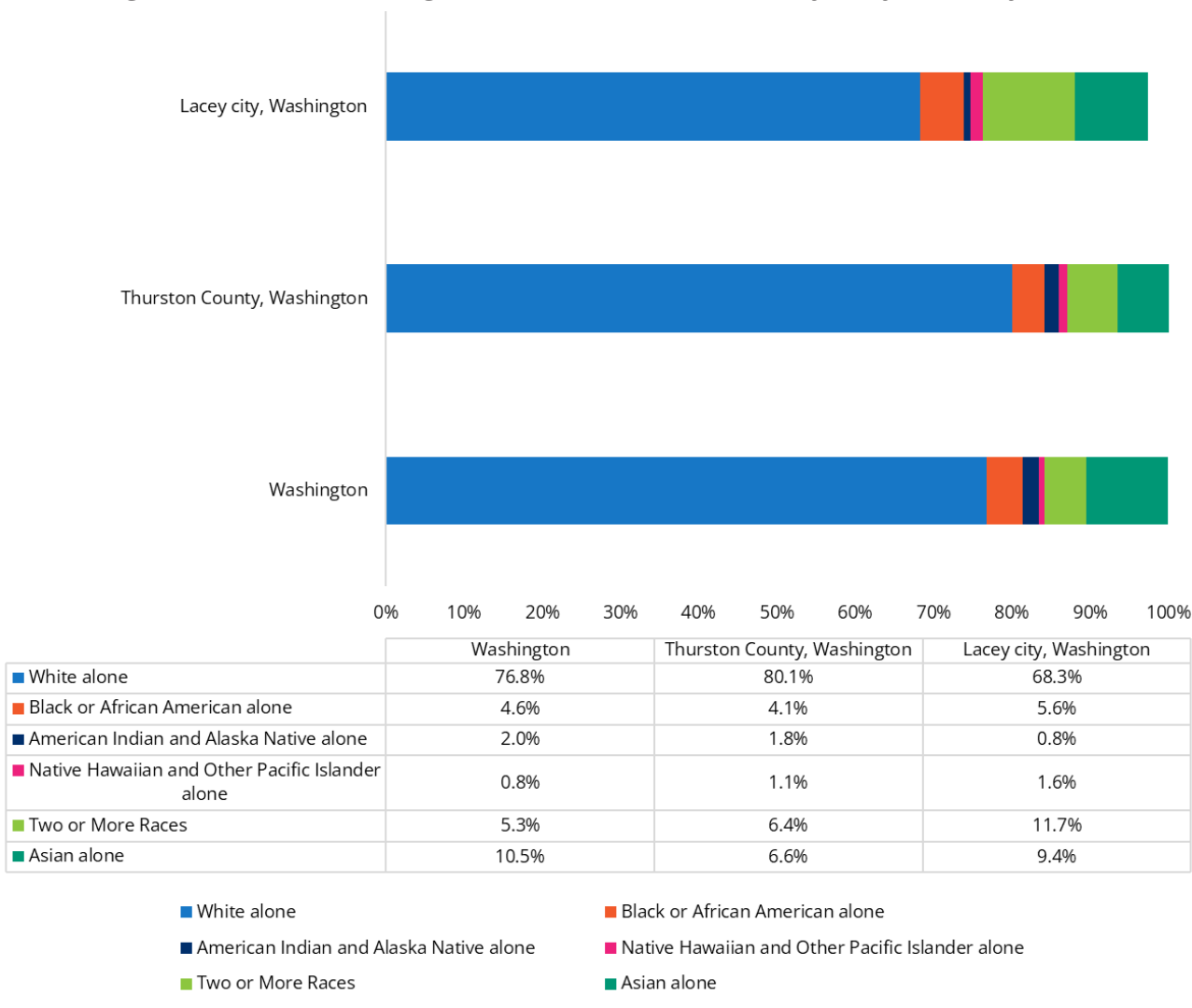


Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

RACE

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

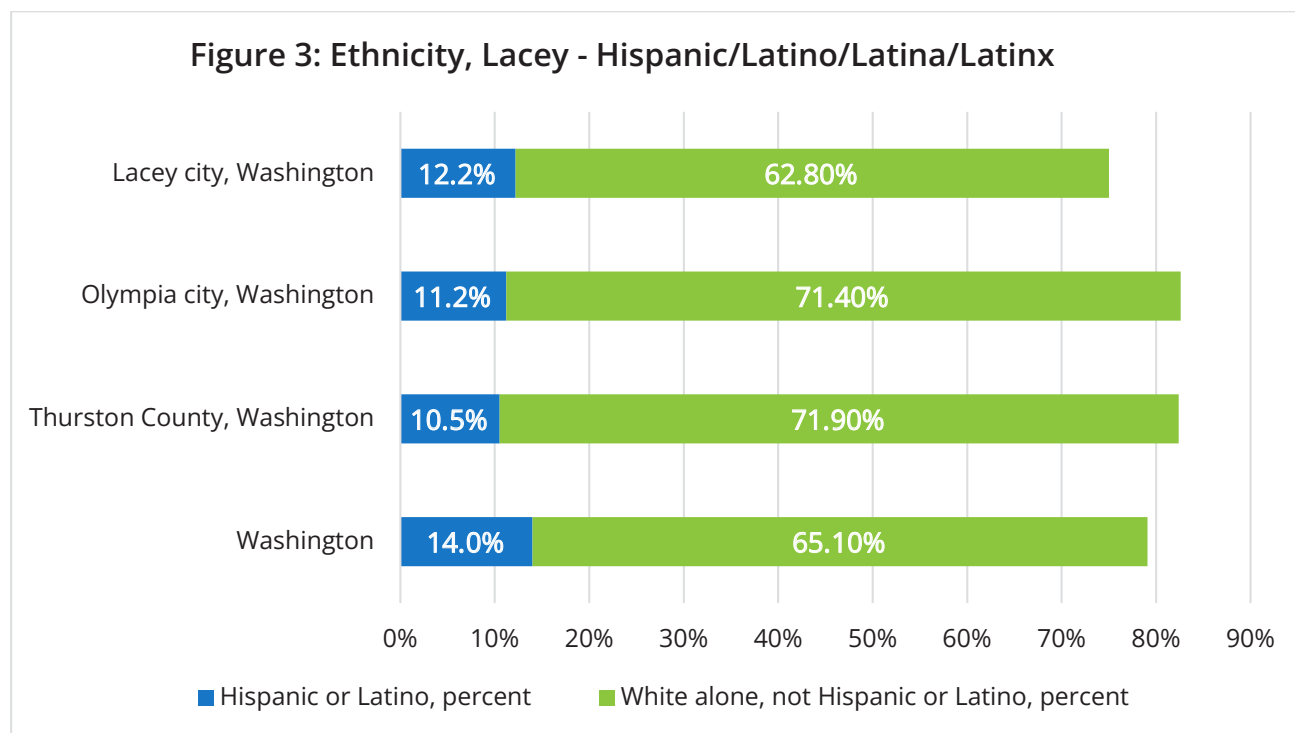
Figure 2: Race, Washington State, Thurston County, City of Lacey - 2023



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.



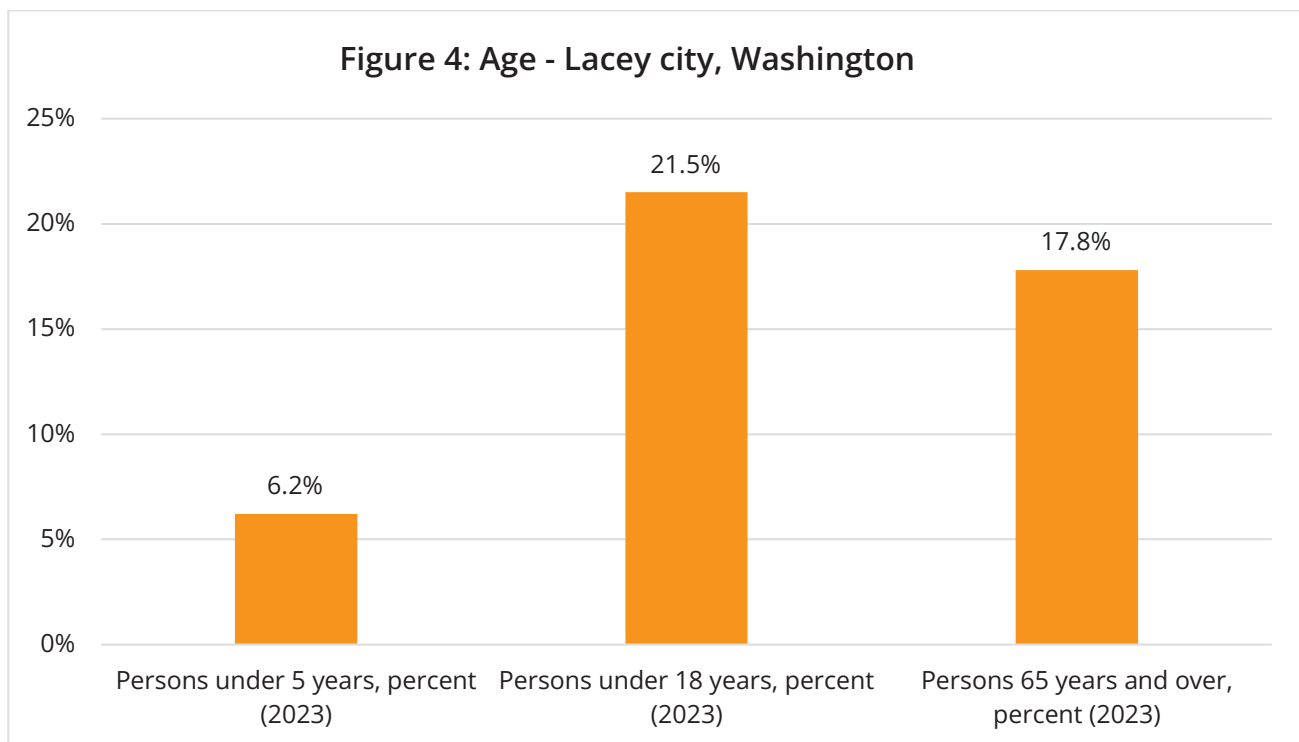
Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023





AGE

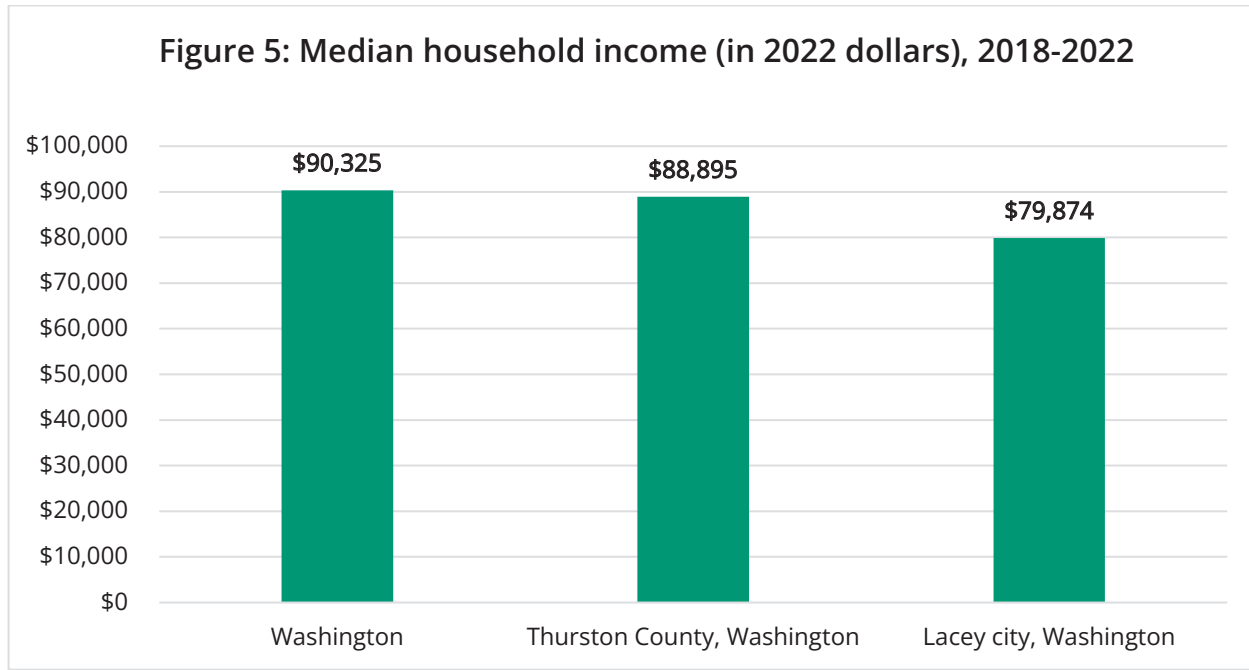
Persons under 18 years of age make up 21.5% of the Lacey population, of that 6.2% are under 5 years of age. Individuals between 18 years of age and under 65 years of age make up around 60.7% percent of the population. Individuals over 65 years make up around 17.8% of the population.



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

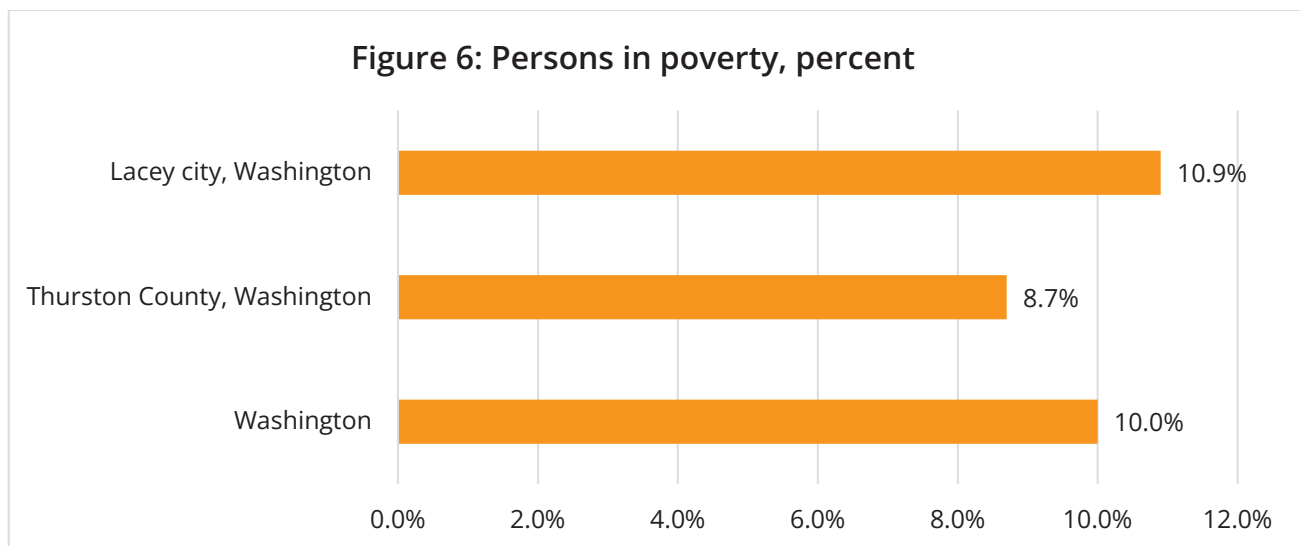
- Lacey has a total of 22,256 households with an average of 2.48 persons per household.
- Housing in Lacey is 57.9% owner-occupied.
- 82.1% of individuals were living in same house 1 year ago.
- Almost 95% of households reported having a computer present, and 91.9% report having a broadband internet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

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



POVERTY RATE

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



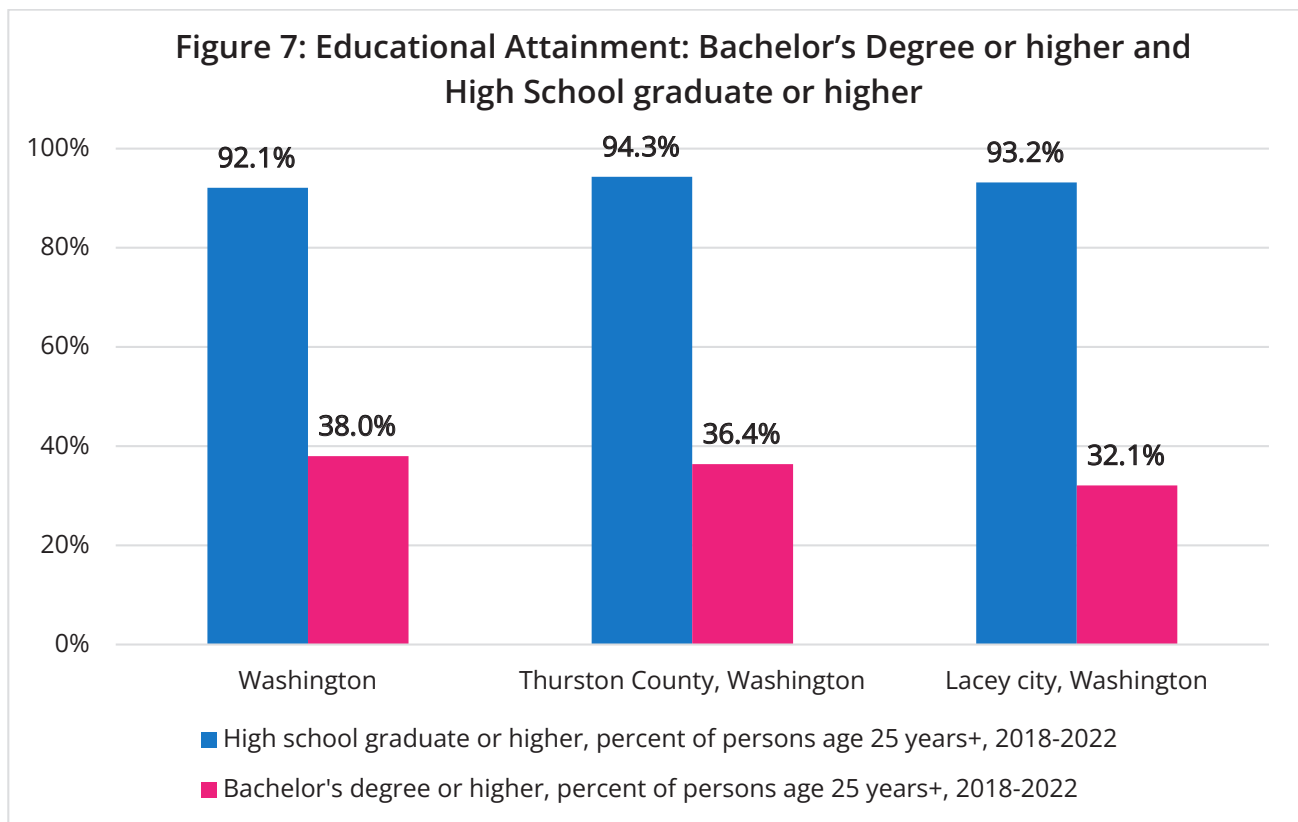
Source: U.S. Census U.S. Census Bureau QuickFacts, 2023





EDUCATION

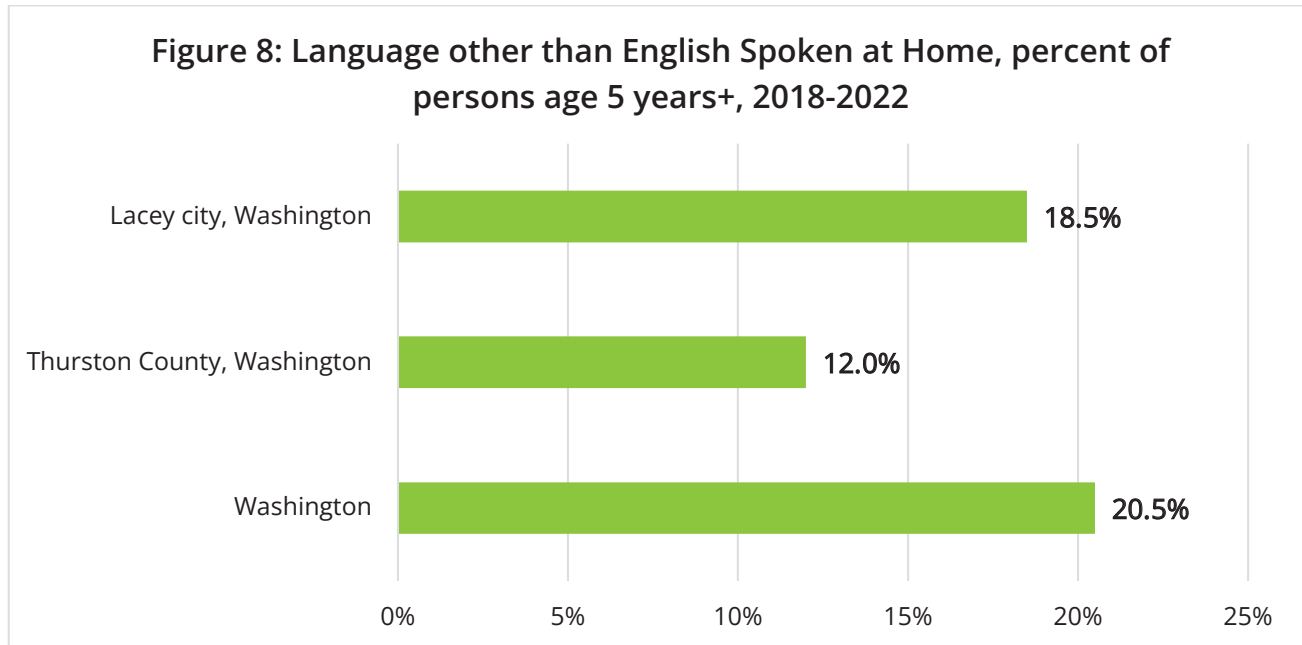
Lacey has higher rates of persons with educational attainment of high school graduate or higher than the state. However, Lacey has a lower rate of a bachelor's degree or higher than the state and Thurston County.



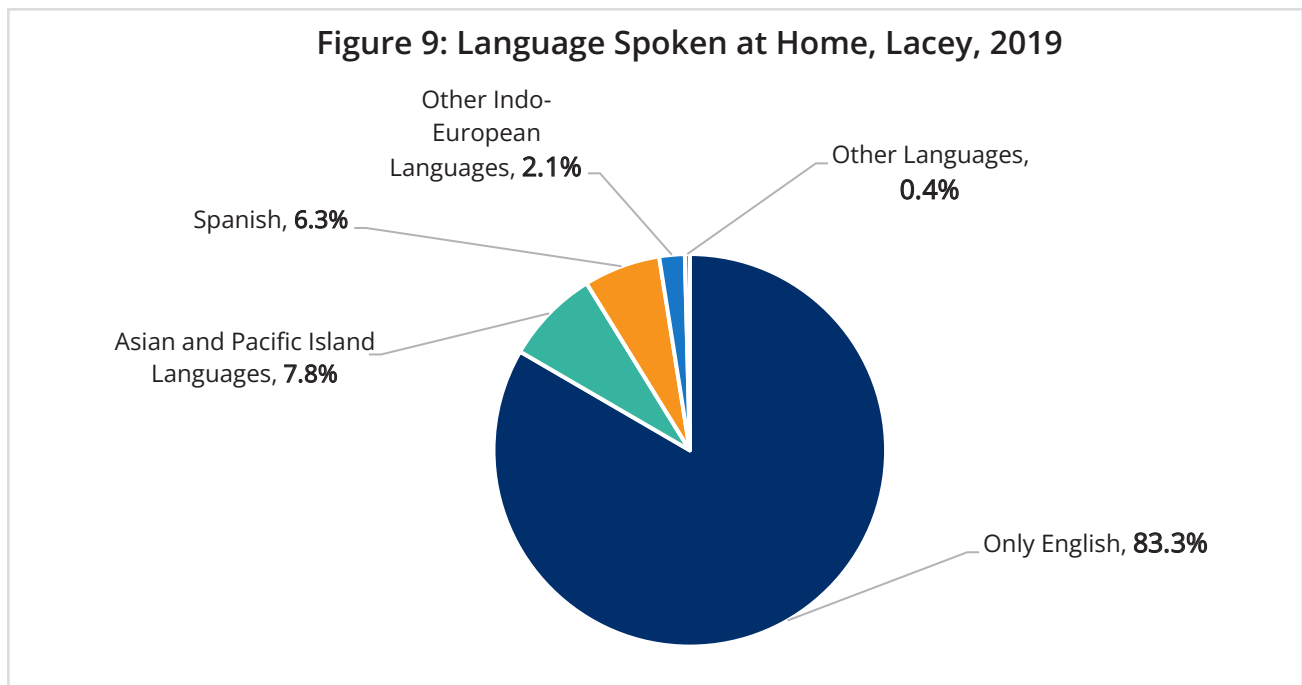
Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

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

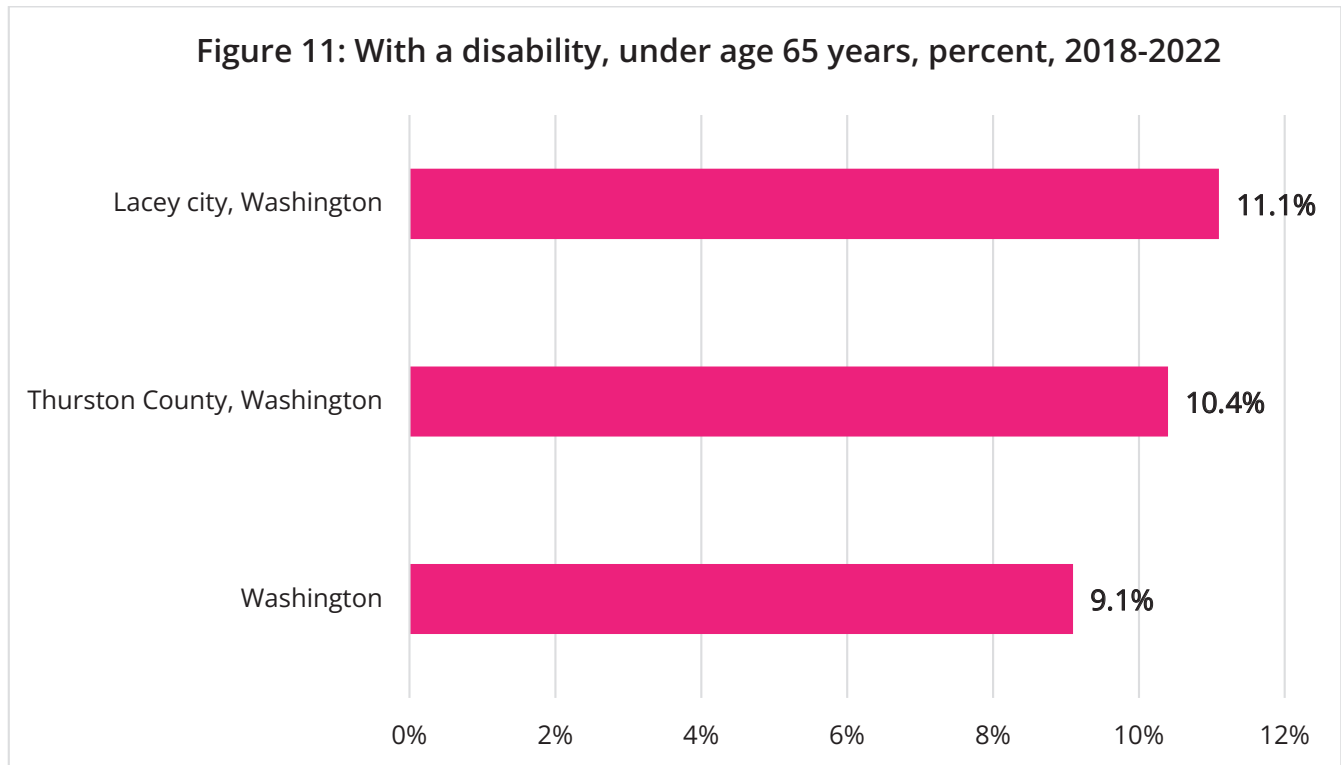
**Figure 10: Top 7 Language Spoken at Home
for Populations 5 Years and Over in Lacey**

		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.

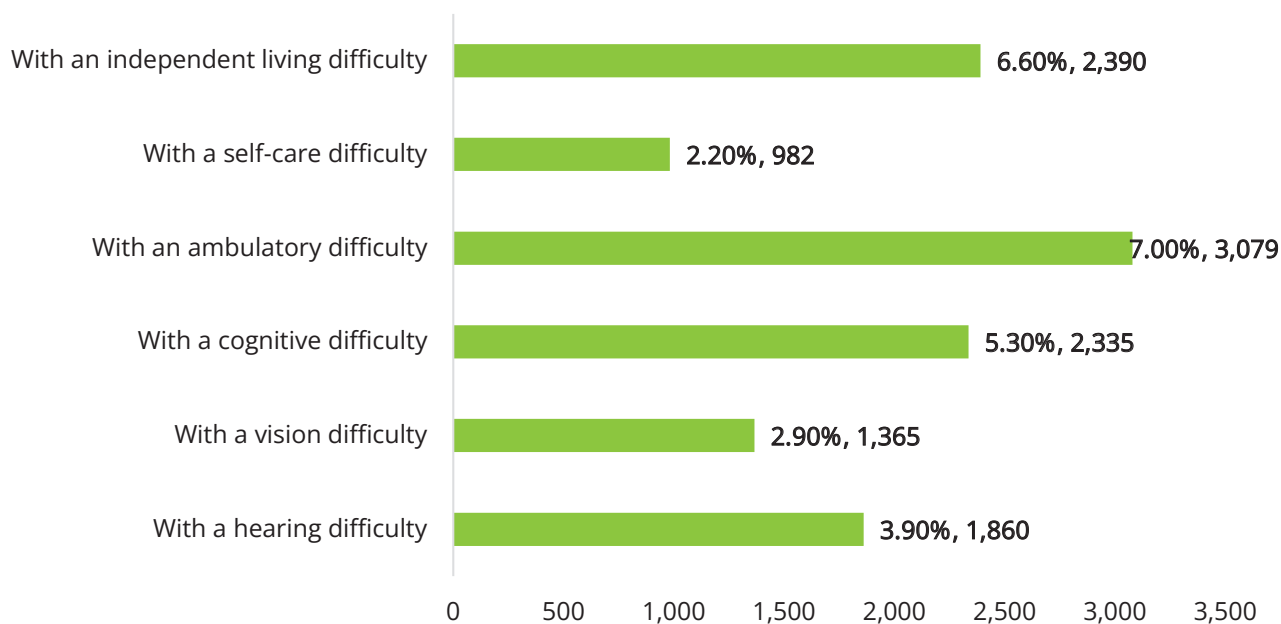


Source: 2020 U.S. Census American Community Survey, 2019





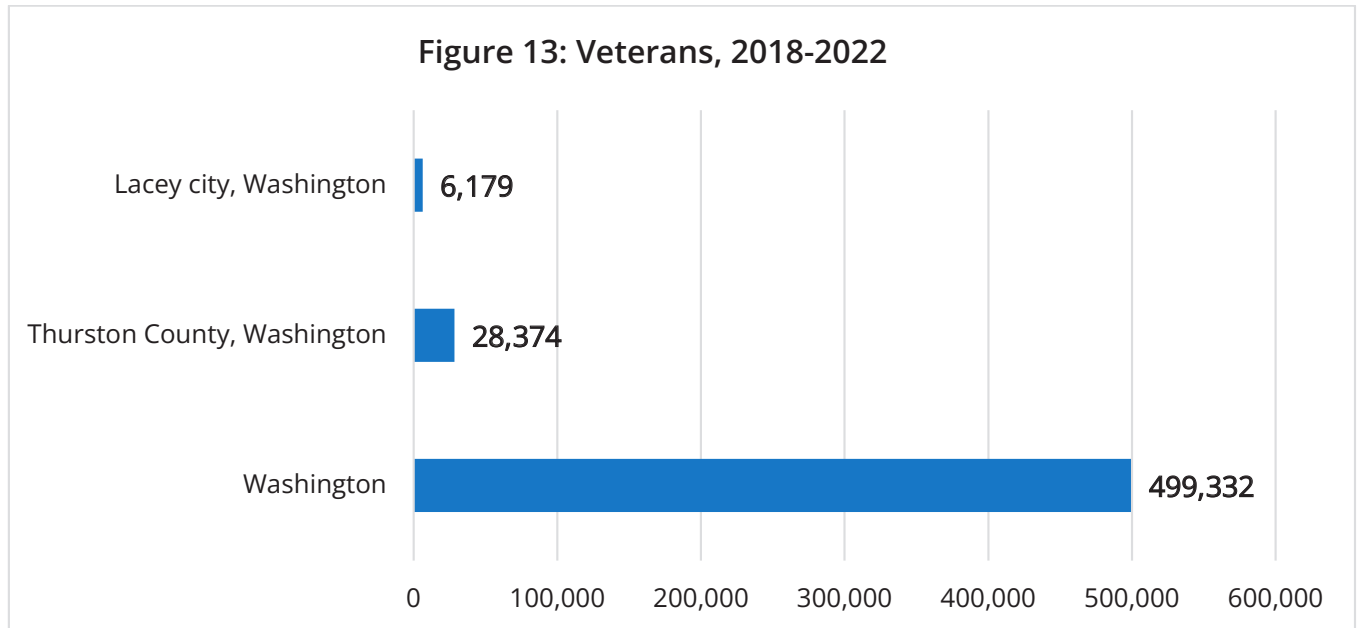
Figure 12: Individuals with disabilities, Lacey - 2019



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

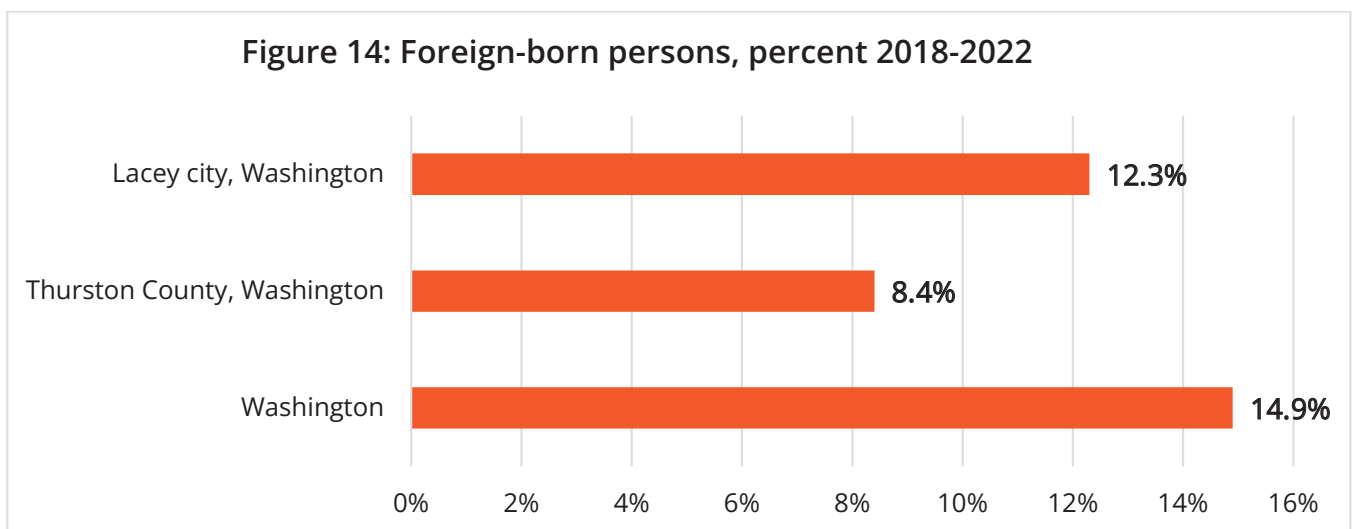
VETERANS

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

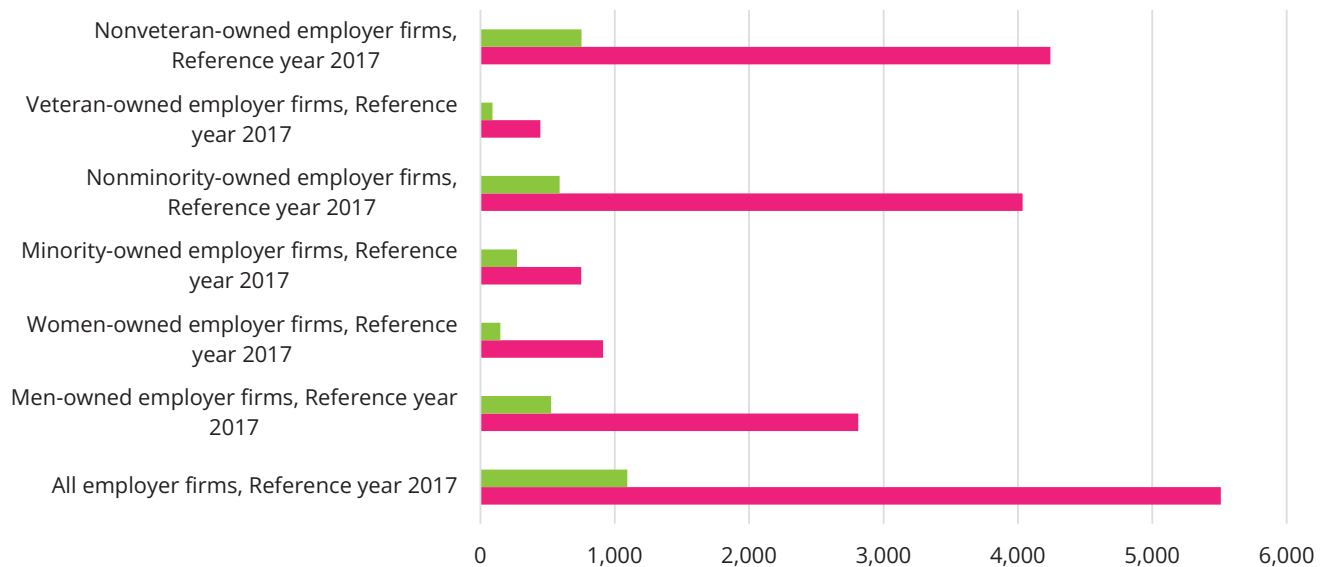
Approximately 12.3% of Lacey residents were born outside of the United States. This is higher than Thurston County.



EMPLOYER FIRMS



Figure 15: Employer Firms Thurston County and Lacey (2017)



	All employer firms, Reference year 2017	Men-owned employer firms, Reference year 2017	Women-owned employer firms, Reference year 2017	Minority-owned employer firms, Reference year 2017	Nonminority-owned employer firms, Reference year 2017	Veteran-owned employer firms, Reference year 2017	Nonveteran-owned employer firms, Reference year 2017
■ Lacey city, Washington	1,093	526	148	271	589	89	752
■ Thurston County, Washington	5,510	2,812	913	750	4,035	446	4,242



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 Lacey City Council to review and discuss status ratings.





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



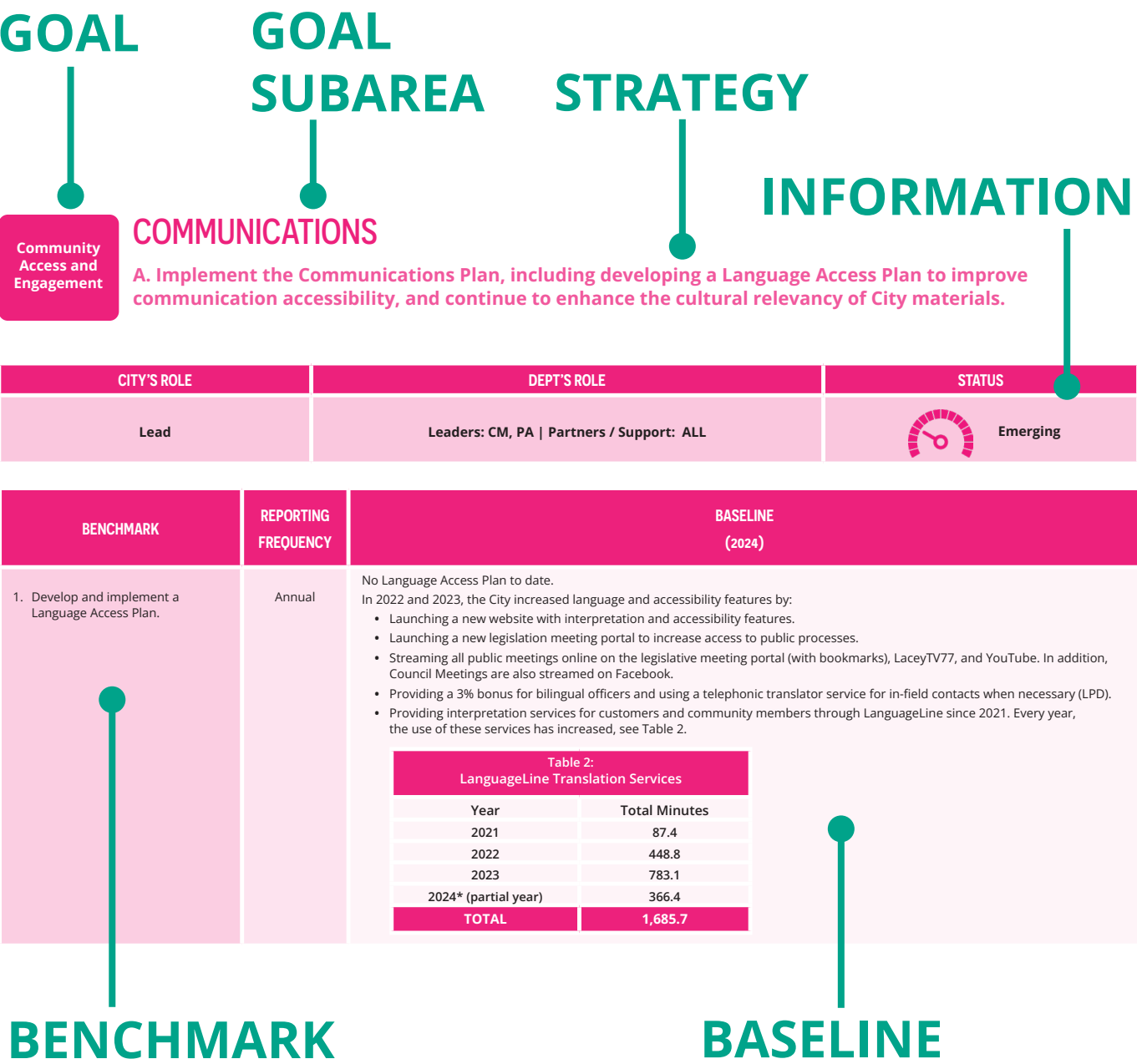
GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Policies, Programs, and Services	The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.	• City Policies • City Services • Public Safety • Parks, Culture, Recreation • Infrastructure • Utilities • Acknowledgements and Events • Contracting	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 • Services • Human Services • Partnerships • Environment	Lead Partner Advocate

STATUS REPORT

Annually, each goal subarea will receive a status rating of **Successful**, **Significant Progress**, **Progress**, or **Emerging**. For accountability, these statuses are intended to be re-evaluated annually by the City, COE, and Lacey City Council.

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

OVERVIEW OF ELEMENTS



DEPARTMENT ACRONYMS

ACRONYM	DEPARTMENT
ALL	All City Departments
CA	City Attorney
CC	City Clerk
CED	Community and Economic Development
CM	City Manager
FI	Finance
HR	Human Resources
JAS	Joint Animal Services
PA	Public Affairs
PCR	Parks, Culture, and Recreation
PD	Police
PW	Public Works



WORKFORCE AND WORK ENVIRONMENT



KEY TERMS

Workforce and Work Environment

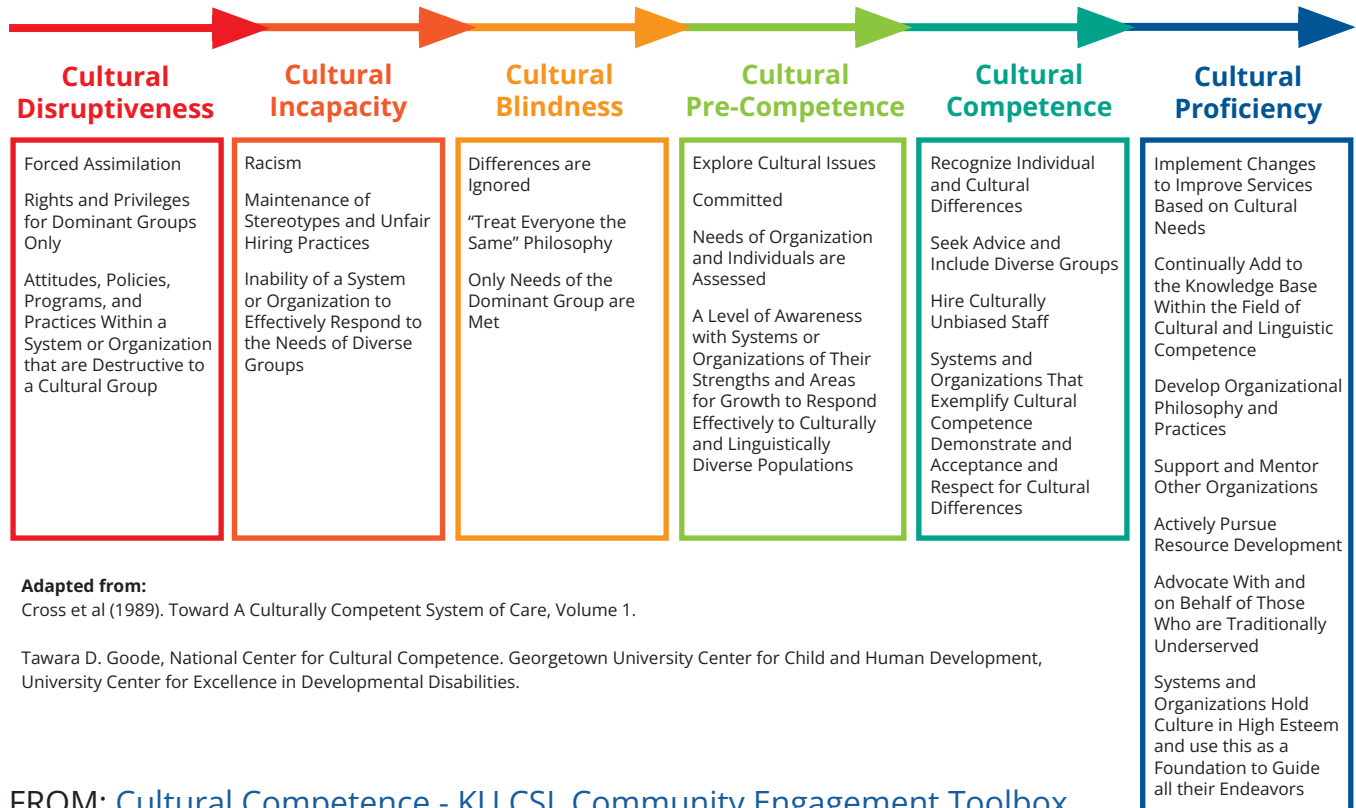
TERM	DEFINITION
Authentic-Self	Acting in alignment with your identity. Based on varied circumstances, may be expressed, or suppressed.
Workforce Diversity	Workforce Diversity means a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. 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. 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.

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	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.

CULTURAL COMPETENCE

Workforce
and Work
Environment

Continuum of Cultural Competency



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



CULTURAL COMPETENCE

Workforce
and Work
Environment

Knowledge

Community Context
Sociopolitical + Environmental Determinants of Health
Cultural Protocols
Culturally Relevant Organizational Guidelines + Community Resources

Attitudes

Critical Awareness of Culture + Inequities
Respect for Cultural Differences
Cultural Self-Reflections
Openness, Empathy, + Resilience
Motivation to Learn About Culture

Skills

Cross-Cultural Communications
Advocacy + Action
Self-Monitoring
Relationship + Rapport Building

Increased Engagement + Acceptance, Inclusion, + Equality

Culturally Safe, Respectful, + Mutual Understanding

Increased Problem-Solving Through New Perspectives + Strategies

More Equitable Organization + Service Structure

Improved Access to Resources + Support in Community

Reduction in Disparities + Inequities

Improved Individual Outcomes

Adapted from:

Watt, K., Abbot, P., + Reath, J. Developing cultural competence in general practitioners: An Integrative review of the literature. *BMC Fam Pract* 17. 158 (2016) <https://doi.org/10.1186/s12875-016-050-6>

FROM: The University of Kansas, KU CSL Community Engagement Toolbox





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



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 ongoing recruitment efforts conducted by Human Resources to include creating a Recruitment Coordinator position. Human Resources currently performs outreach efforts to 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, such as 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 of 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. 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 agency 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, such as 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 is updating the Explorer program to develop more interest in law enforcement careers. • LPD has streamlined the hiring process and increased transparency to remove barriers and increase opportunities for all. • LPD has a mentor program for all candidates in the background process to provide transparency and facilitate the process.

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 obtain degree programs through accredited colleges and/or universities. The 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 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 that works with the 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.

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 (2.4 %) of all positions list equity as an essential function. The positions include 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 D 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 D 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 D 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 who 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 2024 data next year.

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) • 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. LPD has a candidate mentor program and a 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. Percentage (%) of staff members who 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 that supports DEIB efforts. Trainings included: • Preventing Harassment/Discrimination • Implicit Bias • Ethics • Giving Feedback/Receiving Feedback trainings 2022 • Emotional Intelligence 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 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 that consisted of short videos and 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 exists 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



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 [accountable](#). Especially: an obligation or willingness to accept responsibility or to account for one's actions

FROM: Merriam Webster Dictionary



TERM	DEFINITION
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

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. Percentage (%) of new City materials that meet accessibility standard increasingly gets to 100%. - The number or percentage (%) 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 interpretation services for City events, programs, and services. - Community Survey - Percentage (%) 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 advisory boards. Evaluate the advisory board applications process to determine whether 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 - Percentage (%) 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

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
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. 1. Community Survey – Percentage (%) of individuals who attended or participated in a City-sponsored event increases. Scores are consistent across demographics. 2. Community Survey – Percentage (%) of individuals who attended a local public meeting increases. Scores are consistent across demographics. 3. Community Survey – Percentage (%) of individuals who watched a local public meeting increases. Scores are consistent across demographics. 4. Community Survey – Percentage (%) of individuals who voted increases. Scores are consistent across demographics. 5. Community Survey – Other pertinent indicators determined by survey questions. 6. City engagement 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 among local service providers to enhance engagement and connectivity. 1. Continue to support the Community Connectivity Tool (CCT) and increasingly put it to use for a variety of City programs and events. 2. 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

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 with interpretation and accessibility features. • Launching a new legislation meeting portal to increase access to public processes. • Streaming all public meetings online on the legislative meeting portal (with bookmarks), LaceyTV77, and YouTube. In addition, Council Meetings are also streamed on Facebook. • Providing a 3% bonus for bilingual officers and using a telephonic translator service for in-field contacts when necessary (LPD). • Providing interpretation services for customers and community members through LanguageLine since 2021. Every year, the use of these services has increased, see Table 2. <table><tr><th colspan="2">Table 2: 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* (partial year)</td><td>366.4</td></tr><tr><td>TOTAL</td><td>1,685.7</td></tr></table>	Table 2: LanguageLine Translation Services		Year	Total Minutes	2021	87.4	2022	448.8	2023	783.1	2024* (partial year)	366.4	TOTAL	1,685.7
Table 2: LanguageLine Translation Services																
Year	Total Minutes															
2021	87.4															
2022	448.8															
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2024* (partial year)	366.4															
TOTAL	1,685.7															

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 and language standards.
3. The number or percentage (%) 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 interpretation 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 demand (minutes) for interpretation services include Spanish (1,296), Korean (171), and Vietnamese (85), see Appendix H 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 interpretation services for City events, programs, and services.	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 interpretation closed captioning for 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 - 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.



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 advisory boards. Evaluate the advisory board applications process to determine whether 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 E 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 Capital Metro Independent Investigative Team 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 was 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 entities, 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 who 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 2024/2025.
2. Community Survey - Percentage (%) of individuals who attended a local public meeting increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
3. Community Survey - Percentage (%) of individuals who watched a local public meeting increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.

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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
4. Community Survey - Percentage (%) of individuals who voted increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
5. Community Survey – Other pertinent indicators determined by survey questions.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
6. City engagement at non-City events increases.	Annual	The City participated in 20+ non-City events in 2023. See Appendix G 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 among 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 (CCT) 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 North Thurston Public Schools.

PROGRAMS, POLICIES, AND SERVICES



KEY TERMS

Programs,
Policies, and
Services

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
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Respect	A feeling or understanding that someone or something is important, valued and should be treated in a dignified way.
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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
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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. 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. 2. Create an equity map that supports the equity framework tool and other City projects. 3. Percent (%) of budgets, policy, and planning documents that incorporates equity increases and reaches 100%. 4. 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. 1. Community Survey – Rating of City government increases. Scores are consistent across demographics. 2. Community Survey – Rating of overall direction that City is taking increases. Scores are consistent across demographics. 3. Community Survey – Rating of overall City customer services increases. Scores are consistent across demographics. 4. Community Survey – Rating of the City treating all community members equitably increases. Scores are consistent across demographics. 5. Community Survey – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics. 6. Community Survey – Rating of City direction increases. Scores are consistent across demographics. 7. Percentage (%) of contracts and services agreements that incorporate non-discrimination language and equity elements increases and eventually reaches 100%. 8. Continuous, full-time City contractors meet City equity training standards, or equivalent. 9. City continues to raise awareness on City contracting processes and solicitation opportunities. 10. City continues to evaluate and remove barriers to accessing City services. 11. Increased number of City external documents (forms, policies, applications, etc.) are accessible online.	Lead	Leaders: ALL Partners/ Support: ALL	 Progress

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 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. 2. Community Survey – Positive rating of Police services increases. Scores are consistent across demographics. 3. Community Survey – Positive rating of crime prevention increases. Scores are consistent across demographics. 4. Community Survey – Positive rating of animal control services increases. Scores are consistent across demographics. 5. Community Survey – Positive rating of emergency preparedness increases. Scores are consistent across demographics. 6. Community Survey – Positive rating of court services increases. Scores are consistent across demographics. 7. LPD Community Academy participants increasingly match community demographics (e.g., race, ethnicity, sex, age, etc.). 8. LPD continues to enhance community engagement efforts. 9. The new Police Station includes a community meeting space that is used for external community meetings. 10. Continued enhancement of emergency preparedness community initiatives.	Lead Partner	Leaders: PD, CA, CM, JAS, FI Partners/ Support: CED	 Progress

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 travelshed (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 increases. 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

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. - Community Survey – Rating of various City utilities increases. Scores are consistent across demographics. - 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. - Community Survey – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics. - The City continues to develop and enhance relationships with local indigenous tribes. - Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives. - City publications and other materials reflect the community. - City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms. - Number and support for events and programming that highlights cultural diversity increases. - Number of opportunities for community dialogues on equity increases. - 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 - 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. - Support training and outreach activities to raise awareness about contracting and procurement processes. Use communication platforms to bring attention to contracting and procurement requirements. - 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

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.

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 increase in funding for equity initiatives, including funding for the Advisory Board Stipend Program (\$50,000). The Comprehensive Plan does not have a stand-alone 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 update its Comprehensive Plan, which will include a regional analysis on racially disparate 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 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.

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 2024/2025.	
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 2024/2025.	
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 2024/2025.	
4. Community Survey – Rating of the City treating all community members equitably increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.	
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 2024/2025.	

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 City direction increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
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, Lacey Parks, Culture and Recreation Sponsorship Agreements were updated to include language on discrimination.
8. Continuous, full-time City contractors meet City equity training standards, or equivalent.	Annual	Currently, the City has no established equity training standards, or equivalent for contractors.
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.

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 interpretation services for community members at front counters and in the field. Parks, Culture and Recreation has a Financial Assistance Program that provides qualified participants 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, and email). 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.

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 D 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 who identify as people of color (including all identified as Hispanic and Latino/a/x/e). • 24.3% of individuals who 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.

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.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
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 2024/2025.
4. Community Survey – Positive rating of animal control services increases. Scores are consistent across demographics	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
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 2024/2025.
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 2024/2025.

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 match 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 (4 events) • 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.

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 that will more accurately reflect accessibility and a .5-mile travelshed or “10-minute travel” will be determined considering 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.

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) provides qualified participants 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 help increase the understanding of what the program is for. • City advertised FAP on City websites, in social media, on parks and trail kiosks, and through North Thurston Public Schools 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 2024/2025.
5. Community Survey – Rating of recreation programs increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
6. Community Survey – Rating of community center increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.

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 2024/2025.
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 2024/2025.

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 all State requirements. In the future, the City endeavors to have better data on the following: • Miles of sidewalk. Any sidewalks added or repaired each year. • Miles of ADA sidewalks and its percentage of all miles of sidewalk in the City. Any sidewalks added or repaired each year. • Develop additional baselines for parking, restrooms, and building access. 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 I. 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.

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 2024/2025.
4. Community Survey – Rating of availability of paths and trails increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
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 2024/2025.
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 2024/2025.
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 2024/2025.

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 2024/2025.
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.

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 2024/2025.
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 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 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)
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 people 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.
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 people 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

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 increases.	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 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.

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)
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 80 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 F 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.

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 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, 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

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 is one of the Lacey City Council's 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 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



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.
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. 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.

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 entrepreneurial 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 minority-owned businesses in Lacey increases. 5. Number and Percentage (%) of women-owned businesses in Lacey increases. 6. Number and Percentage (%) of veteran-owned businesses in Lacey 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 Services	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless 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 Accessory Dwelling Units 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

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Human Services	C. Provide and support culturally appropriate human services that meet the needs of the Lacey community. 1. Develop and maintain the Community Connectivity Tool (CCT, is a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders. 2. Create a strategic City human services grant 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 human 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 increases 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. 1. Environmental Health Disparity ratings in Lacey improve over time on the Washington Environmental Health Disparities Map. 2. Continue implementing the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions. 3. Identify any existing heat deserts in the community and explore ways to mitigate these conditions. 4. Continue to support a healthy tree canopy in all areas of Lacey. 5. Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan. 6. Continue to support local, state, and federal environmental sustainability and resiliency initiatives. 7. Continue to provide support for septic-to-sewer conversion programs. 8. Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED, PCR Partners/ Support: CA, PW	 Progress

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)
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. These five-week trainings 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 included: • 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 access at 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.

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, an 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 for entrepreneurs and makers 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 minority-owned businesses in Lacey 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 women-owned businesses in Lacey 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 veteran-owned businesses in Lacey 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> In 2024, the Federal Communications Commission (FCC_ increased the broadband speed benchmark. Per the FCC National Broadband Map, all residential areas of Lacey and the UGA have broadband speeds of greater or equal to 100/20 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 2024/2025.
9. Community Survey – Rating of “Economic Opportunities” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
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 2024/2025.

HOUSING

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

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)															
1. Number of affordable housing units in Lacey and the greater community increases.	Annual	From 2010 to 2024, the City was 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 received CDBG funding in 2023 and awarded it to the following services: • \$142,355 - Public services supporting scholarships for youth experiencing houselessness, 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/ In 2024, the City elected to become a stand-alone CDBG Entitlement community. In 2025, the City will receive direct, annual CDBG allocations from HUD. 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 houseless (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

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless 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 the most vulnerable people in Thurston County. Most of these people were formerly living in 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/ 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.
3. Number of Accessory Dwelling Units (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, increase availability of affordable housing, 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 the most vulnerable people in Thurston County. Most of these people were formerly living in 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 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

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless 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 houselessness 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, Thurston County, and receives local funding through 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 2024/2025.

HOUSING

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless 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 2024/2025.
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 2024/2025.

HUMAN SERVICES

C. Provide and support culturally appropriate human 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 for and hired a Human Services Coordinator. This position is responsible for: • Community Development Block Grant program administration. • Human services program administration. • Pursuing additional human services 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).

HUMAN SERVICES

C. Provide and support culturally appropriate human 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 human services.	Annual	In 2023, the City awarded CDBG funding to: • \$142,355 - Public services, including supporting scholarships for youth experiencing houselessness, the Community Kitchen, supporting Monarch Children’s Justice and Advocacy Center, and the Senior Services for South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including adding housing for low- and very-low income individuals and preserving existing affordable housing. For a full list of 2023 funding, see: CityofLacey.org/community-development-block-grant-program/ In 2023, the City budgeted for and hired a Human Services Coordinator. This position is responsible for: • CDBG program administration. • Human services program administration. • Pursuing additional human services 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 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.

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

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Community Survey – Rating of “Health and Human services” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024/2025.
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 2024/2025.

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 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 increases 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 multiple 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.

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 six (6) or higher. One Census track in the Lacey Urban Growth Area was rated as an eight (8), see Appendix K.
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	The annual Thurston County Mitigation Plan can be found here: trpc.org/909/Thurston-Climate-Mitigation-Plan Highlights from the 2022 Progress Report 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. These types of land use changes will help reduce transportation emissions over time by allowing more people to live in close proximity 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 at new multi-family 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 with new residential construction. (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.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Identify any 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% (1,110 of 12,175 acres) of the area inside the City boundaries are a moderate to severe heat island/temperature anomaly. See: https://www.arcgis.com/home/webmap/viewer.html?webmap=339c93a11b7d4cf7b222d60768d32ae5. See Appendix J.
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 within the City Limits and 31.3% coverage within the Urban Growth Area. Tree canopy coverage decreased 43% since the last assessment in 2004. 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.

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)
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 established a new measurement for park distribution level of service to more accurately reflect accessibility. A travelshed is the geographic area that can be reached from a specific point, within a specific period of time. In the Plan, it established a .5 miles travelshed or “10-minute travel” taking into account barriers to access that might exist (for example, neighborhoods with no through streets, bodies of water, private property, etc.) Current population 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.

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)
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 successful 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 support for the Puget Sound Save our Sound Act (SOS). The SOS was passed by Congress and 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 resiliency 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, focusing on lessening the impact to the community’s 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. This project’s 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 2024/2025.



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CULTURE & RECREATION

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LEARN MORE: CityofLacey.org/COE

State Farm™

DIVERSITY, EQUITY,
INCLUSION, AND BELONGING
STRATEGIC PLAN
APPENDICES



Diversity, Equity and Inclusion – Glossary of Equity-Related Terms

Version 3.2



Office of Financial Management
Working together for the equitable future of every Washingtonian.

What changed in each version?

The DEI Glossary is reviewed annually or when necessary to maintain a shared understanding of definitions across all state agencies. This includes instances when a definition or absence presents a concern for a community or entity. Also, if other minor discrepancies are identified during a review, they will also be corrected. Minor discrepancies include grammar, punctuation, or the insertion or omission of words to improve readability.

Version 3 reflects the absence of two essential terms that are needed to establish common words for state employees. The two terms, Anti-racism and Pro-equity are used in the Employee Engagement Survey and are needed to ensure state employees answering questions share a common understanding of the terms. Both terms are also essential for the implementation of Pro-Equity Anti-Racism (PEAR) plans across the enterprise.

Version 3.2 reflects the revision for the term Antisemitism to align with how this community identifies. This version also incorporates the DES DEI Training terms as well and the Office of Equity PEAR definition.

Version 3 Changes

Page i – Updated “What *Changed in this version?*”

Page ii – Added the terms Anti-racism and Pro-Equity to the Glossary table

Page 2 – Added Anti-racism definition

Page 13 – Added Pro-equity definition

Page 2 – Added the term Antisemitism

Page 6 – Revised the term Discrimination

Page 13 – Revised the term Racism

Page 1 – Added the term Aesthetics

Page 4 – Revised the term Culture

Page 5 – Added the term Cultural Racism

Page 9 – Added the term Meritocracy

Page 4 – Added the term Colorblind Ideology

Page 14 – Added the term Racialization

Page 17 – Added the term Worldview Ideology

Page 12 – Added the term PEAR

Diversity Equity and Inclusion – Glossary of Equity – Related Terms

Glossary of Terms

Ability	Dominant Culture	Power-with
Ability privilege	Environmental Justice	Prejudice
Ableism	Ethnocentrism	Privilege
Access	Equity	Pro-Equity
Acculturation	Ethnicity	Questioning
Adulthood	Gender Identity	Race
Aesthetics	Gender-Expansive	Race Equity
Ageism	Gender Expression	Racism
Ally	Gender Pronouns	Racialization
Antisemitism	Genetic Information	Respect
Anti-racism	Heterosexism	Sexism
Assimilate	Homophobia	Sexual Orientation
Authentic-Self	Identity	Social Construct
Belonging (ness)	Inclusion	Social Justice
Bias	Intersectionality	SOGIE
Biological Sex	LGBTQ+	Stereotype
Biphobia	Marginalization	Tokenism
Classism	Meritocracy	Transphobia
Color	Microaggression	Two-Spirit
Colorblind Ideology	Military Status	Western-centrism
Colorism	Misogyny	White Dominant Culture
Culture	Nationality	White Supremacy
Cultural Appropriation	National Origin	Worldview Ideology
Cultural Competence	Oppression/Anti-Oppression	Workforce Diversity
Cultural Humility	Othering	Xenophobia
Cultural Racism	PEAR	
Disability	People of Color or	
Disablism	Communities of Color	
Discrimination	Power	
Diversity	Power-over	

Ability

Having the qualities, skills, competence, or capacity to perform an action, or perceived as having the qualities, skills, competence, or capacity to perform an action.

Ability privilege

Unearned benefits, rights or advantages enjoyed by individuals who do not have or are perceived not to have a disability.

Ableism

The belief that people without disabilities are superior, have a better quality of life or have lives more valuable or worth living than people with an actual, perceived, or non-apparent disability resulting in othering, oppression, prejudice, stereotyping, or discrimination. *See Disablism.*

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.

Acculturation

Process through which a person or group from one culture comes to adopt the practices and values of different cultures, while still retaining their own distinct culture¹.

Adultism

Prejudice and discrimination against young people in favor of older people.

Aesthetics

Describes those perceptual properties (i.e. auditory, visual, tactile, and so on) that we like and that we don't like.²

Ageism

Oppression, prejudice, stereotyping, or discrimination based on a person's actual or perceived age. The dominant culture assigns value based on a person's actual or perceived age.

¹ Cole, Nicki Lisa. "Understanding Acculturation and Why It Happens," November 08, 2019. Accessed September 16, 2022. <https://www.thoughtco.com/acculturation-definition-3026039>

² Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.



Ally

A person of one social identity group who advocates with and supports members of another group: typically, a member of the dominant identity advocating with and supporting a marginalized group³.

Antisemitism

Antisemitism - a certain perception of Jews which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.⁴

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.⁵

Assimilate

The phenomenon that occurs when people belonging to the non-dominant group adjust or integrate their behaviors or attitudes in an attempt to be accepted into the dominant group's culture norms either willingly or forcibly, for the sake of personal and/or professional survival (i.e., to gain/sustain access to the same opportunities and resources as the dominant group).

Authentic-Self

Acting in alignment with your identity. Based on varied circumstances, may be expressed, or suppressed.

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.⁶ See *Othering*.

³ "Articles - Diversity and Inclusion Resources - Center for Diversity and Inclusion (CDI) - University of Houston." University of Houston. Accessed September 16, 2022. <https://www.uh.edu/cdi/resources/student-resources/terms/>

⁴ Jewish Federation of Greater Seattle and the U.S Department of State Accessed April 25, 2025. [Puget Sound Jewish Community Statement on Antisemitism](#) via [The International Holocaust Remembrance Alliance \(IHRA\)](#) & [U.S. Department of State](#) and views the definition as "...integral to the fight to eliminate this scourge [of antisemitism]."

⁵ Cherry, Kendra. "What Is Anti-Racism?" Accessed September 16, 2022. <https://www.verywellmind.com/what-is-anti-racism-5071426>

⁶ "An Evolutionary Roadmap for Belonging and Co-Liberation." *Othering and Belonging* (blog), Accessed September 16, 2022. <https://www.verywellmind.com/what-is-anti-racism-5071426>.



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 purpose⁷.

Biological Sex

Biological sex involves a combination of four elements: external genitalia, internal reproductive organs, chromosomes, and hormones.

Female - Born with XX chromosomes, a uterus, female genitalia, and produces female hormones in puberty.

Intersex - Born with one or more of the four elements of biological sex in a combination that is not female or male. Examples are people who are born with internal genitalia complicating the assignment of sex at birth; people born with both male and female genitalia; people born without genitalia; people born with an extra chromosome (XXX, XXY, and XYY); people with genitalia suggesting one gender while the hormones produced in puberty are more consistent with the other gender. Intersexuality occurs as often as every 1 in 100 births.

Male - Born with XY chromosomes, male gonad tissue and genitalia, and produces male hormones in puberty.

Many transgender people use the acronyms AFAB (assigned female at birth) or AMAB (assigned male at birth) to refer to their given gender or biological sex.

Biphobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward bisexual people. The term can also connote a fear, disgust, or dislike of being perceived as bisexual.

Classism

Oppression, prejudice, stereotyping, or discrimination based on a person's actual or perceived class to advantage and strengthen the dominant class.

⁷ "Equity Language Guide." Office of Financial Management. Accessed September 16, 2022.
https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/EquityLanguageGuide_Final.pdf

Color

Pigmentation, complexion, or skin shade or tone. Skin color can be, but it not necessarily, a characteristic of race⁸. *See Colorism*.

Colorblind Ideology

Colorblind Ideology is the belief that discrimination can be eradicated by treating individuals as equals without focusing on race or ethnicity.⁹

Colorism

The belief that a person's skin color, tone, shade, pigmentation, or complexion is superior to another's within a specific racial or ethnic group and includes discrimination based on the perceived lightness, darkness, or other color characteristic of a person¹⁰. *See Color*.

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.¹¹

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^{12 13}. *See White-Dominant Culture*.

⁸ "What Is the Difference between 'Race' Discrimination and 'Color' Discrimination?" Greenwald Doherty LLP. Accessed September 16, 2022. <http://www.greenwalddl.com/law-clips/difference-race-discrimination-color-discrimination/>

⁹ *How Structural Racism Works: Tricia Rose*. (2015, December 14). YouTube. <https://www.youtube.com/watch?v=KT1vsOJctMk>

¹⁰ Ibid.

¹¹ Jones, M. (1996, December 1, p. 471). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

¹² Resistance, Colours of. "Colours of Resistance Archive." Colours of Resistance Archive (blog). Accessed September 16, 2022. <http://www.coloursofresistance.org/definitions/cultural-appropriation/>

¹³ "What Is Cultural Appropriation?" Philosophy Talk. Accessed September 16, 2022. <https://www.philosophytalk.org/blog/what-cultural-appropriation>

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.

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 self¹⁴.

Cultural Racism

Comprises the cumulative effects of a racialized worldview, based on belief in essential racial differences that favor the dominant racial group over others. These effects are suffused throughout the culture via institutional structures, ideological beliefs, and personal everyday actions of people in the culture, and these effects are passed on from generation to generation.¹⁵

Disability

An actual, perceived, or non-apparent physical, sensory, mental, or cognitive condition that has an adverse effect on a person's ability to carry out day-to-day life functions. Environmental barriers may hinder persons with disabilities from fully and effectively participating on an equitable basis.

Disablism

A set of assumptions (conscious or unconscious) and practices that promote the differential or unequal treatment of people because of actual, perceived, or non-apparent disabilities¹⁶. See *Ableism*.

¹⁴ "Equity Language Guide." Office of Financial Management. Accessed September 16, 2022.

https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/EquityLanguageGuide_Final.pdf

¹⁵ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

¹⁶ "What Is Ableism?" Stop Ableism. Accessed September 16, 2022. <http://www.stopableism.org/p/what-is-ableism.html>



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.¹⁷

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 individual¹⁸. See *Workforce Diversity and Workplace Diversity*.

Dominant Culture

The most institutionally normalized power is widespread, and influential across societal structures and entities in which multiple cultures are present. See *Culture and White Dominant Culture*.

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 under-resourced, 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 work¹⁹.

Ethnocentrism

The belief that one's own ethnic group or culture is superior to other ethnic groups and cultures.

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.

¹⁷ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

¹⁸ "Diversity & Inclusion." U.S. Office of Personnel Management. Accessed September 16, 2022. <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>

¹⁹ US EPA, OA. "Environmental Justice." Vocabulary Catalog. Accessed September 16, 2022. https://sor.epa.gov/sor_internet/registry/termreg/searchandretrieve/glossariesandkeywordlists/search.do?details=&glossaryName=Environmental%20Issues%20Glossary

Ethnicity

A social construct that divides people into smaller social groups based on characteristics such as values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base^{20,21}.

Gender Identity

A person's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. A person's gender identity can be the same or different from their biological sex.

Agender - Without gender. When a person feels they have no gender at all and have no connection to any gender.

Cisgender - Describes a person whose gender identity and gender expression matches the gender typically associated with their biological sex. Often abbreviated to "Cis".

Gender Non-Binary - A term of self-identification for people who do not identify within the limited and binary terms that have described gender identity: male or man, female or woman.

Genderfluid - Individuals whose gender varies over time. A gender fluid person may at any time identify as male, female, agender, any other non-binary identity, or some combination of identities.

Genderqueer - Describes a person who identifies outside of the binary of male/man and female/woman. It is also used as an umbrella term for many gender non-conforming or non- binary identities (i.e., agender, bi-gender, genderfluid).

Transgender - An umbrella term used to describe a person whose gender identity and sex assigned at birth do not correspond.

Gender-Expansive

An umbrella term used for individuals that broaden their own culture's commonly held definitions of gender, including expectations for its expression, identities, roles, and/or other perceived gender norms. Gender-expansive individuals include those with transgender and non-binary identities, as well as those whose gender in some way is seen to be stretching society's notions of gender²². *See Gender Identity and Gender Expression.*

²⁰ "Our Research – ProInspire." Equity In The Center. Accessed September 16, 2022. <https://equityinthecenter.org/resources/>

²¹ "Articles - Diversity and Inclusion Resources - Center for Diversity and Inclusion (CDI) - University of Houston." University of Houston. Accessed September 16, 2022. <https://www.uh.edu/cdi/resources/student-resources/terms/>

²² "Gender-Expansive." Gender Spectrum (blog). Accessed September 16, 2022. <https://www.genderspectrum.org/articles/language-of-gender>

Gender Expression

External appearance of one's gender, usually expressed through behavior, clothing, haircut or intonation, and which may or may not conform to societal expectations of a person's sex assigned at birth or their gender identity.

Gender Non-Conforming - A way to describe a person whose gender expression does not correspond with their sex assigned at birth. It is not used as a personal identifier²³.

Gender Pronouns

A pronoun that a person chooses to refer to themselves. These include, but aren't limited to: she, her, hers, herself; he, him, his, himself; they, them, theirs, themselves; and ze, hir or zir, hirs or zirs, hirsself or zirsself.

Genetic Information

Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members^{24,25}.

Heterosexism

Discrimination or prejudice against LGBTQ+ people on the assumption that heterosexuality is the cultural norm and the prejudiced belief that heterosexuals are socially and culturally superior.

Homophobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward LGBTQ+ people. Can also connote a fear, disgust, or dislike of being perceived as LGBTQ+.

Identity

A person's innermost concept of self. How an individual perceives themselves and what they call themselves.

²³ "What's the Difference between 'Gender Identity' and 'Gender Expression'? – The LGBTQ+ Experiment." Accessed October 9, 2019. <https://lgbtgexperiment.com/2018/11/08/whats-the-difference-between-gender-identity-and-gender-expression/>

²⁴ "Our Research – ProInspire." Equity In The Center. Accessed September 16, 2022. <https://equityinthecenter.org/resources/>

²⁵ "Genetic Information Discrimination." U.S. Equal Employment Opportunity Commission. Accessed September 16, 2022. <https://www.eeoc.gov/genetic-information-discrimination>



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.

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^{26,27}.

LGBTQ+

An acronym that describes individuals who identify as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and Asexual. The "+" respectively includes, but is not limited to, two-spirit and pansexual. The term queer is sometimes used within the community as an umbrella term to refer to all LGBTQ+ people. It may also be used as a political statement which advocates breaking binary thinking and seeing sexual orientation, gender identity and gender expression as fluid.

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.

Meritocracy

A belief that suggests advancement is determined by internal factors, which scholars have defined as hard work, ability, and individual responsibility, as opposed to privilege and other social relationships.²⁸

²⁶ Crenshaw, Kimberlé, ed. *Critical Race Theory: The Key Writings That Formed the Movement*. New York: New Press, 1995.

²⁷ Crenshaw, Kimberlé. *On Intersectionality: Essential Writings*. New York: New Press, 2019.

²⁸ *How Structural Racism Works: Tricia Rose*. (2015, December 14). YouTube.
<https://www.youtube.com/watch?v=KT1vsOJctMk>

Microaggression

The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership^{29,30}.

Military Status

A person's connection to the military in the categories listed below:

Disabled Veterans - A veteran who is entitled to compensation under laws administered by the Department of Veteran Affairs or a person who was discharged or released from active duty because of a service-connected disability. This includes veterans who would be entitled to disability compensation if they were not receiving military retirement pay instead. Reference: [Title 38 U.S.C. Section 4211 \(3\)](#)

Military Spouse - Washington state recognizes military spouse as any person currently or previously married to a military service member during the service member's time of active, reserve, or National Guard duty. Reference: [Executive Order 19-01](#)

National Guard & Reserve Service - The Armed Forces reserve component includes the Army Reserve, Navy Reserve, Marine Corps Reserve, Air Force Reserve, Coast Guard Reserve, Army National Guard of the United States, and the Air National Guard of the United States. The individuals are currently serving in a reserve component capacity contributing to the national security and military readiness. Reference: [Title 38 U.S.C. Section 101 \(27\)](#)

Special Disabled Veterans - A veteran who is entitled to compensation under laws administered by the Department of Veteran Affairs a disability rated at 30 percent or more; or a disability rated at 10 or 20 percent in the case of a veteran who has been determined under 38 U.S.C. 3106 to have a serious employment handicap; or a discharge or release from active duty because of a service-connected disability. Reference: [Title 38 U.S.C. Section 4211 \(1\)](#)

Veteran: includes every person who has received a discharge or was released from active military service under conditions other than dishonorable or is in receipt of a United States department of defense discharge document that characterizes their military service as other than dishonorable ([RCW 41.04.007](#) & [Title 38 U.S.C.](#)).

Misogyny

The dislike of, contempt for, or engrained prejudice against women/females.

²⁹ "Microaggressions: More Than Just Race." Psychology Today. Accessed September 16, 2022.

<https://www.psychologytoday.com/us/blog/microaggressions-in-everyday-life/201011/microaggressions-more-just-race>

³⁰ "Our Research – ProInspire." Equity In The Center. Accessed September 16, 2022. <https://equityinthecenter.org/resources/>

Nationality

A specific legal relationship between a person and a state, whether by birth or naturalization in the case of an immigrant.

National Origin

System of classification based on the nation from which a person originates regardless of the nation they currently live. National origin is not something an individual can change, though origin can change through the generations of family.

Oppression/Anti-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^{31,32}. See Belonging.

³¹ "Implicit Bias and Structural Racialization." National Equity Project. Accessed September 16, 2022. <https://www.nationalequityproject.org/frameworks/implicit-bias-structural-racialization?rq=Implicit%20Bias%20and%20Structural%20Racialization%20>

³² "The Problem of Othering: Towards Inclusiveness and Belonging." Othering and Belonging (blog), June 29, 2017. Accessed September 16, 2022. <http://www.otheringandbelonging.org/the-problem-of-othering/>



PEAR

Acronym for Pro Equity, anti-racism.

People of Color or Communities of Color

Collective term for referring to non-white racial groups³³.

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-over

The ability to impact others without respect or their permission. Exercising control over another person or people through the use of force, authority, or position, and the dissemination of punishment and reward.

Power-with

Using or exercising one's power to work with others equitably for common good, showing respect, leveraging strengths and providing guidance.

Prejudice

Prejudice is a positive or negative attitude, judgement, or behavior generalized to a particular person that is based on attitudes or beliefs held about the group to which the person belongs.³⁴

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

³³ WA Governor's Interagency Council on Health Disparities, Equity Language Guide, 2018. Accessed September 16, 2022. https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/EquityLanguageGuide_Final.pdf

³⁴ Jones, M. (1996, December 1). Prejudice and Racism (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.



Pro-Equity

The proactive way of doing equity work the knowledge that we live in a society permeated by racism and bigotry, combat or control in every action³⁵.

Questioning

A term to describe a person who is exploring their sexual orientation, gender identity, or gender expression.

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. *See Nationality/National Origin, Color, Colorism, and Ethnicity.*

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 society³⁶.

Racism

A form of prejudice that assumes that the members of racial categories have distinctive characteristics and that these differences result in some racial groups being inferior to others. Racism generally includes negative emotional reactions to members of the group, acceptance of negative stereotypes, and racial discrimination against individuals; in some cases, it leads to violence.³⁷

Cultural Racism

Comprises the cumulative effects of a racialized worldview, based on belief in essential racial differences that favor the dominant racial group over others. These effects are suffused throughout the culture via institutional structures, ideological beliefs, and personal everyday actions of people in the culture, and these effects are passed on from generation to generation.

³⁵ Hill, Caroline. "Designing the Future: The Power of a Proactive Equity Practice". Accessed September 16, 2022. <https://medium.com/228accelerator/designing-the-future-the-power-of-a-proactive-equity-practice-feb63d52ada5>

³⁶ "Human Rights Commission." Accessed September 16, 2022. <https://sf.gov/departments/human-rights-commission>

³⁷ APA Dictionary of Psychology. (n.d.). https://dictionary.apa.org/racism?_ga=2.202384344.876409926.1677696233-1271536492.1675139344



Institutional Racism

Those established law, customs, and practices which systemically reflect and produce racial inequities in American Society. If racist consequences accrue to institutional laws, customs, or practices, the institution is racist whether or not the individuals maintaining those practices have racist intentions. Institutional racism can be either overt or covert and either intentional or unintentional.

Individual Racism

One who considers that black people as a group (or other human groups defined by essential racial characteristics) are inferior to whites because of physical (i.e. genotypical and phenotypical) traits. He or she further believes that these physical traits are determinants of social behavior and of moral and intellectual qualities, and ultimately presumes that this inferiority is a legitimate basis for that group's inferior social treatment. An important consideration is that all judgements of superiority are based on the corresponding traits of white people as norms of comparison.

Dynamic Model of Structural Racism

A diagram of properties that illustrates how cultural, institutional, and individual racism are connected. Separated into three hierarchical relationships, the model expresses how institutions develop as a manifestation of cultural views, then institutions do the work of the culture to racially socialize individuals. The individuals then 'teach' and 'learn' from the institutions what the culture believes should be implicitly believed or revealed³⁸.

Racialization

The act of giving a racial character to someone or something : the process of categorizing, marginalizing, or regarding according to race.³⁹

Respect

A feeling or understanding that someone or something is important, valued and should be treated in a dignified way⁴⁰.

Sexism

Discrimination or prejudice against a particular sex or gender on the assumption that another sex or gender is the social and cultural norm. It typically has the most negative impact on women.

³⁸ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

³⁹ *Definition of RACIALIZATION*. (2023, February 19). Racialization Definition & Meaning - Merriam-Webster. <https://www.merriamwebster.com/dictionary/racialization>.

⁴⁰ "Articles - Diversity and Inclusion Resources - Center for Diversity and Inclusion (CDI) - University of Houston." University of Houston. Accessed September 16, 2022. <https://www.uh.edu/cdi/resources/student-resources/terms/>

Sexual Orientation

A person's physical, romantic, emotional, aesthetic, and/or other form of attraction to others. Gender identity and sexual orientation are not the same. For instance, transgender people can be straight, bisexual, lesbian, gay, asexual, pansexual, queer, etc., like anyone else.

Aromantic - A person who experiences little to no emotional or romantic attraction to other people. Sometimes aromantic people abbreviate the term to Ace.

Asexual - A person who experiences little to no physical attraction to other people. Sometimes asexual people abbreviate the term to Ace.

Bisexual - A person who has an emotional and physical attraction to persons of the same and different genders.

Gay - A person who is emotionally and physically attracted to someone of the same gender. It is more commonly associated with males or men.

Heterosexual - A person who is emotionally and physically attracted to people of the opposite sex.

Lesbian - A female or woman who has an emotional and physical attraction for other females or women.

Pansexual - A person who is emotionally and physically attracted to individuals of all gender identities and expressions.

Queer - A person who expresses fluid identities and/or orientations in their emotional and physical attraction to others. The term is sometimes used as an umbrella term to refer to all LGBTQ+ people.

Social Construct

A social phenomenon or convention originating within and cultivated by society or a particular social group, as opposed to existing inherently or naturally.

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.

SOGIE

An acronym, usually used in data collection, for addressing Sexual Orientation, Gender Identity and Expression, which captures all the ways people self-identify. SOGIE includes LGBTQ+ as well as heterosexual, cisgender, and non-questioning individuals.

Stereotype

Characteristics attributed to an individual or group based on generalization, over simplification, or exaggeration that may result in stigmatization and discrimination⁴¹.

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.

Transphobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward people who are transgender or gender non-conforming. The term can also connote a fear, disgust, or dislike of being perceived as transgender or gender non-conforming.

Two-Spirit

A term sometimes used to describe Indigenous individuals who have a gender identity or gender expression that does not align with their sex assigned at birth or have a culturally distinct gender, apart from male or man and female or woman.

Western-centrism

The tendency to believe that Western society values, standards and norms are superior to those of other cultures.

White Dominant Culture

Culture defined by white men and white women with social and positional power, enacted both broadly in society and within the context of social entities such as organizations. *See Dominant Culture and White Supremacy.*

⁴¹ "Diversity & Inclusion." U.S. Office of Personnel Management. Accessed September 16, 2022.
<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>

White Supremacy

A political, economic, and cultural system in which white people are believed to be the normal, better, smarter, and holier race over all other races. This system entitles whites with overwhelming control, power, and material resources. Conscious and unconscious ideas of white superiority and entitlement are widespread. White dominance and non-white subordination are daily reenacted across a broad array of institutions and social settings. A white supremacy mindset is perpetuated when elements of this system are not named, agreed to, or actively undone^{42, 43, 44}.

Worldview Ideology

A given culture's notion of what is important and valuable as an expression of, and interpretation of human existence constitute its worldview or ideology. World cultures show variations in how people interpret, evaluate, and conceptualize what it means to be human.⁴⁵

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 experiences⁴⁶. See *Diversity*.

Xenophobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward people from other countries. The term can also connote a fear, disgust, or dislike of being perceived a person is from other countries.

⁴² Okun, Tema. *The Emperor Has No Clothes: Teaching about Race and Racism to People Who Don't Want to Know*. Educational Leadership for Social Justice. Charlotte, N.C: Information Age Pub, 2010.

⁴³ Crenshaw, Kimberlé, ed. *Critical Race Theory: The Key Writings That Formed the Movement*. New York: New Press, 1995.

⁴⁴ "Dismantling Racism Works Web Workbook." dRworksbook. Accessed September 16, 2022.
<https://www.dismantlingracism.org/>

⁴⁵ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.



APPENDIX B: Ordinance 1581

ORDINANCE NO. 1581

CITY OF LACEY

AN ORDINANCE OF THE CITY OF LACEY, WASHINGTON ESTABLISHING A COMMISSION ON EQUITY TO IDENTIFY AND ADDRESS ISSUES OF INEQUITY THROUGH POLICY IMPROVEMENT, INCLUSIVE ACTIVITIES, AND EDUCATIONAL PARTNERSHIPS, ADDING A NEW CHAPTER 2.34 OF THE LACEY MUNICIPAL CODE AND APPROVING A SUMMARY FOR PUBLICATION.

WHEREAS, the City of Lacey is the most racially and ethnically diverse city in Thurston County; and

WHEREAS, the City of Lacey is a stronger community *because of* the diversity of background, perspectives, and experiences of its community members; and

WHEREAS, the City of Lacey identifies itself as a welcoming and inclusive city for all members of the Lacey community; and

WHEREAS, the City of Lacey recognizes its responsibility to establish and maintain civic engagement with underrepresented groups in the community, ensuring that differences and gaps are considered in the decision making process for the benefit of all; and

WHEREAS, the City of Lacey is committed to partnering with local civic leaders and organizations to improve communication with underrepresented groups to address areas of concern; and

WHEREAS, City of Lacey employees and elected leaders strongly support these principles and strive to embody these ideals every day as they provide critical public services in an inclusive and equitable manner to all residents, visitors, and businesses in Lacey.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON as follows:

Section 1. There is hereby added to the Lacey Municipal Code a new Chapter 2.34, Commission on Equity, to read as follows:

2.34.010 Creation

There is created a commission to be known as the Commission on Equity which shall perform all of the duties and shall have all of the authority hereinafter set out.

2.34.020 Purpose

The purpose of the commission is 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, and identify existing gaps and barriers which could prevent full participation in government and public policy.

2.34.030 Membership – Terms

A. The commission shall consist of seven general members and one youth member who reside in the city of Lacey or reside in Lacey’s urban growth management area. Commissioners shall be appointed by the mayor, which appointment shall be subject to confirmation by the city council. Terms for general members shall be for three years. General membership on the commission shall be limited to two full consecutive terms. If there are no applicants for a vacant position one month prior to the expiration of term, the incumbent may be reappointed to an additional three-year term by the mayor with the approval of the city council. The general and youth members shall be selected without respect to political affiliations.

B. The youth member shall be at least sixteen years of age (when appointed), enrolled as a junior or senior in the North Thurston School District, or enrolled in private school or homeschooled, and be a resident of the city of Lacey or reside in Lacey’s urban growth management area. The youth member shall be appointed to serve for a term of one year. The incumbent youth member may be reappointed to an additional one-year term. Except as outlined in this section, the youth member shall have the same rights and responsibilities of the general members.

C. A majority of the general members of the commission shall constitute a quorum for the transaction of business. The youth member shall not be included in the count to constitute a quorum. Any action taken by a majority of those present when those present constitute a quorum, at any regular or special meeting of the commission, shall be deemed and taken as the action of the commission.

D. The commission members shall not receive any salary or other compensation for services rendered on the commission, but necessary expenses actually incurred and within the budget as set by the annual budget ordinance shall be paid.

E. Vacancies occurring otherwise than through the expiration of terms shall be filled for the unexpired terms. The members shall be selected without respect to political affiliations. The general commissioners may request the resignation of a general and/or youth member who has three or more unexcused absences at regular meetings in a calendar year.

F. General or youth members may be removed from the commission prior to the expiration of their term of office by the mayor with approval of the city council, pursuant to the city of Lacey policy procedure manual and boards and commissions standards, protocols, and ground rules handbook

2.34.040 Organization – Records

A. The commission shall select its own chairperson from within its membership and may create such other offices and adopt all rules as it may deem necessary for the orderly conduct of its business.

B. An accurate record shall be kept of the proceedings of all meetings. These records shall be public and a copy thereof shall be transmitted to the city clerk after each meeting.

2.34.040 Commission Duties and Responsibilities

The commission shall have the power and it shall be its duty, subject to such rules and regulations as may from time to time be prescribed by ordinance, to create policy recommendations, provide data analysis, and address issues related to:

- A. Inclusivity;
- B. Education; and
- C. Equity.

Section 2. This Ordinance shall take effect five (5) days after its passage and publication as provided by law.

Section 3. SEVERABILITY. If any section, sentence, clause or phrase of this ordinance should be held to be invalid by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 4. CORRECTIONS. The City Clerk and the codifiers of this ordinance are authorized to make corrections to this ordinance including, but not limited to, the corrections of scrivener's/clerical errors, references, ordinance numbering, section/subsection number and any references thereto.

Section 5. The Summary Attached is hereby approved for publication.

PASSED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON, this
21st day of January, 2021.

CITY COUNCIL

BY: Andy D. Cydon
Mayor

Attest:

Perry Edmonds
City Clerk

Approved as to form:

[Signature]
City Attorney

Published: January 25, 2021

SUMMARY FOR PUBLICATION

ORDINANCE NO 1581

CITY OF LACEY

The City Council of Lacey, Washington passed on January 21, 2021, Ordinance No. 1581, entitled “AN ORDINANCE OF THE CITY OF LACEY, WASHINGTON ESTABLISHING A COMMISSION ON EQUITY TO IDENTIFY AND ADDRESS ISSUES OF INEQUITY THROUGH POLICY IMPROVEMENT, INCLUSIVE ACTIVITIES, AND EDUCATIONAL PARTNERSHIPS, ADDING A NEW CHAPTER 2.34 OF THE LACEY MUNICIPAL CODE AND APPROVING A SUMMARY FOR PUBLICATION.”

The main points of the Ordinance are described as follows:

1. The Ordinance adds a new chapter 2.34 to the Lacey Municipal Code establishing a Commission on Equity.
2. The Ordinance approves this summary for Publication.

A copy of the full text of this Ordinance will be mailed without charge to any person requesting the same from the City of Lacey.

Published: January 25, 2021

APPENDIX C: Commission on Equity – Diversity, Equity, Inclusion, and Belonging Workshops

Meeting	DEIB Strategic Plan Work Agenda Item	Link
March 25, 2024	Draft DEIB Strategic Plan Workshop: City Workforce Data Review	Access here .
May 6, 2024	Draft DEIB Strategic Plan: Status Overview, Part I	Access here .
May 30, 2024	Draft DEIB Strategic Plan: Status Overview, Part II and Draft Review	Access here .
June 24, 2024	Recommendation to Lacey City Council	Access here .
February 26, 2024	DEIB Strategic Plan Update	Access here .
January 29, 2024	DEI Strategic Plan Workshop: Document Elements Review, Part 3 - Commission on Equity Message and Demographics	Access here .
December 26, 2023	Document Elements Review Part II: What we Heard Summary, Accountability: Benchmarks and Indicators, Commission on Equity Message	Access here .
November 27, 2023	Document Elements Review Part I: Introduction to the Plan	Access here .
December 27, 2022	Draft Benchmark & Indicators – Second Draft Policies, Programs & Services Initial Review of Draft Livability, Review definitions of BIPOC, Restorative Justice	Access here .
November 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 6	Access here .
October 24, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5	Access here .
September 26, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 4	Access here .

August 22, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 3	Access here .
July 25, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 2	Access here .
June 27, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 1	Access here .
March 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop #7 – Community Connectivity Analysis & Visioning for Change	Access here .
February 28, 2022	Community Connectivity Analysis and Visioning for Change	Access here .
January 24, 2022	Revisit Equity Values, Mission, and Vision Statements & Overview of Values-based, decision-making in practice	Access here .
December 27, 2021	Creating a Mission Statement	Access here .
September 27, 2021	COE Survey, Creating an Equity Statement	Access here .
August 23, 2021	Overview of Strategic Planning process, Values-based decision making, role of government in shaping existing inequities, where have we been, where do we want to go	Access here .

To access all the meetings listed in the above chart, visit **CityofLacey.org/COE** or scan:



APPENDIX D: Applicant and City Staff Demographics

Applicant Demographics:

It is important to note that the City voluntarily collects applicant demographic data. In 2023, 83% of City applicants (full-time, part-time, and seasonal) provided some demographic data; 17% of City applicants provided no demographic data. **As a result, City applicant demographic data is likely under- or overrepresented in categories.**

In addition, applicant demographic data collected by the City does not fully align with U.S. Census Bureau categories. The City uses a third-party system to collect applicant demographic data. Through this system, the City currently collects data on "Ethnicity" which includes the U.S. Census Bureau categories of "Race" and "Ethnicity." The City collects data on "Gender" which aligns with the U.S. Census Bureau categories of "Sex." For comparison purposes, City data "Gender" is changed to "Sex." For more information on U.S. Census Bureau data collection, see **Insert A**. The City is looking into ways to improve demographic data collection in the future.

The U.S. Census Bureau uses the U.S. Office of Management and Budget (OMB) standards set in 1997.

Race and Ethnicity: The U.S. Census Bureau collects data per the OMB standards for Race in categories of: White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, Some Other Race. Individuals that select multiple categories are tabulated in Two or More Races.

Ethnicity OMB standards are two categories: "Hispanic or Latino" or "Not Hispanic or Latino."

Sex: The U.S. Census Bureau currently attempts to collect data by Sex, not Gender. However, even they acknowledge the general confusion with the concepts, see resources below.

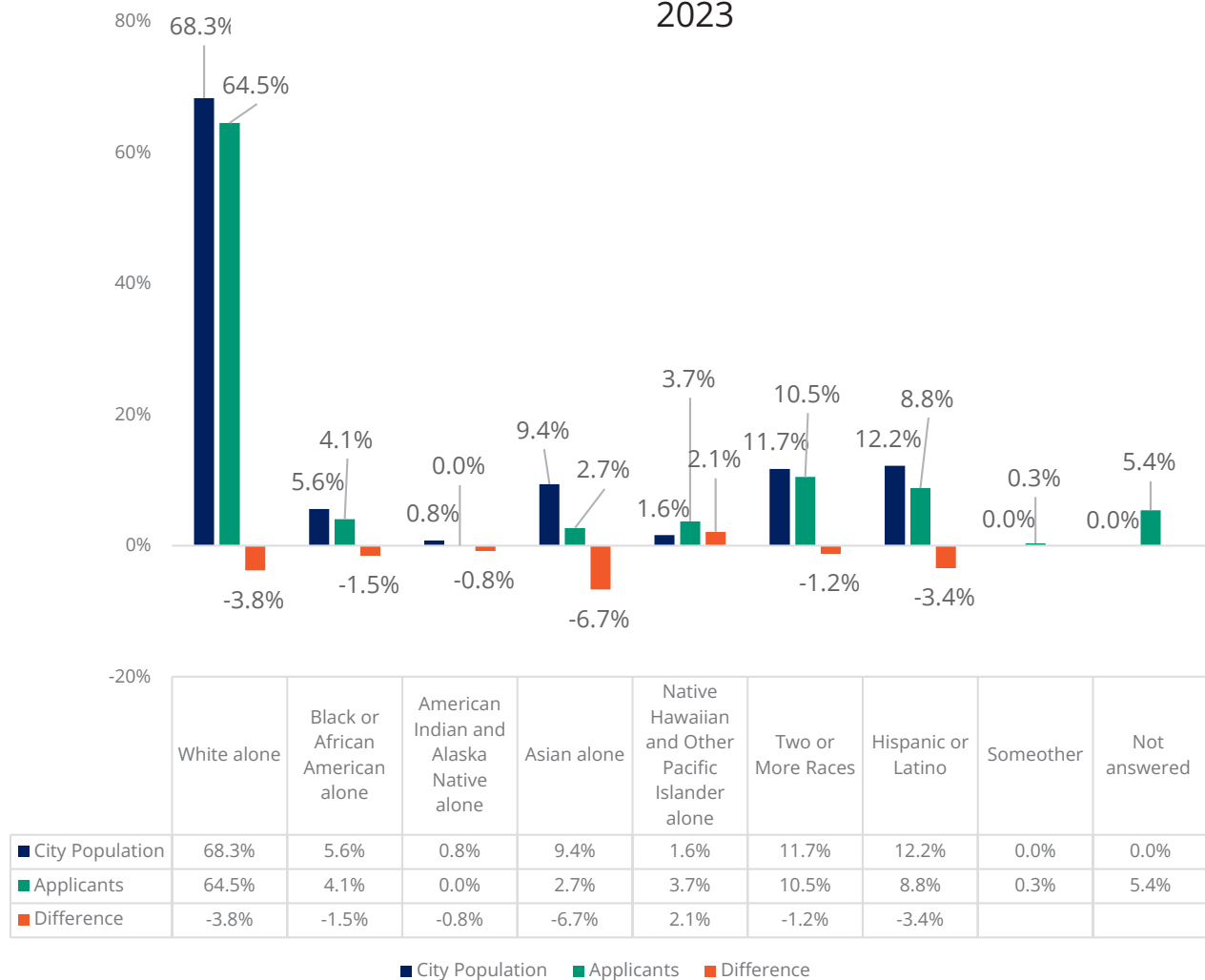
About the Topic of Race (census.gov): <https://www.census.gov/topics/population/race/about.html>

Additional Instructions for Respondents (census.gov) <https://www.census.gov/programs-surveys/decennial-census/technical-documentation/questionnaires/2020/response-guidance.html>

NOTE: The following totals will not always equal 100% due to combining data categories or data availability. For example, U.S. Census data may include a combination of Race data and Ethnicity data, resulting in a total of over 100%. For City data, since demographic questions are optional, totals may not have data for every individual, resulting in a total less than 100%.

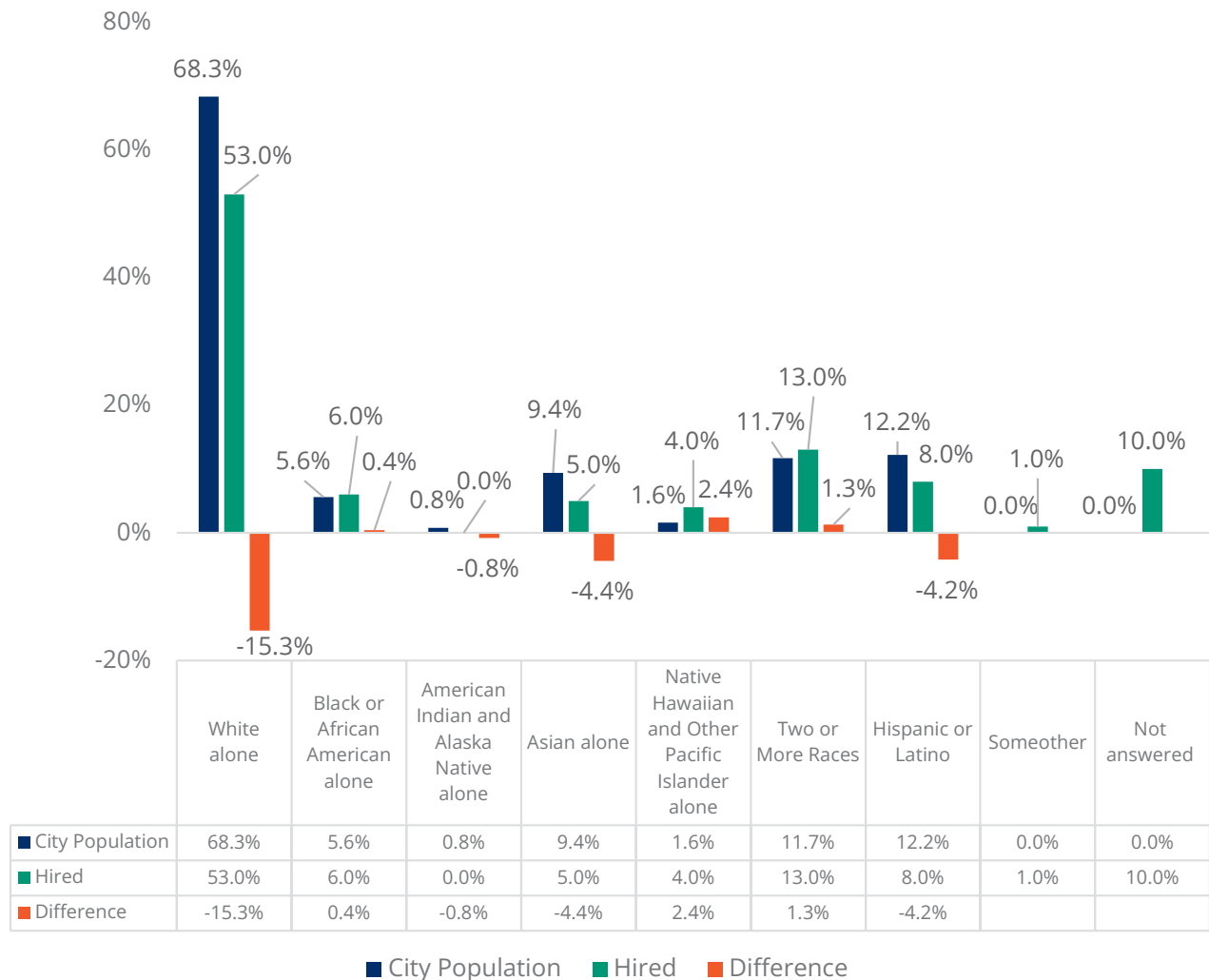
All Applicants – Race and Ethnicity: Based on the information currently available, in 2023, compared to the population of the City of Lacey, applicants for all positions (including full-time, part-time, and seasonal) were underrepresented in the following racial categories: Asian (-6.7%), White (-3.8%), Black (-1.5%), Two or More Races (-1.2%), American Indian and Alaska Native (-.08%), and Hispanic (-3.4%).

Figure A: Race, City of Lacey compared to City Applicants, 2023

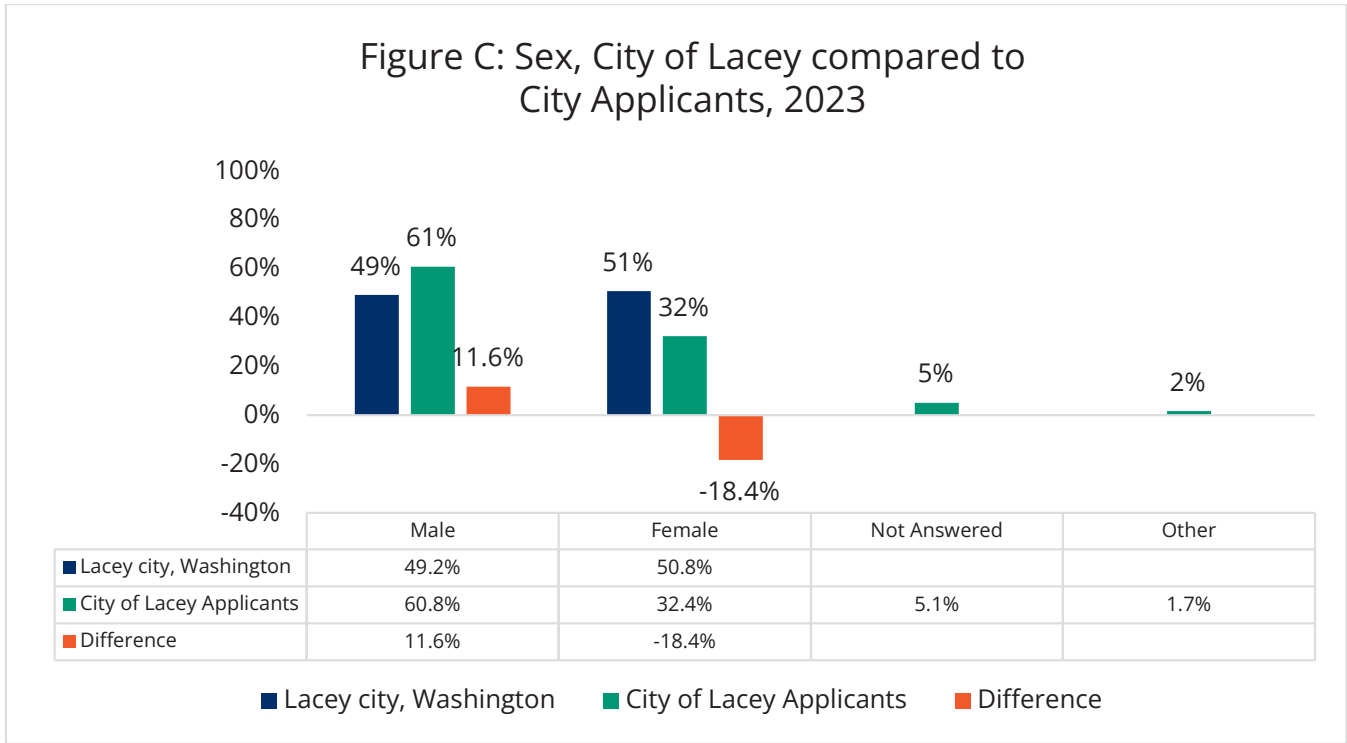


Based on the information currently available, in 2023, compared to the population of the City of Lacey, for all positions applicants hired were underrepresented in the following racial categories: White (-15.3%), Asian (-4.4%), and American Indian and Alaska Native (-.08%).

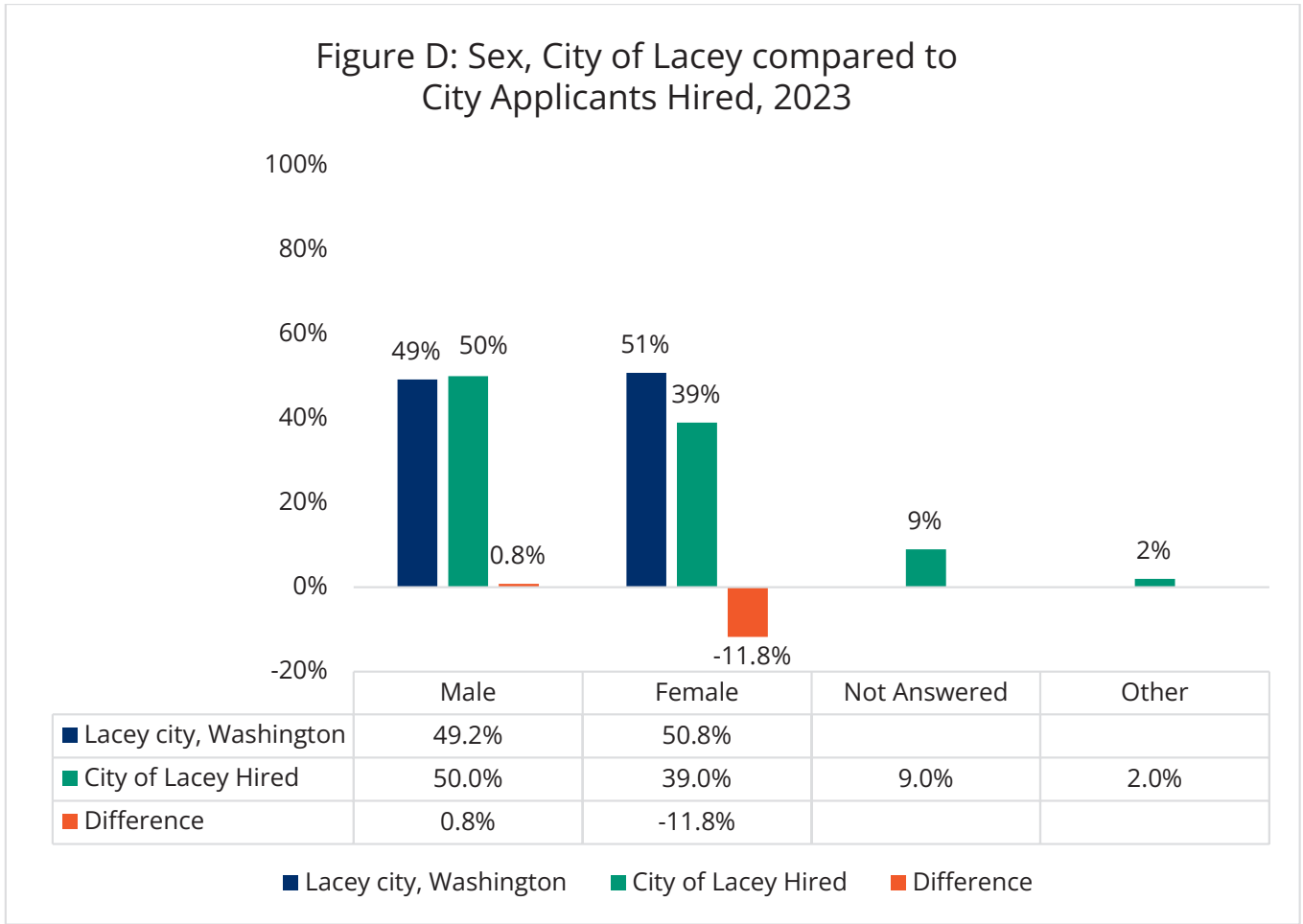
Figure B: Race, City of Lacey compared to City Applicants Hired, 2023



Applicant – Sex: Based on the information currently available, in 2023, compared to the population of the City of Lacey, applicants for all positions were underrepresented in the following sex category: Female (-18.4%).



Based on the information currently available, in 2023, compared to the population of the City of Lacey, across the entire organization for all positions (including part-time/seasonal) applicants hired were underrepresented in the following sex category: Female (-11.8%).



Future Improvement: The City is working on a way to track more detailed steps within the hiring process, to include: 1) difference between part-time and full-time positions, 2) screening, and 3) interviews.

City Full-Time Workforce Demographics:

This data is from January 2024. Similar to the applicant data above, the data collected by the City on current workforce does not completely match the U.S. Census Bureau and as a result, the data is not completely comparable. This data is also collected by a third-party system. The City is working on ways to create better alignment in the future.

Through the third-party system, data collected by the City currently includes “Hispanic and Latino(/a/x/e)” in the category of “Race.” The U.S. Census Bureau includes this data under the category of “Ethnicity.” As a result, several race categories may be underrepresented compared to U.S. Census data (e.g., individuals that identify as White and Hispanic or Latino or those that identify as black and Hispanic or Latino). The City currently collects data for “Gender” however this data is more comparable to the U.S. Census Bureau category of “Sex.” For comparison purposes, this data is compared to “Sex.”

In addition, at this point in time, workforce demographic data is not updated at a regular interval. As a result, some of the data: 1) may not reflect current preferred identifications of staff members, and 2) may be dated based on previous selection and categories. As an example of the latter, in 1997, the Office of Management and Budget [revised Directive No. 15](#) and divided the “Asian or Pacific Islander” racial classification into two separate ones — “Asian” and “Native Hawaiian or Other Pacific Islander.” This change went into effect with the 2000 Census. The City’s third-party system may not have made this change at this time and remained “Asian/Pacific Islander” for an unknown period. For the purpose of this analysis, individuals identified as “Asian/Pacific Islander” were categorized as “Two or more races.” As a result, it is likely that the category of “Asian” is extremely underrepresented and the category of “Two or more races” overrepresented.

City Full-Time Workforce – Race and Ethnicity:

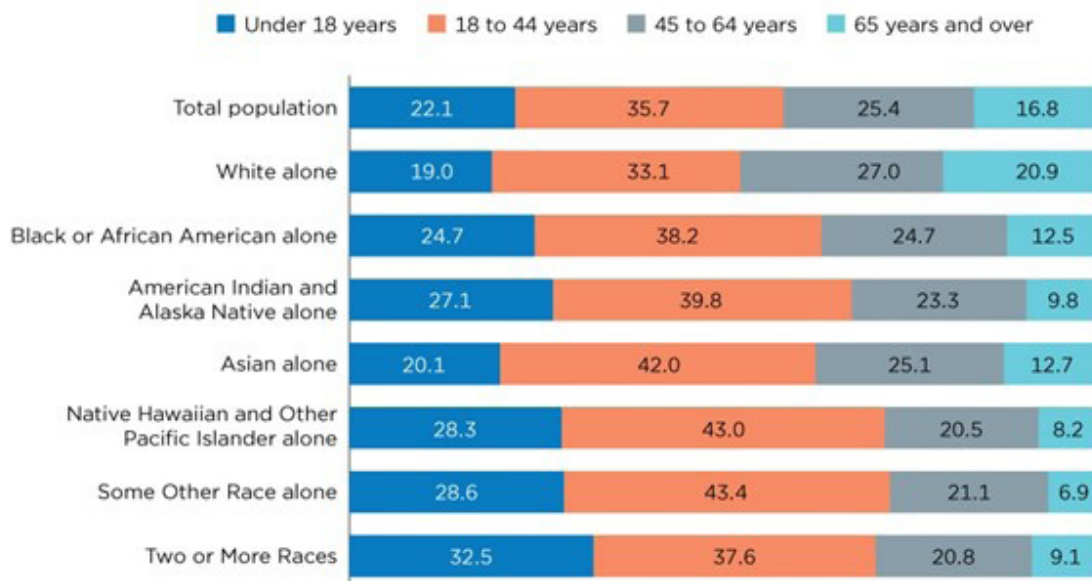
The City's current full-time workforce is made up of **20.3%** people of color (including all identified as Hispanic and Latino/a/x/e), see **Figure L**.

The population of Lacey is made up of **31.7%** people of color. Notably, younger populations trend more multiracial, see **Insert B**.

INSERT B: The nation's Multiracial population was the youngest of any race group, according to recently released 2020 Census demographic data. Among those who reported Two or More Races (referred to in this story as Multiracial) 32.5% were under age 18 in 2020 (Figure K).

<https://www.census.gov/library/stories/2023/06/nearly-a-third-reporting-two-or-more-races-under-18-in-2020.html>

Figure K: Race by Selected Age Categories: 2020
(in percent)



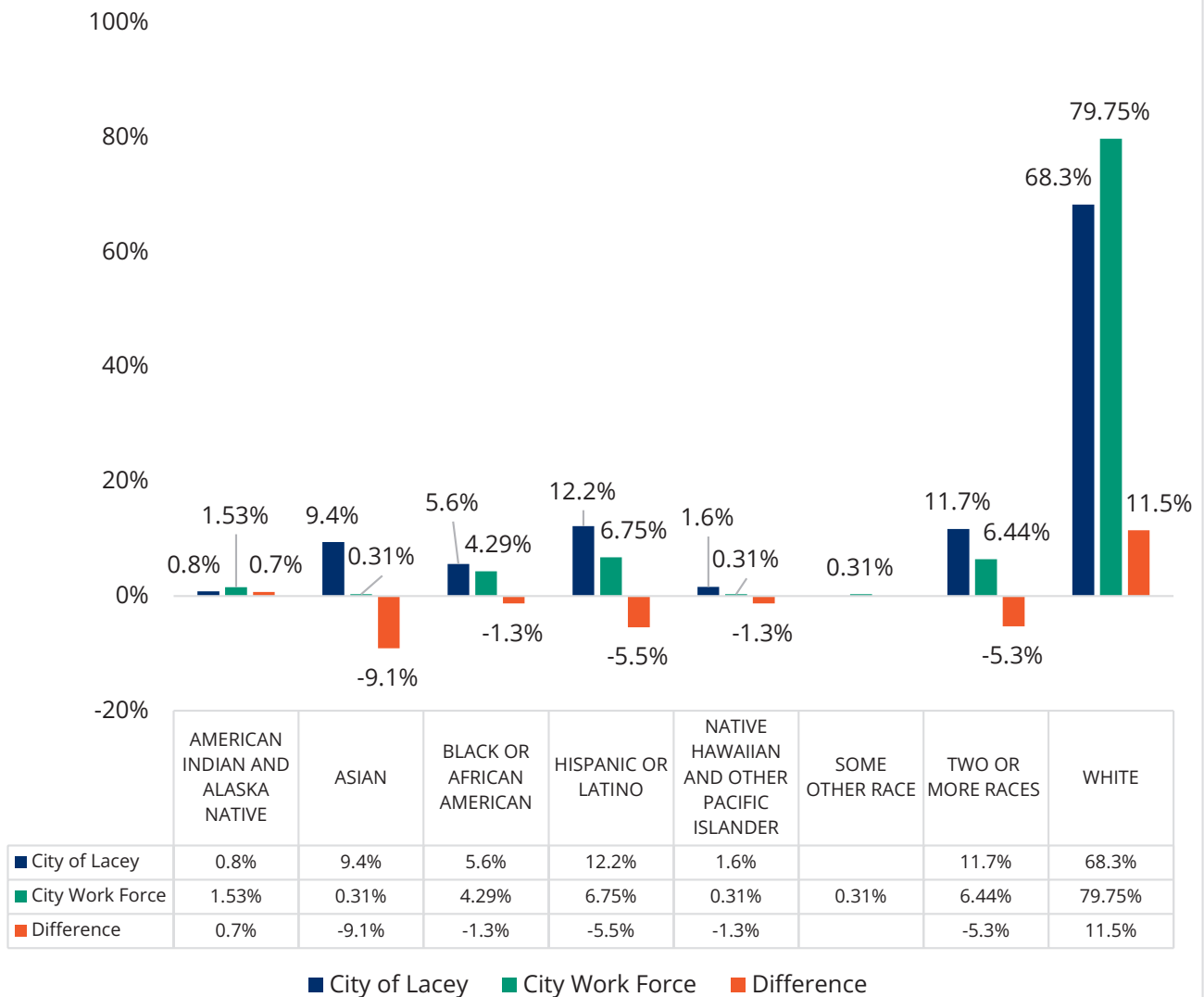
Note: Percentages may not add to 100.0 due to rounding.

Information on confidentiality protection, nonsampling error, and definitions is available at <https://www2.census.gov/programs-surveys/decennial/2020/technical-documentation/complete-tech-docs/demographic-and-housing-characteristics-file-and-demographic-profile/2020census-demographic-and-housing-characteristics-file-and-demographic-profile-techdoc.pdf>.

Source: U.S. Census Bureau, 2020 Census Demographic and Housing Characteristics File (DHC).

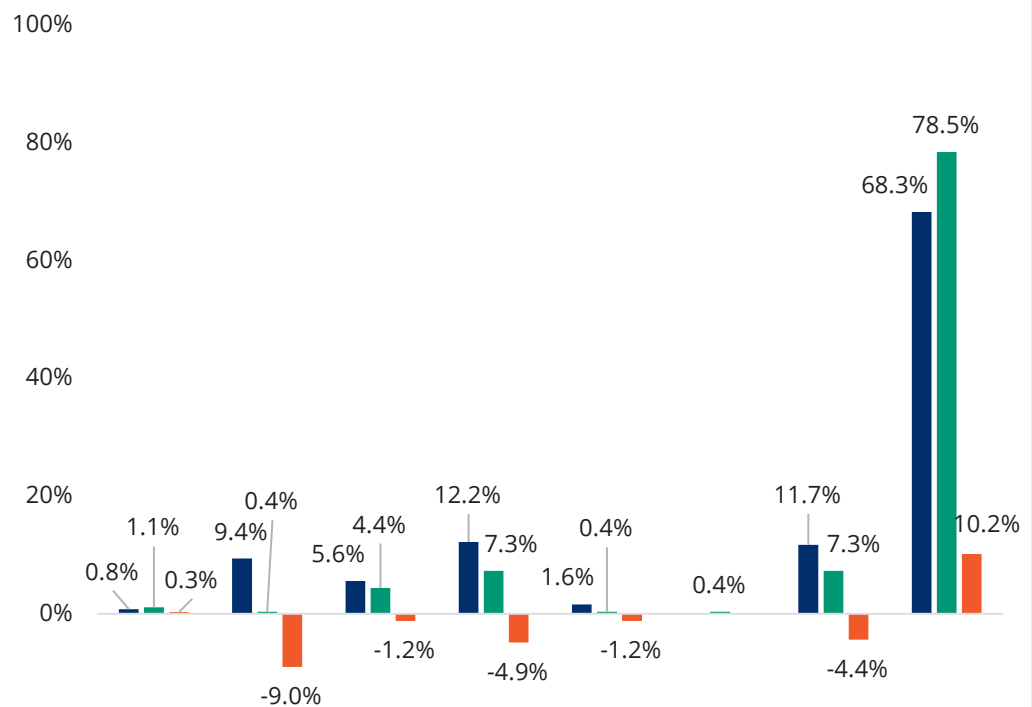
The City's current full-time workforce compared to the City of Lacey population is under-represented in the following categories: Asian (-9.1%), Black or African American (-1.3%), Hispanic or Latino/a/x/e (-7.3%), Native Hawaiian and Other Pacific Islander (-1.3%), and Two or More Races (-5.3%), see **Figure E**.

Figure E: City Workforce compared to City of Lacey Population



The City's current full-time, non-supervisor/management workforce compared to the City of Lacey population is underrepresented in the following categories: Asian (-9%), Black or African American (-1.2%), Hispanic or Latino/a/x/e (-4.9%), Native Hawaiian and Other Pacific Islander (-1.2%), and Two or More Races (-4.4%), see **Figure F**.

Figure F: City Workforce - Non-Supervisor/Non-Management compared to City of Lacey Population

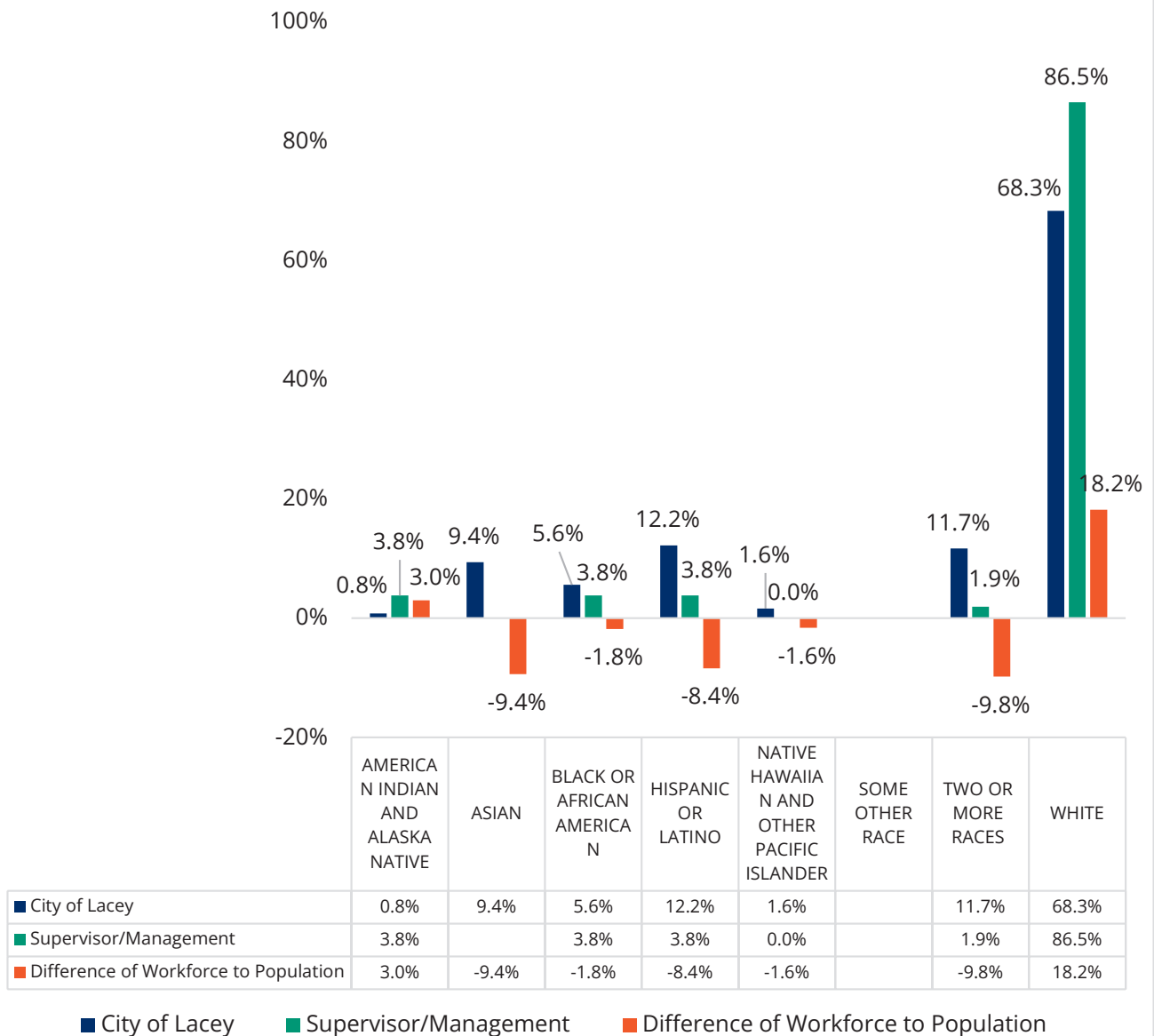


	AMERICAN INDIAN AND ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER	SOME OTHER RACE	TWO OR MORE RACES	WHITE
City of Lacey	0.8%	9.4%	5.6%	12.2%	1.6%		11.7%	68.3%
NonSupervisor/Management	1.1%	0.4%	4.4%	7.3%	0.4%	0.4%	7.3%	78.5%
Difference of Workforce to Population	0.3%	-9.0%	-1.2%	-4.9%	-1.2%		-4.4%	10.2%

■ City of Lacey ■ NonSupervisor/Management ■ Difference of Workforce to Population

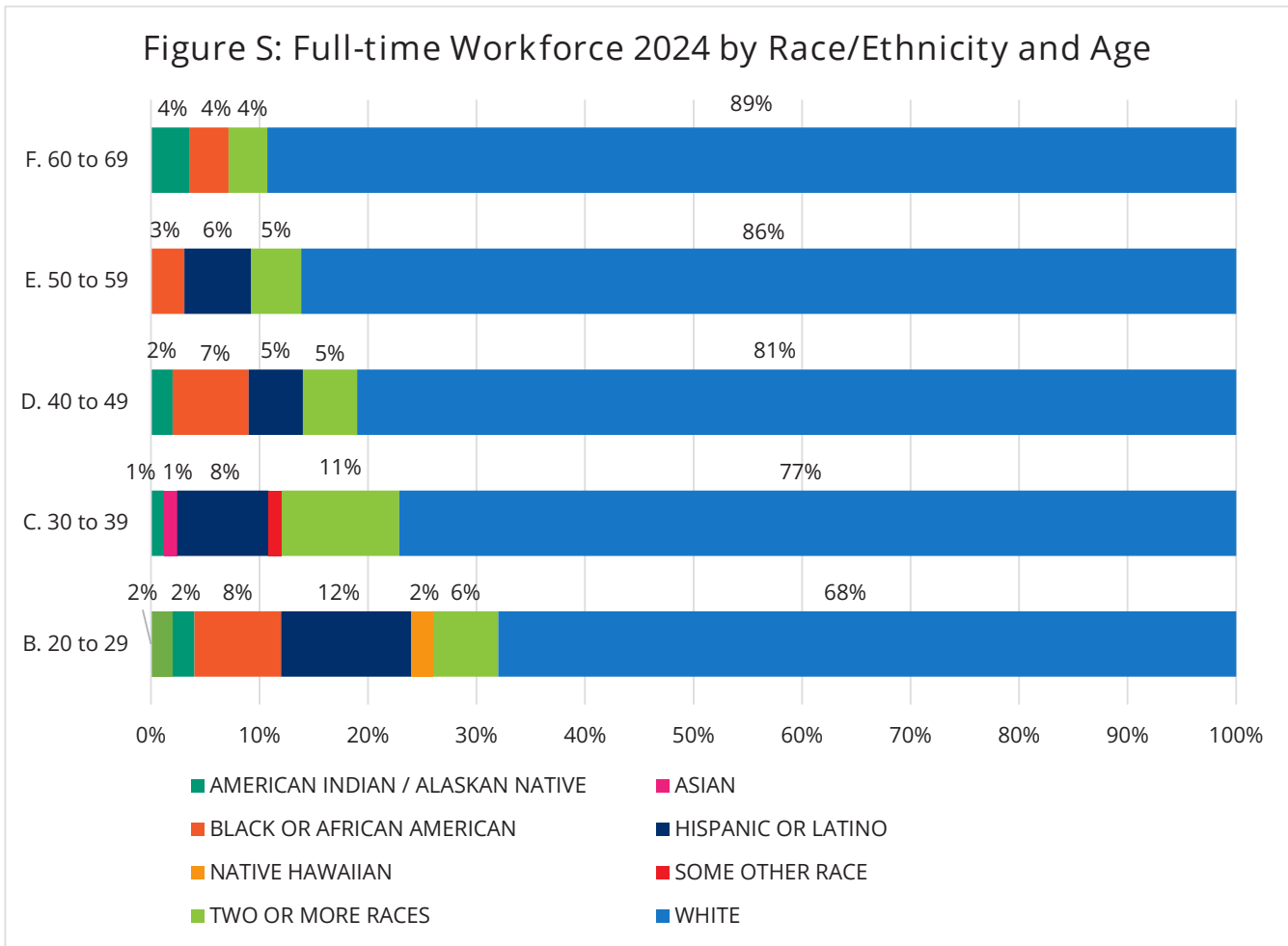
The City's current full-time, supervisor/management workforce compared to the City of Lacey population is underrepresented in the following categories: Asian (-9.4%), Black or African American (-1.8%), Hispanic or Latino/a/x/e (-8.4%), Native Hawaiian and Other Pacific Islander (-1.6%), and Two or More Races (-9.8%), see **Figure G**.

Figure G: City Workforce - Supervisor/Management compared to City of Lacey Population

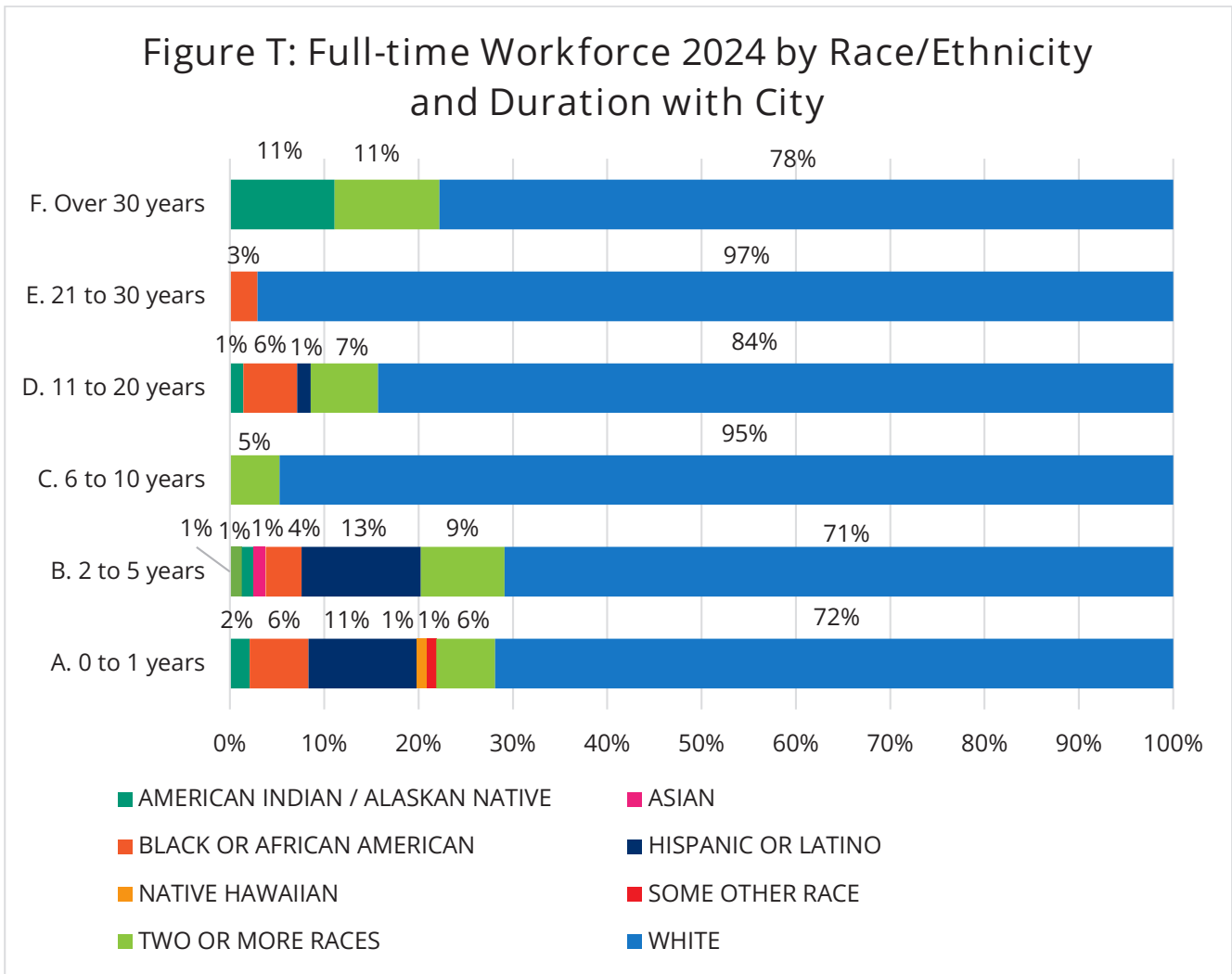




Younger City staff tend to be more racially diverse, see **Figure S**.

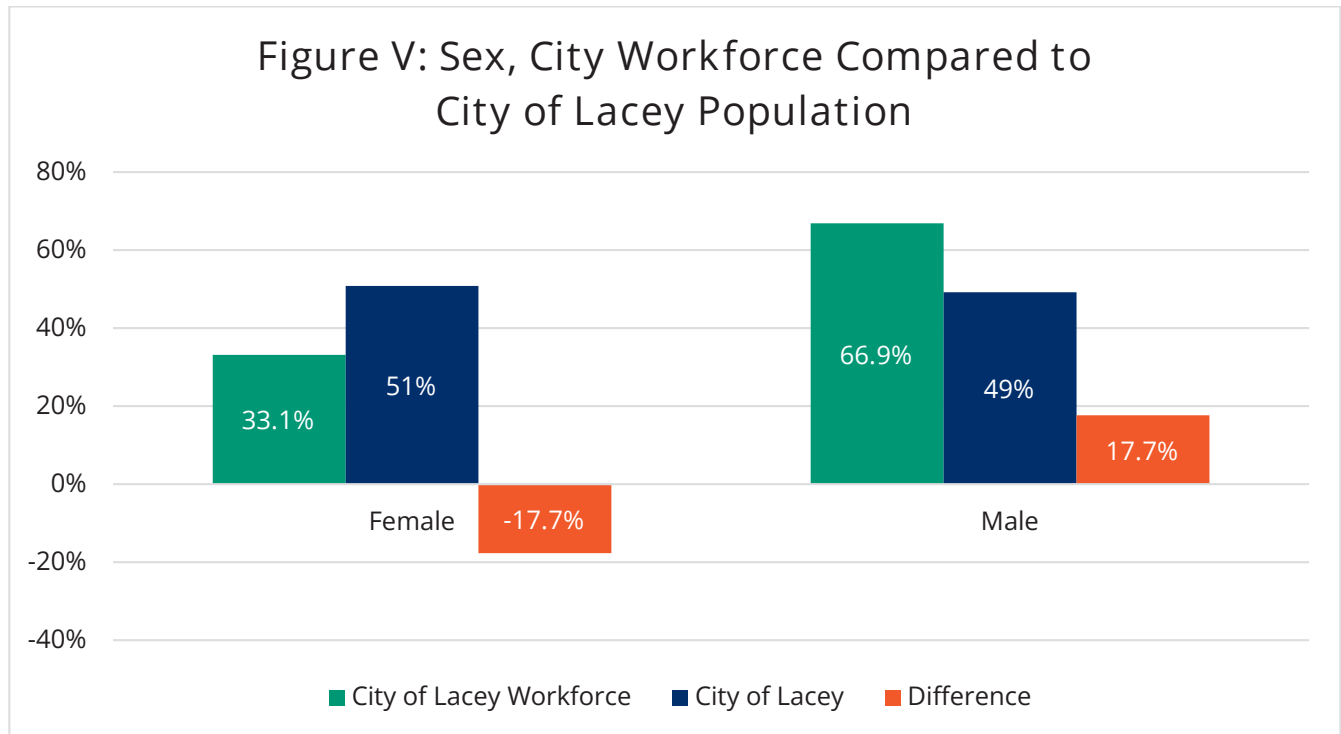


Staff with fewer years at the City tend to more racially diverse, see **Figure T**.

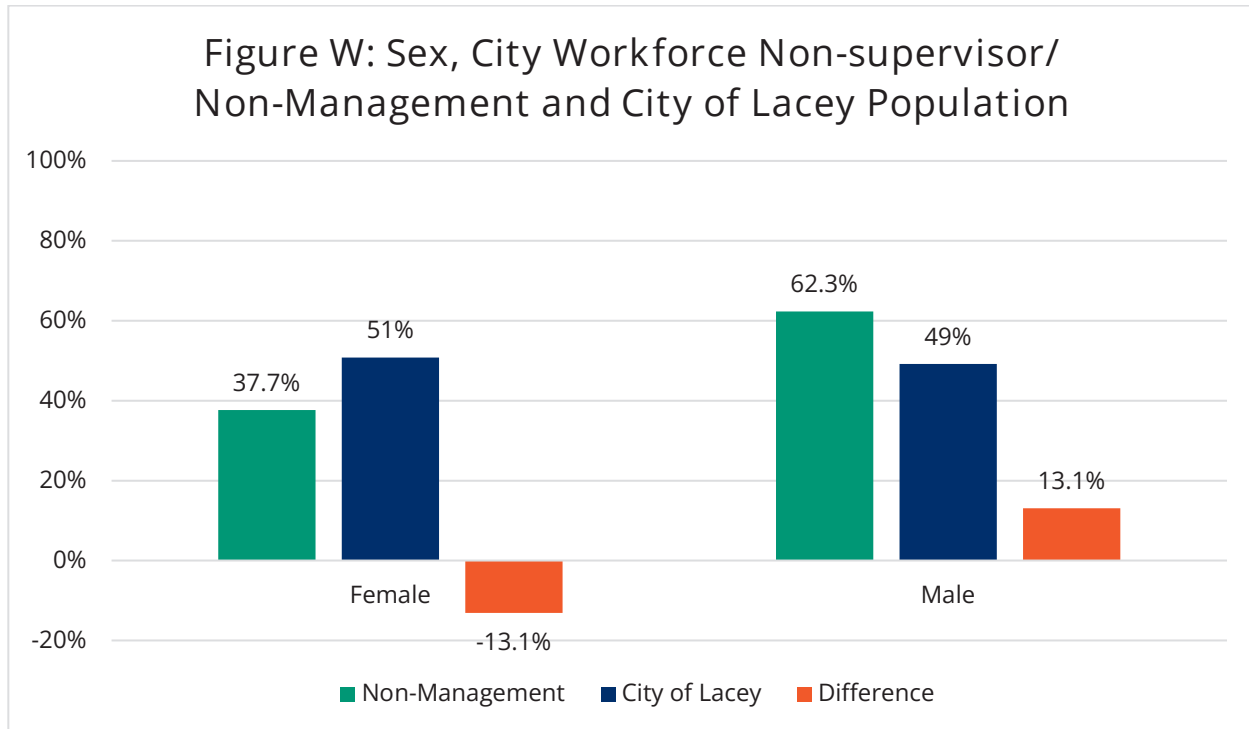


Sex:

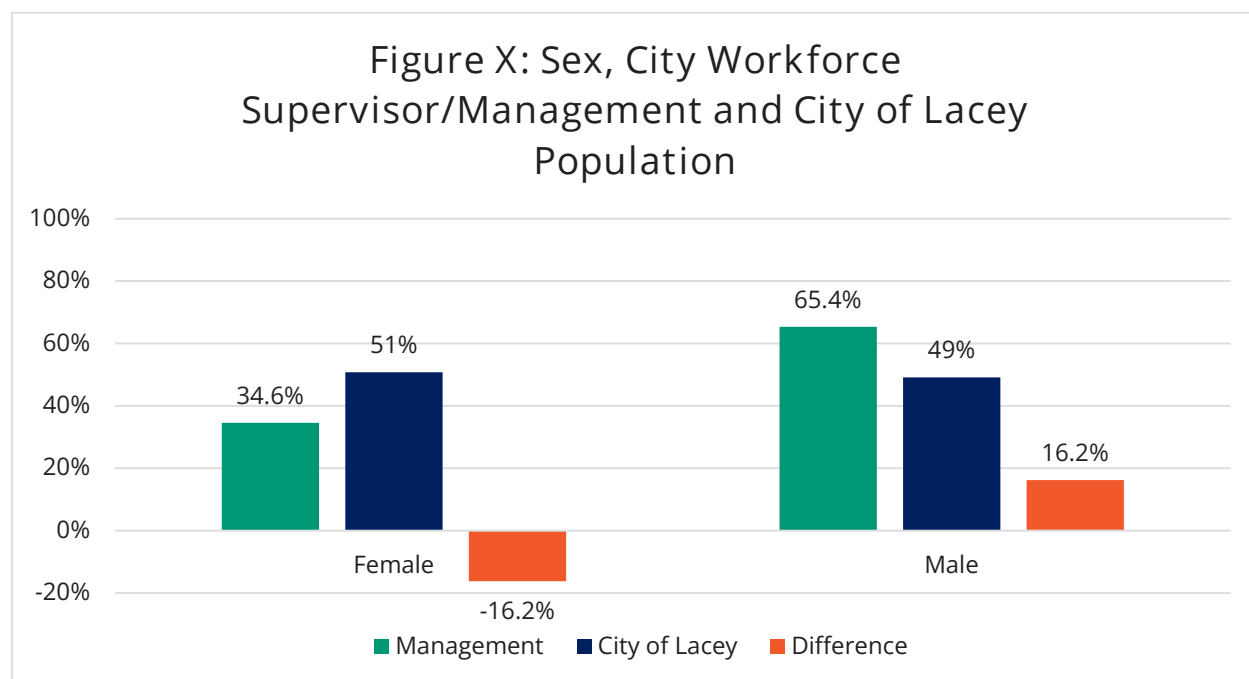
The City's current full-time workforce is made up of **33.1%** females. Lacey population is made up of **51%** females. The City's current full-time workforce compared to the City of Lacey population is underrepresented in the category: female (-17.7%), see **Figure V**.



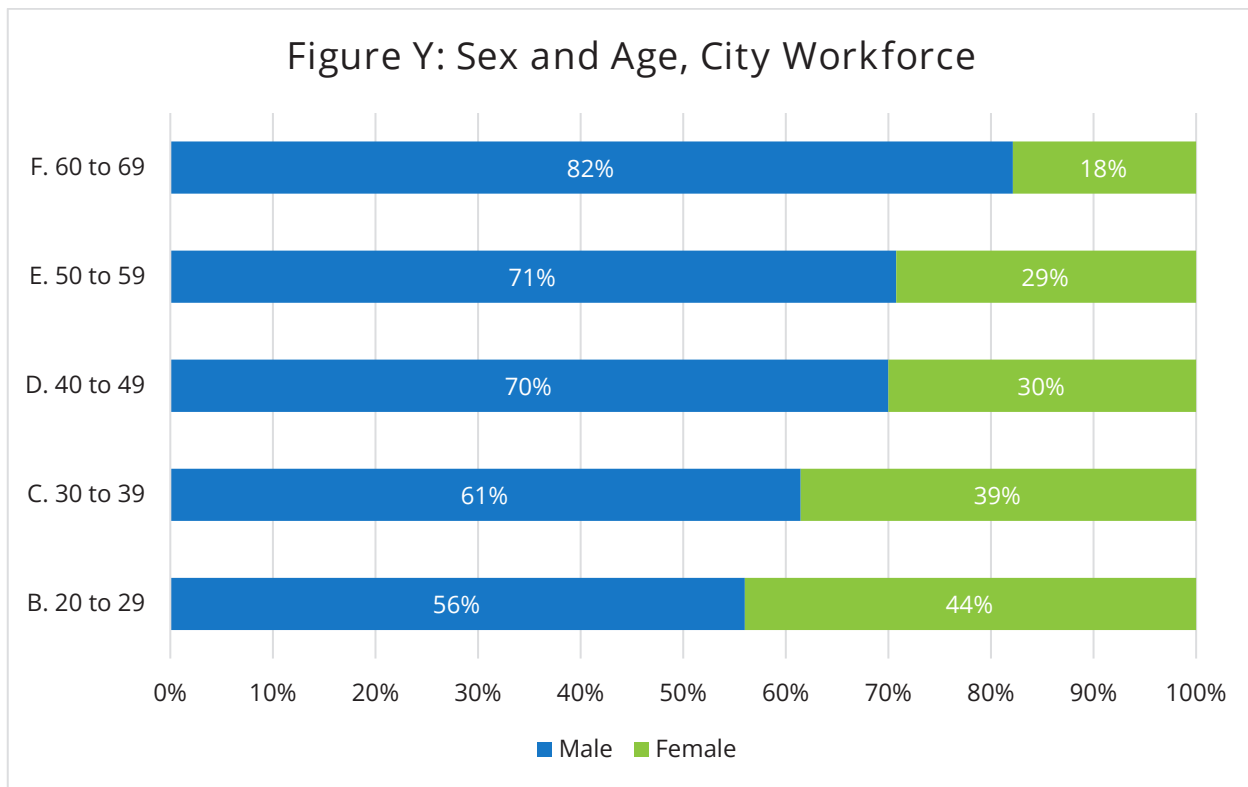
The City's current full-time, non-supervisor/management workforce compared to the City of Lacey population is underrepresented in the following category: Female (-9%), see **Figure W**.



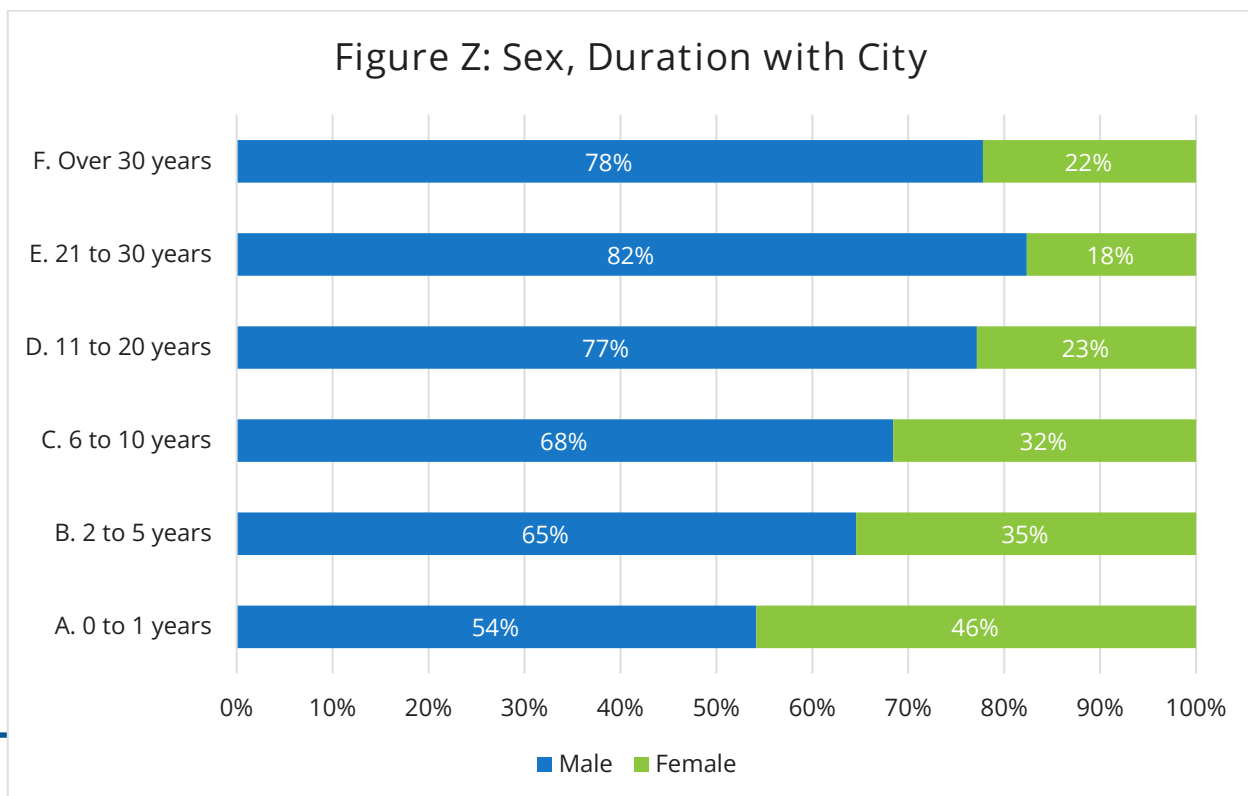
The City's current full-time, supervisor/management workforce compared to the City of Lacey population is underrepresented in the following category: Female (-9%), see **Figure X**.



There tends to be more female staff in younger age categories, see **Figure Y**.



There tends to be more females staff with less years at the City, see **Figure Z**.





Police Department

The population of Lacey is made up of **31.7%** people of color.

The population of Lacey is made up of **51%** females.

From the City's Workforce Data:

Full-time, Commissioned Police Workforce:

Totals:

- **38.6%** people of color (including all identified as Hispanic and Latino/a/x/e).
- **24.3%** female.

Non-management:

- Non-management positions are **42.1%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Non-management positions are **28.1%** female.

Management:

- Management positions are **23.1%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Management positions are **7.7%** female.

Administrative Police Workforce:

Totals:

- **44.4%** people of color (including all identified as Hispanic and Latino/a/x/e).
- **80%** female.

Non-management:

- Non-management positions are **37.5%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Non-management positions are **87.5%** female.

Management:

- Management positions are **100%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Management positions are **100%** females.

From 2023 Annual Report to Council – March 26, 2024: <https://laceywa.portal.civicclerk.com/event/98/files/agenda/1885>

Figure AA: Lacey Police Department Racial Composition
(in perent)

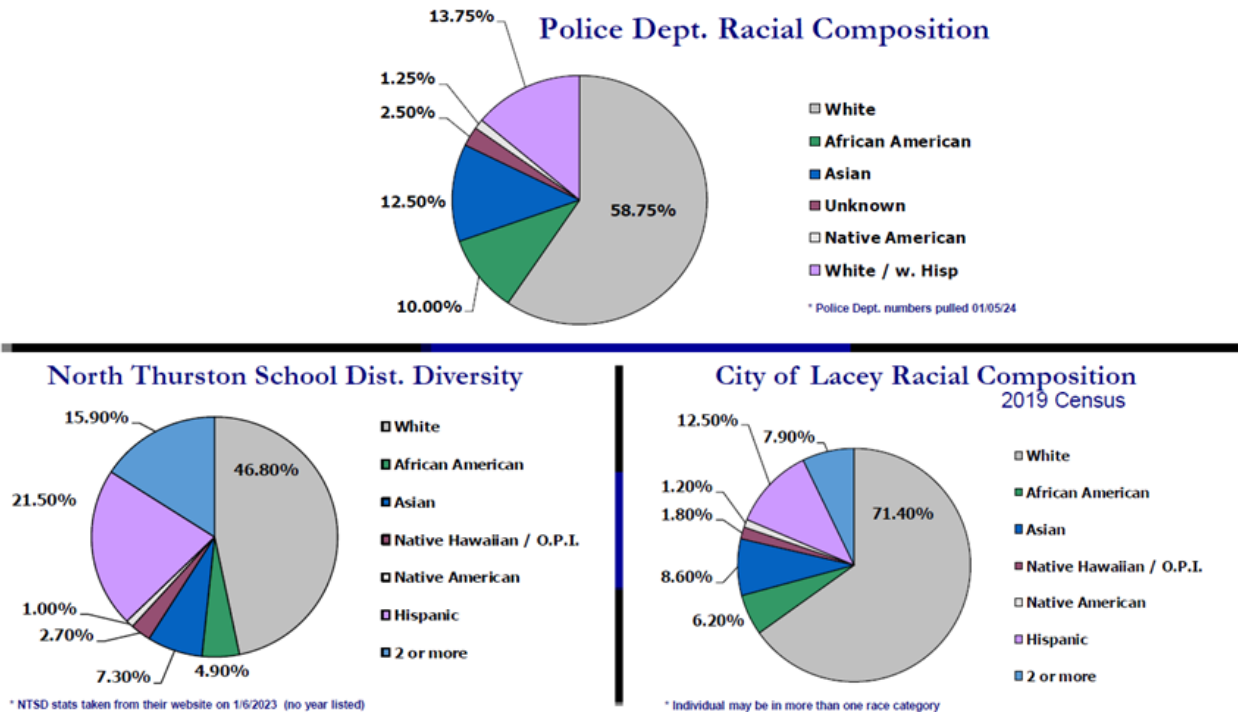
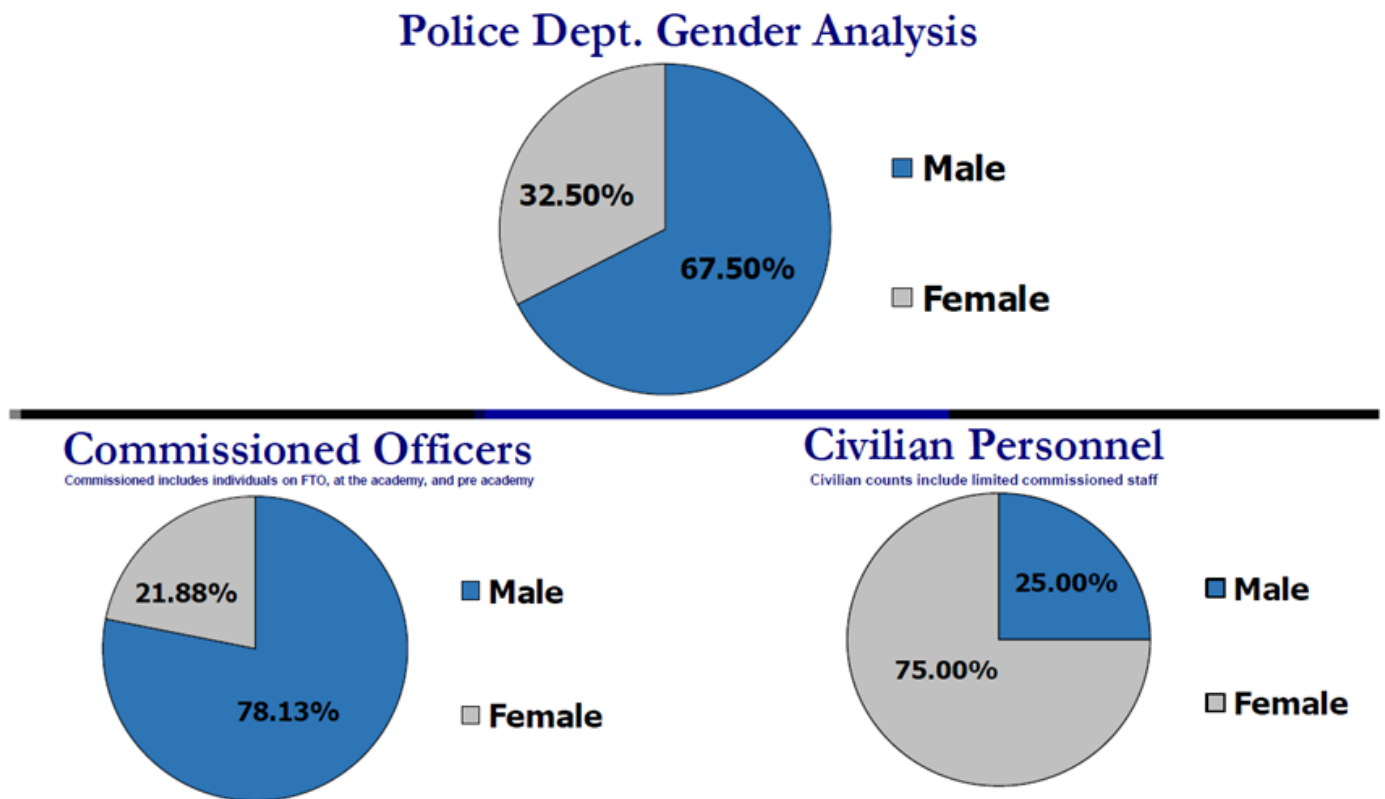


Figure BB: Lacey Police Department Gender Analysis

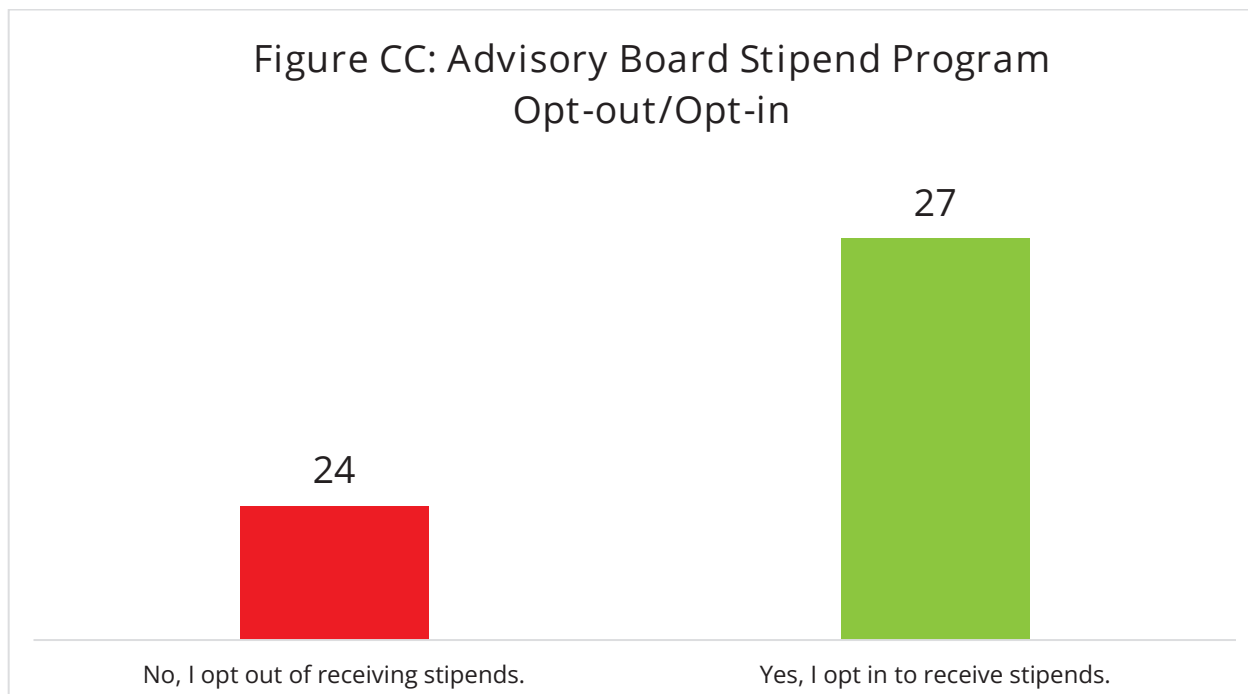


Next Steps: HR will continue to use Exit Interviews to help improve retention strategies. In the future the City also aims to establish and implement the use of an employee survey to help improve retention strategies. HR continues to grant legally required preference for veterans and is committed to outreach to persons of all protected classes.

APPENDIX E: Advisory Board Stipend Program and Demographic Survey

In 2023, the Lacey City Council adopted the Advisory Board Stipend Program policy and allocated \$50,000 for implementation in 2024. For more information on the Advisory Board Stipend Program see the Lacey City Council Policies and Procedures Manual, Section 2.17, https://cityoflacey.org/wp-content/uploads/sites/3/2023/12/CURRENT_COUNCIL_POLICIES_PROCE-DURES_2023_Updated-12.07.2023.pdf

The City implemented the Advisory Board Stipend Program in early 2024. Of the 51 individuals eligible to participate in the program in early 2024, 27 opted-in (53%) and 24 opted-out (47%).



Demographic Survey:

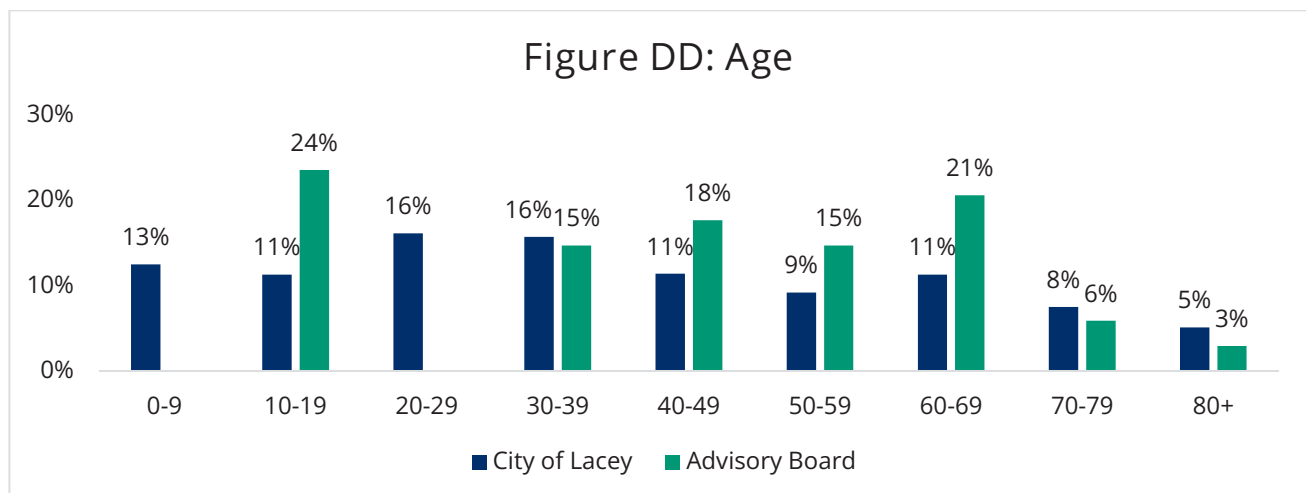
In 2024, as part of the Advisory Board Stipend Program, the City performed a voluntary demographics survey of current Advisory Board Members. City staff presented the results of this survey to the Lacey City Council on April 16, 2024, see: <https://laceywa.portal.civicclerk.com/event/847/files/agenda/1944>

Of the 51 individuals eligible to take the survey in early 2024, the City received 36 responses, for a response rate of 71%. Notably, all demographic questions were optional and as a result, some survey participants did not respond to every question.

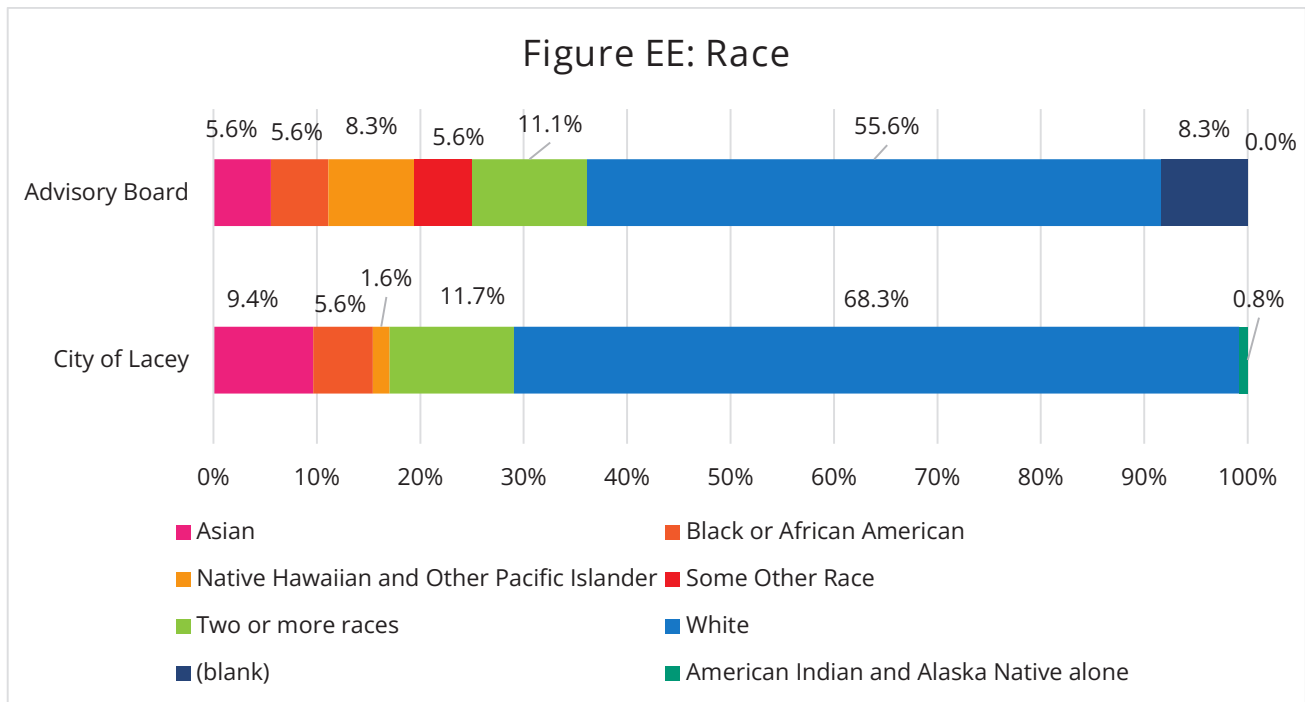
Data from the survey suggests the following Census categories were underrepresented on City Advisory Boards compared to the population of the City of Lacey:

- 20 - 29 years of age
- Hispanic / Latino/a/e/x voices
- Household incomes under \$50,000
- Household incomes ranging from \$50,000 to \$100,000
- Renters
- Some College

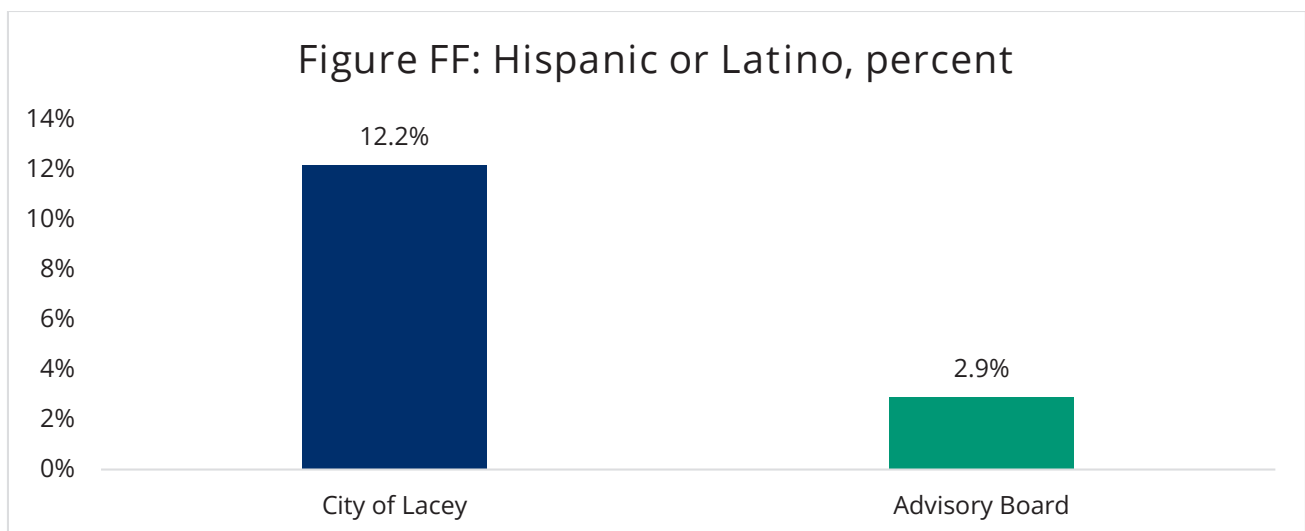
Q: What is your age category?



Q: Which best describes your racial identity? If multiracial, please select as many options as needed.



Q: Are you Hispanic or Latino?



Q: Do you speak any languages other than English? What other languages do you speak?

Figure GG: Languages spoken other than English

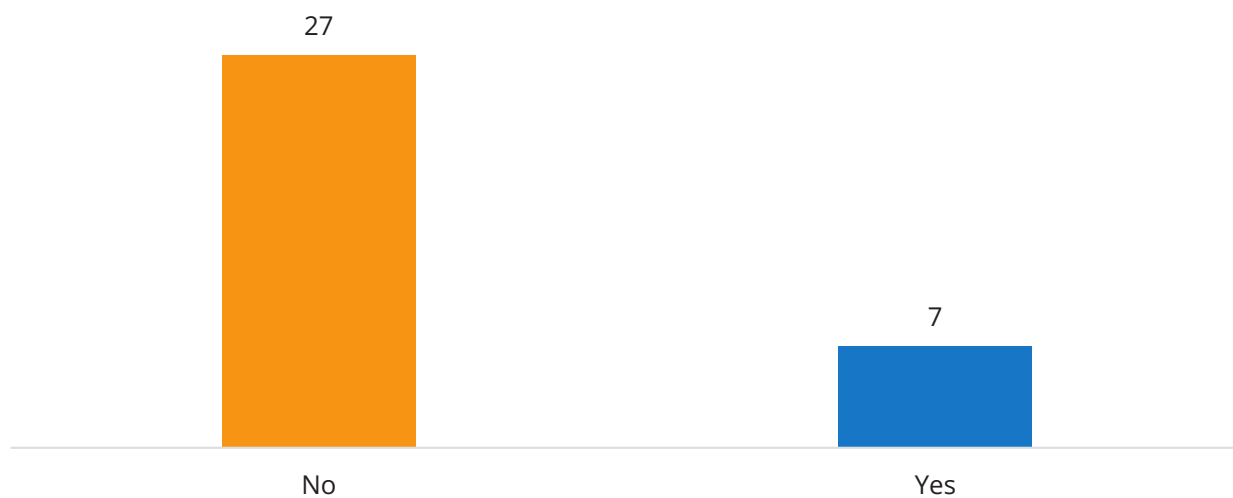
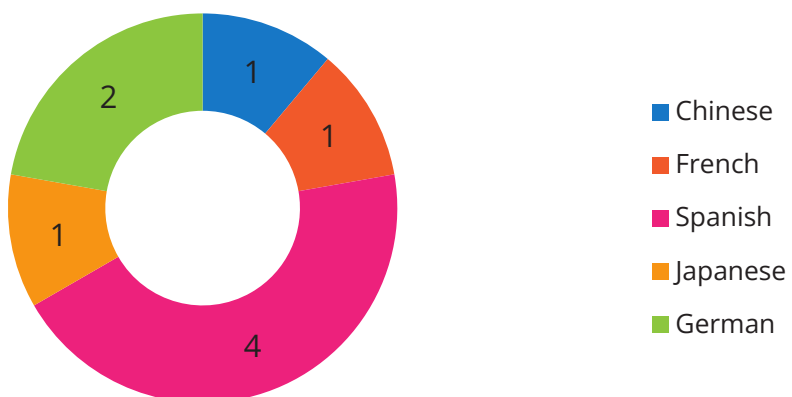
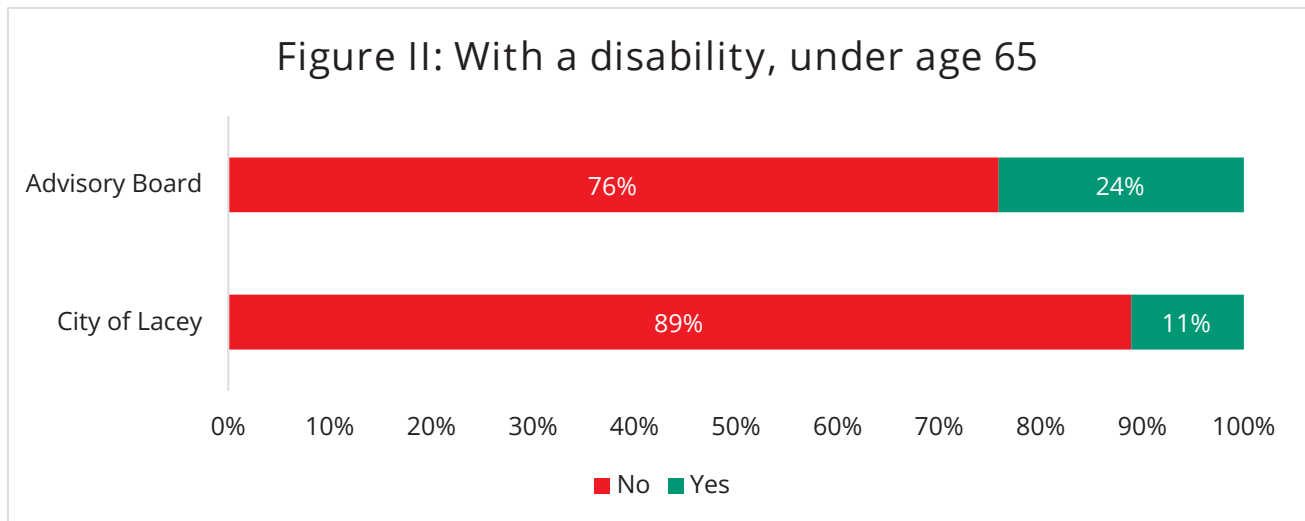


Figure HH: Languages spoken other than English



Q: Do you identify as a person with a disability? Please select as many options as needed.



Q: What is your estimated income?

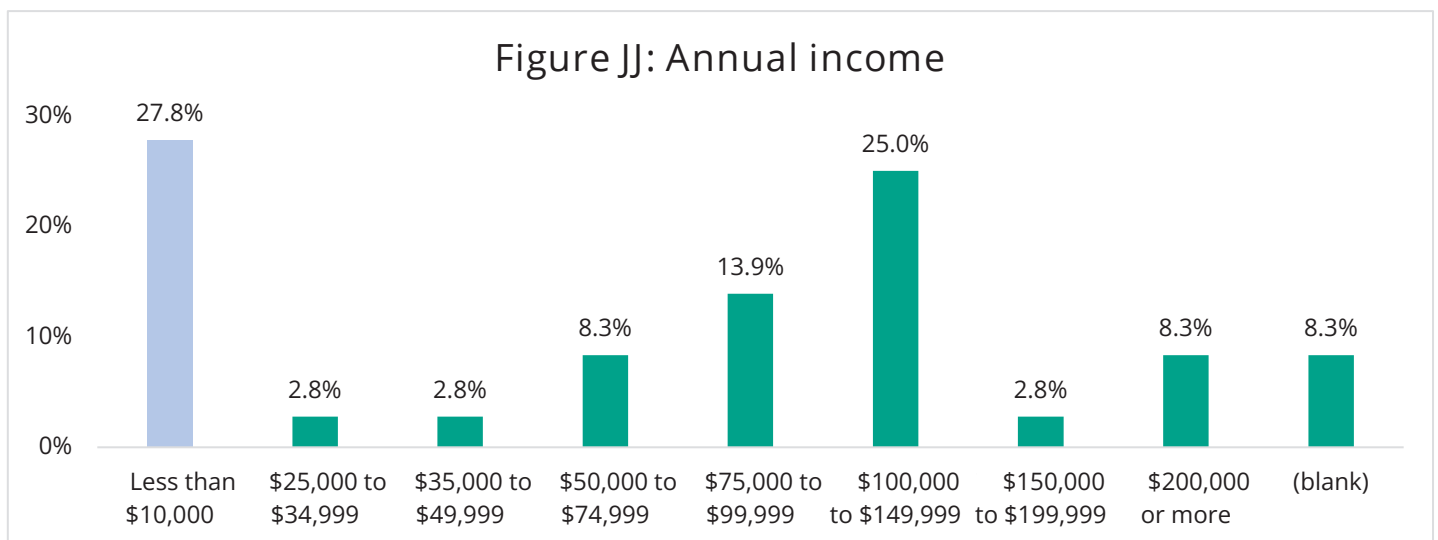
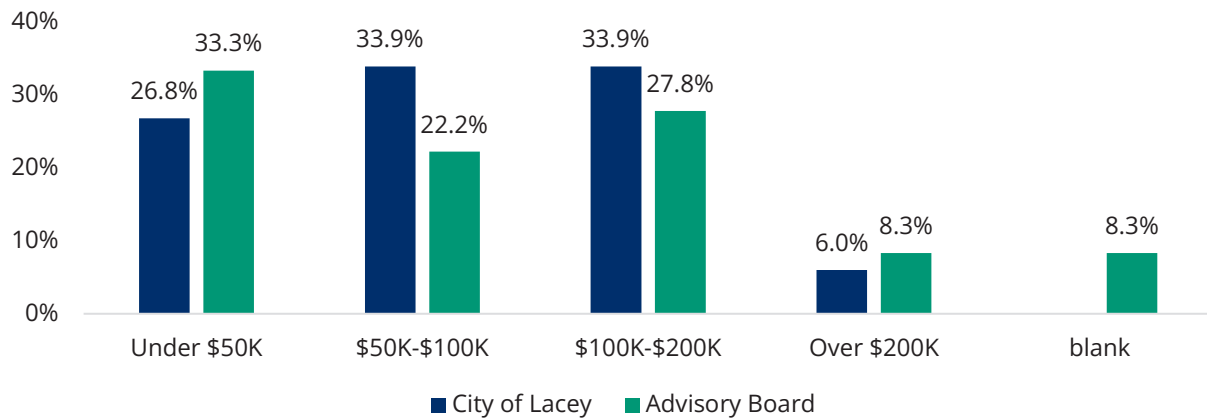
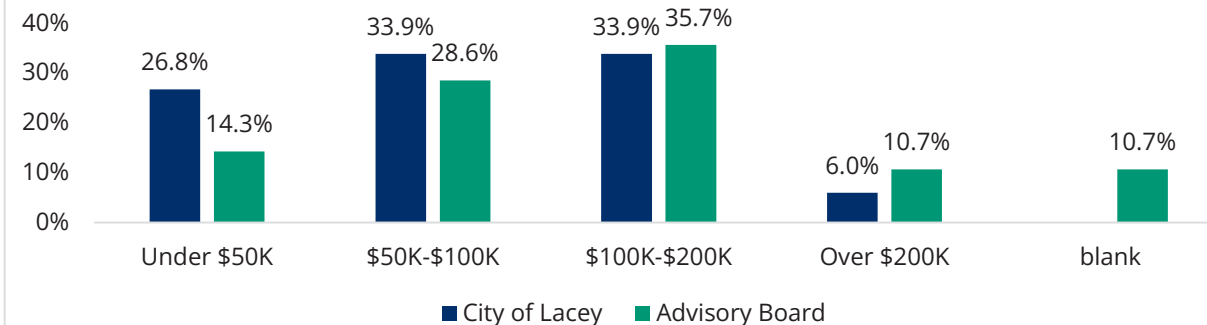


Figure KK: Annual Income/Household Income*

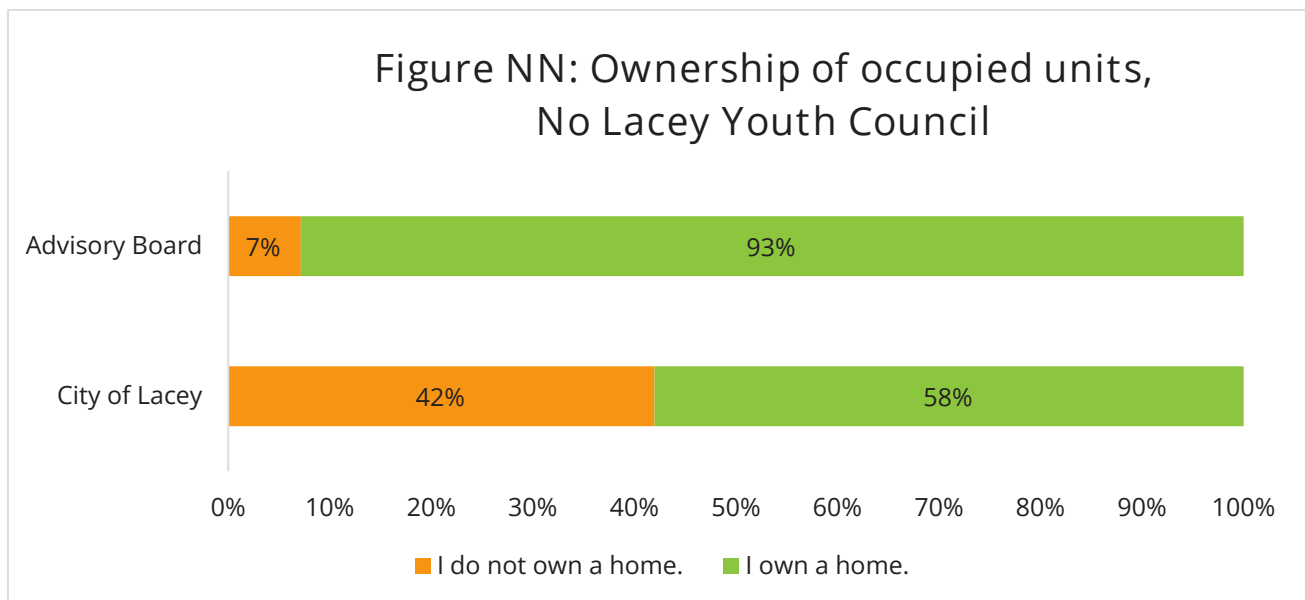
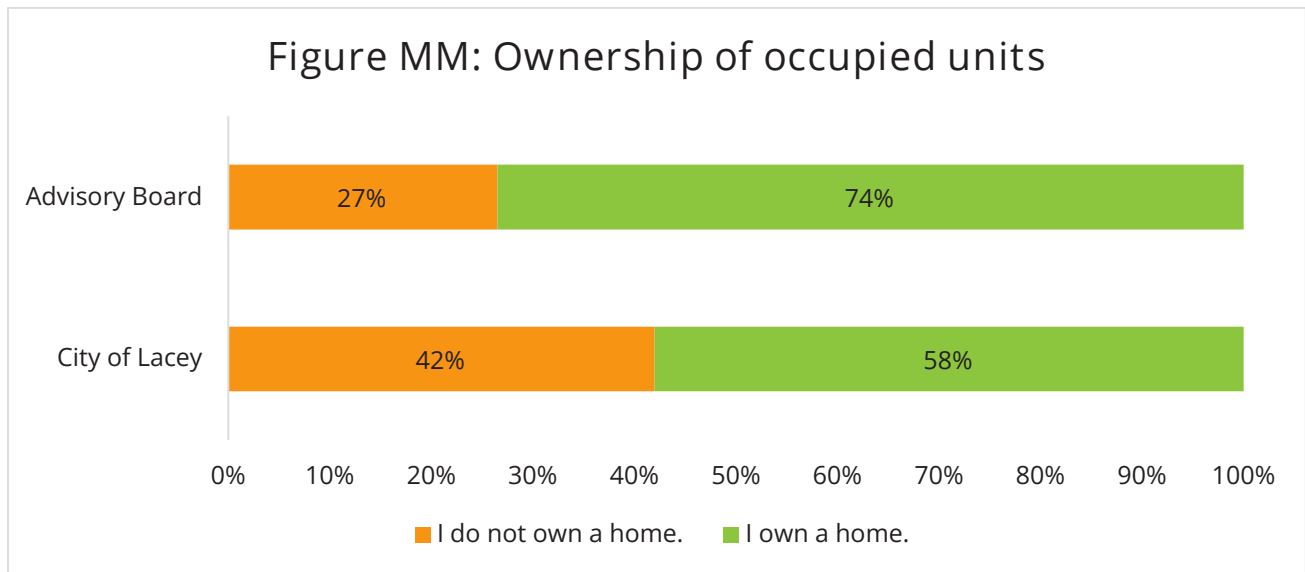


***Census asks for Household income, not annual income.**

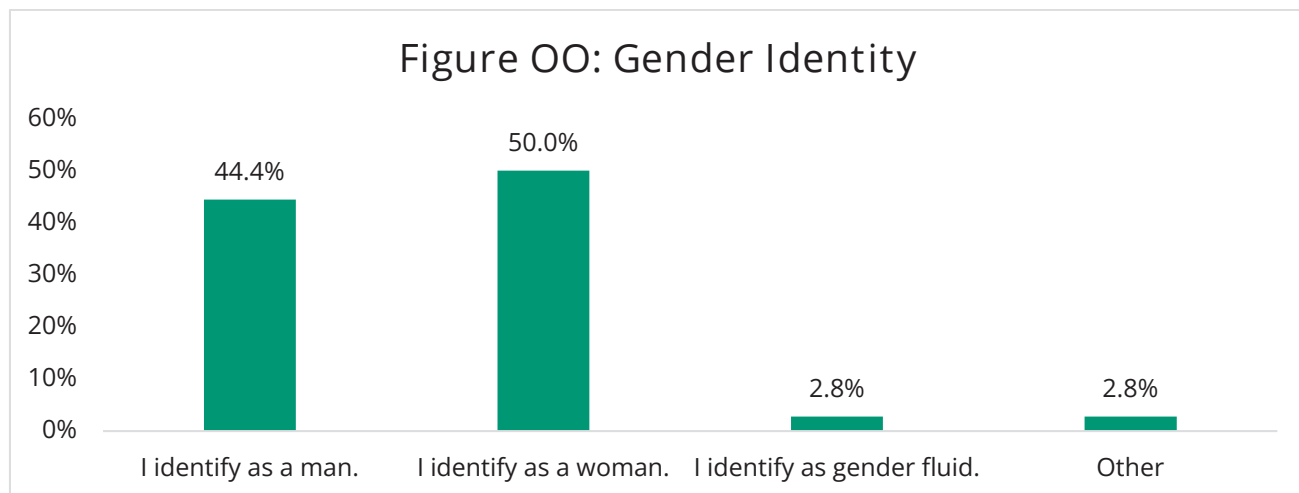
Figure LL: Annual Income/Household Income,
No Lacey Youth Council



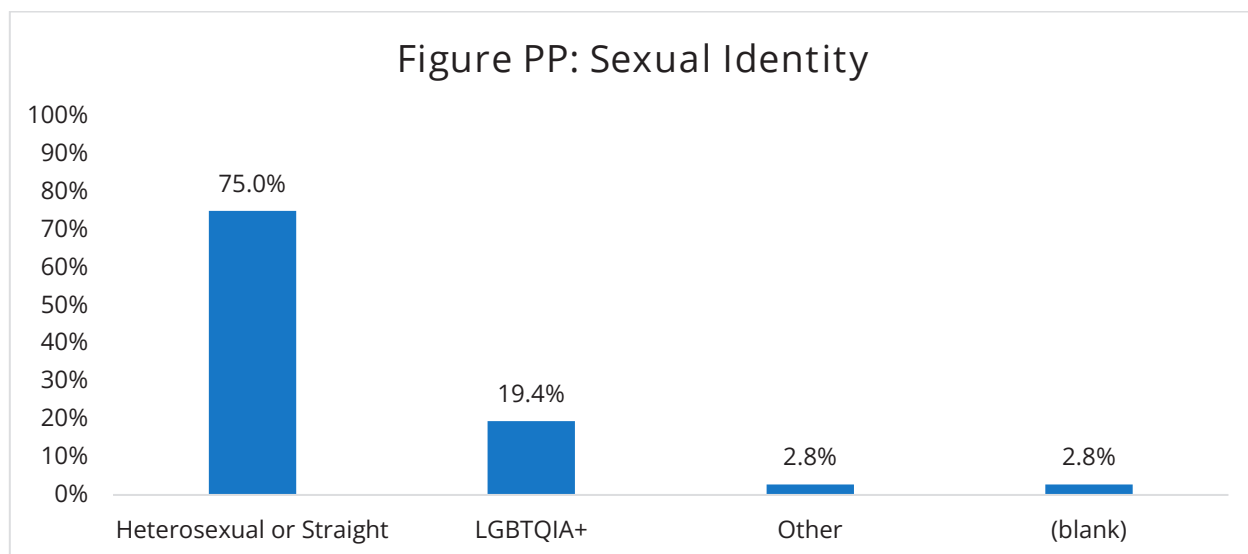
Q: Do you own a home?



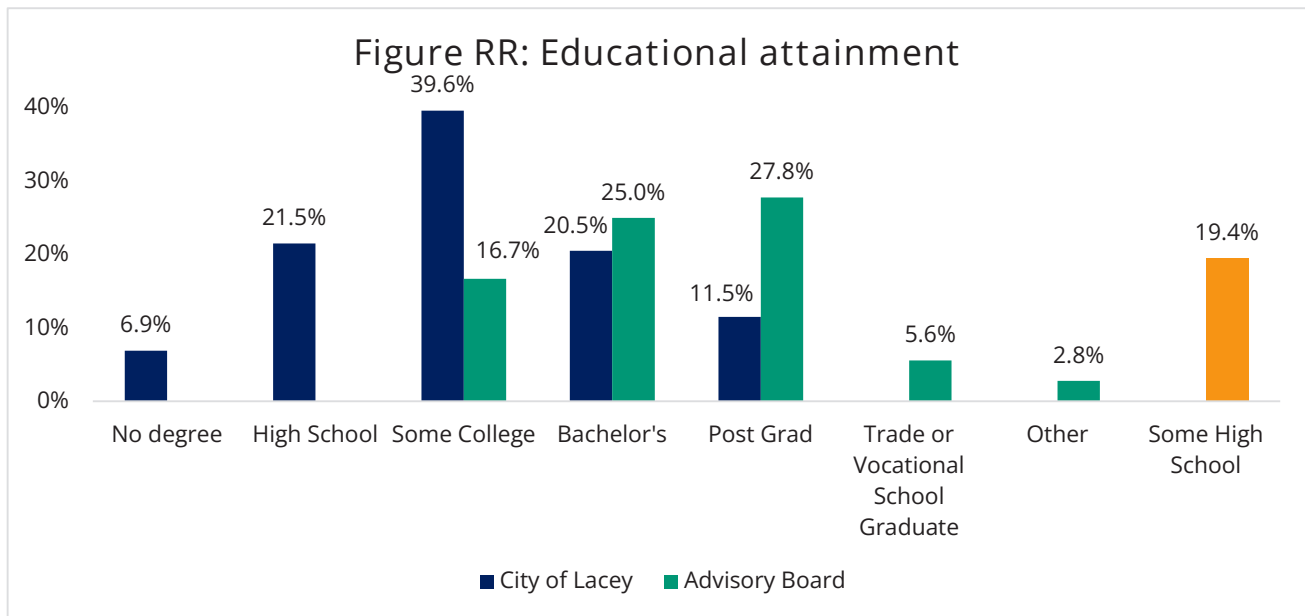
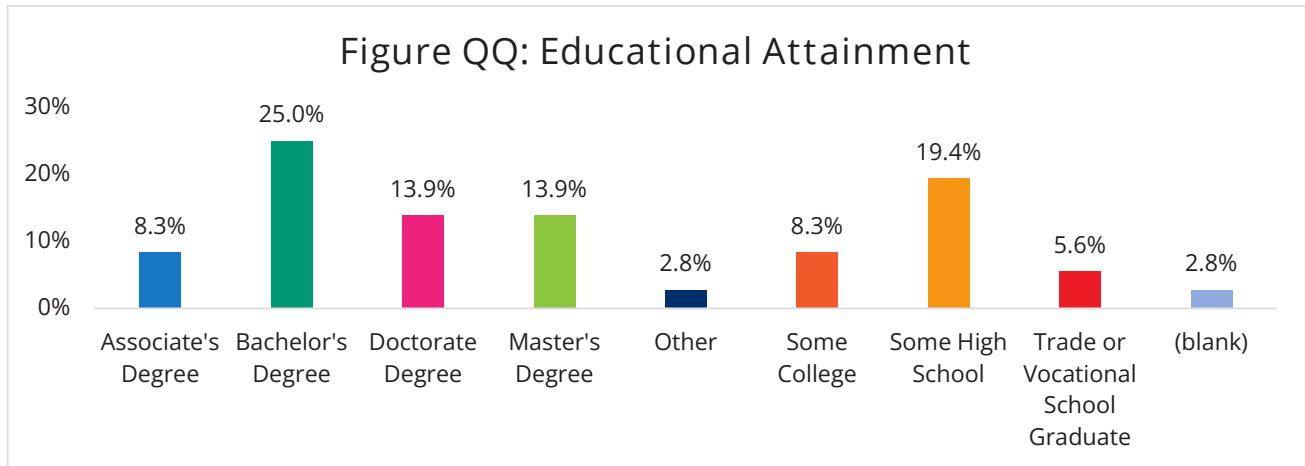
Q: What best describes your gender identity?



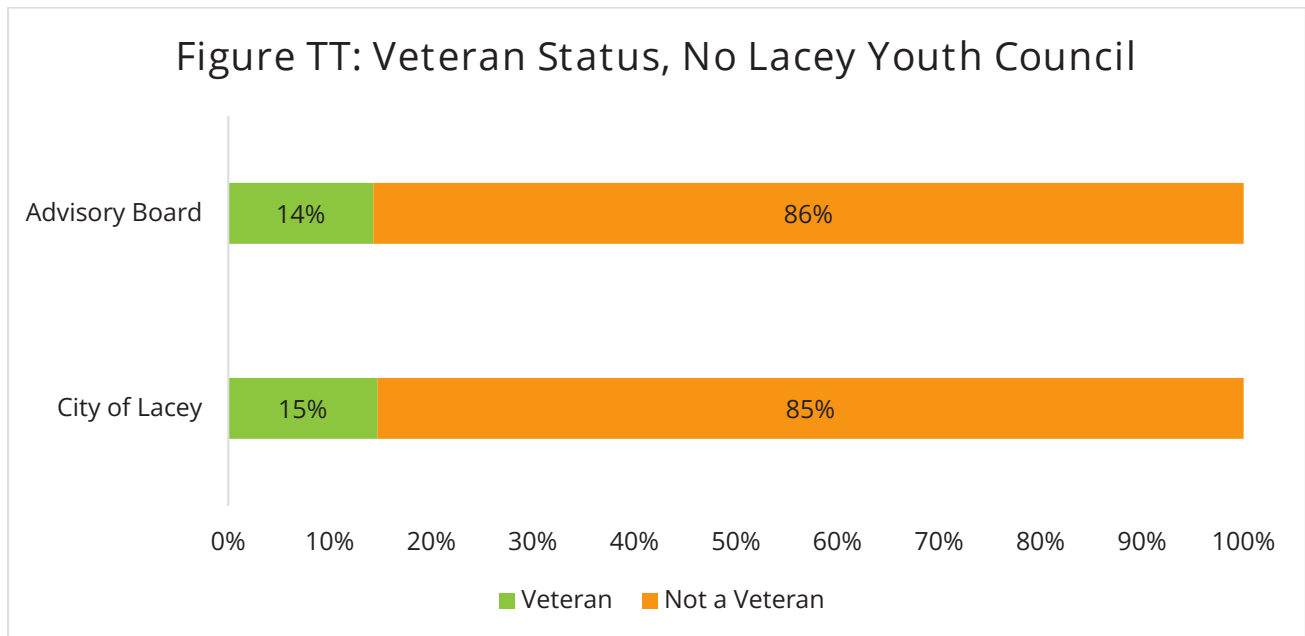
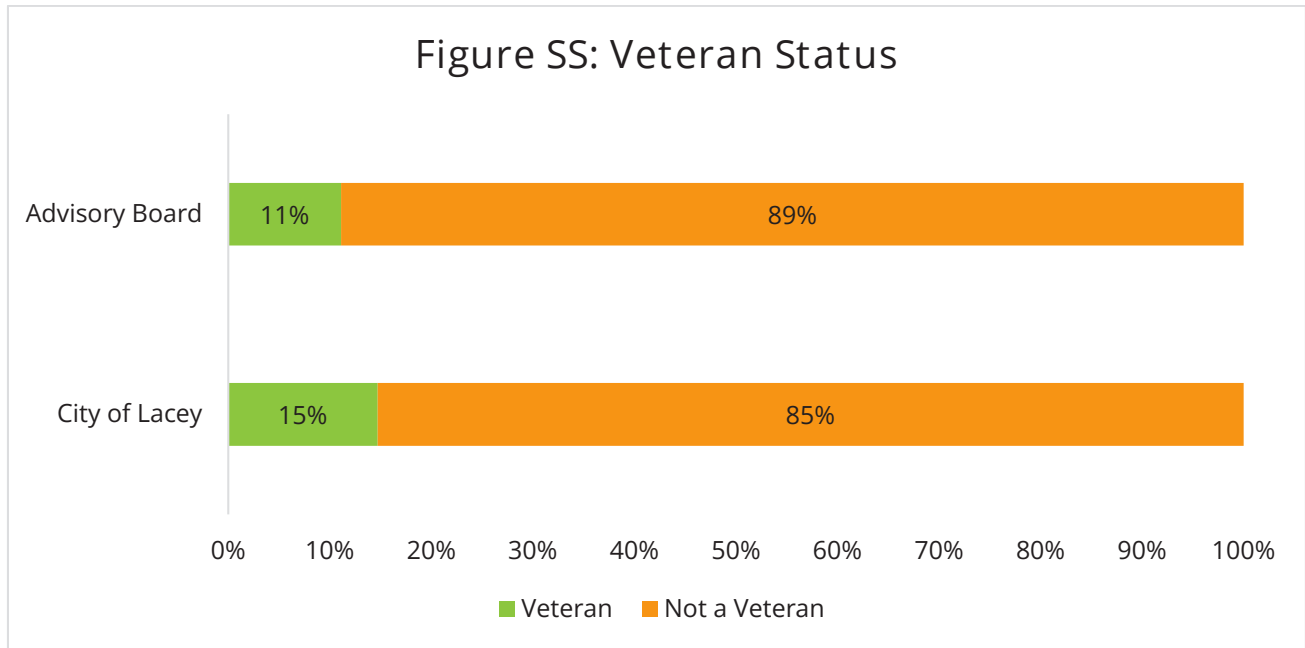
Q: What is your sexual orientation?



Q: What is the highest level of education you completed?



Q: Are you a Veteran?



Next Steps:

Pending budget approval, the City will continue to provide the Advisory Board Stipend program and plans to perform a demographic survey of Advisory Boards annually. The City is using this information to inform future outreach and engagement efforts. For example, with the new Ad Hoc Human Services Workgroup, the City created targeted social media advertisements aimed at increasing applications from underrepresented categories, see below. In addition, the City reached out directly to non-profits and organizations in the community.



Take an Active Role in Lacey Government!

We're looking for community members to serve on an ad hoc Human Services Workgroup

As a Workgroup Member you will:

- ✓ Review 2024 Human Services Grant Program applications.
- ✓ Make recommendations to the City Council for \$300,00 in funding allocations.
- ✓ Advise on a human services needs assessment.
- ✓ Be eligible for a stipend of \$50 per meeting, up to \$500 per year. ... and more!

LEARN MORE & APPLY TODAY!



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- ✓ Be eligible for a stipend of \$50 per meeting, up to \$500 per year. ... and more!

LEARN MORE & APPLY TODAY!



APPENDIX F: Lacey Cares / Park Survey Demographics

In 2021, the City collected community wide data through the Lacey Cares survey. The data from this survey was used to help inform community priorities for the Parks, Culture, and Recreation Community Comprehensive Plan, see: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf

The survey asked a few voluntary demographic questions. Survey results suggest the following census categories were underrepresented on the survey compared to the population of Lacey:

- Asian, Black or African American, Native Hawaiian or Other Pacific Islander, and Two or More Races
- Males
- Under 21 years of age
- Household incomes over \$100,000



LACEY CARES

Q: Lacey Cares Survey Respondents, Race

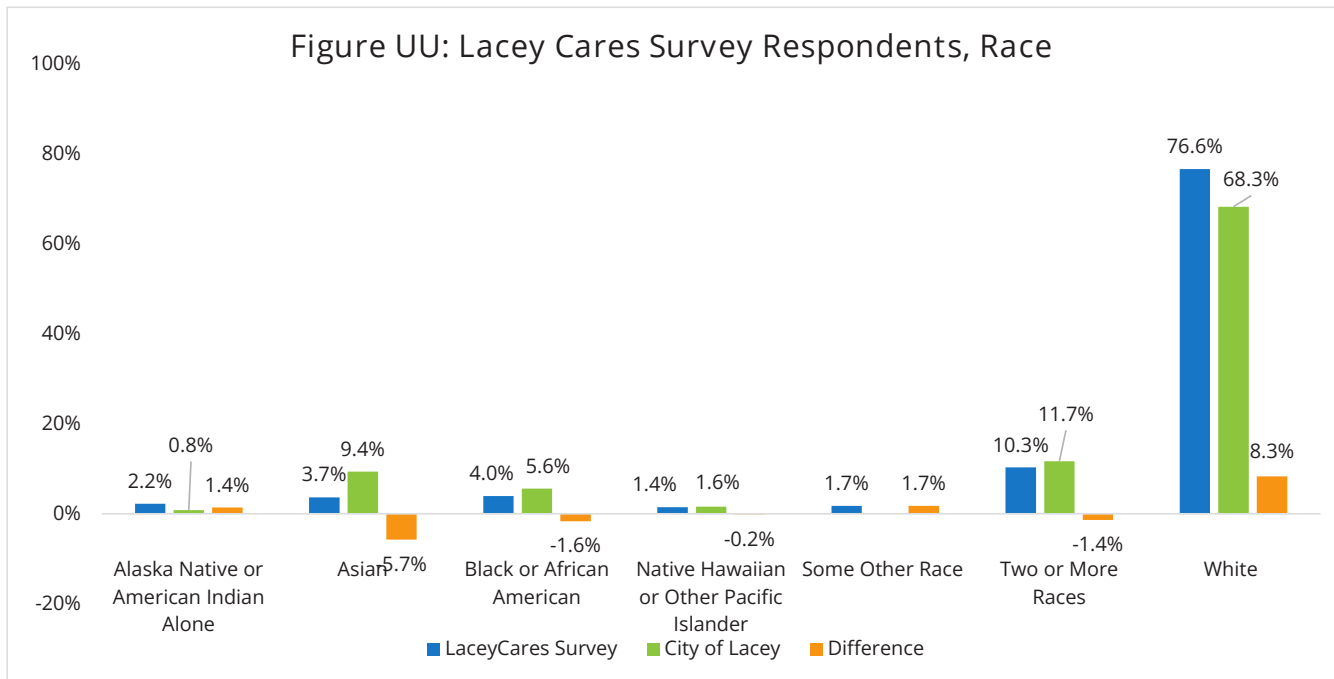
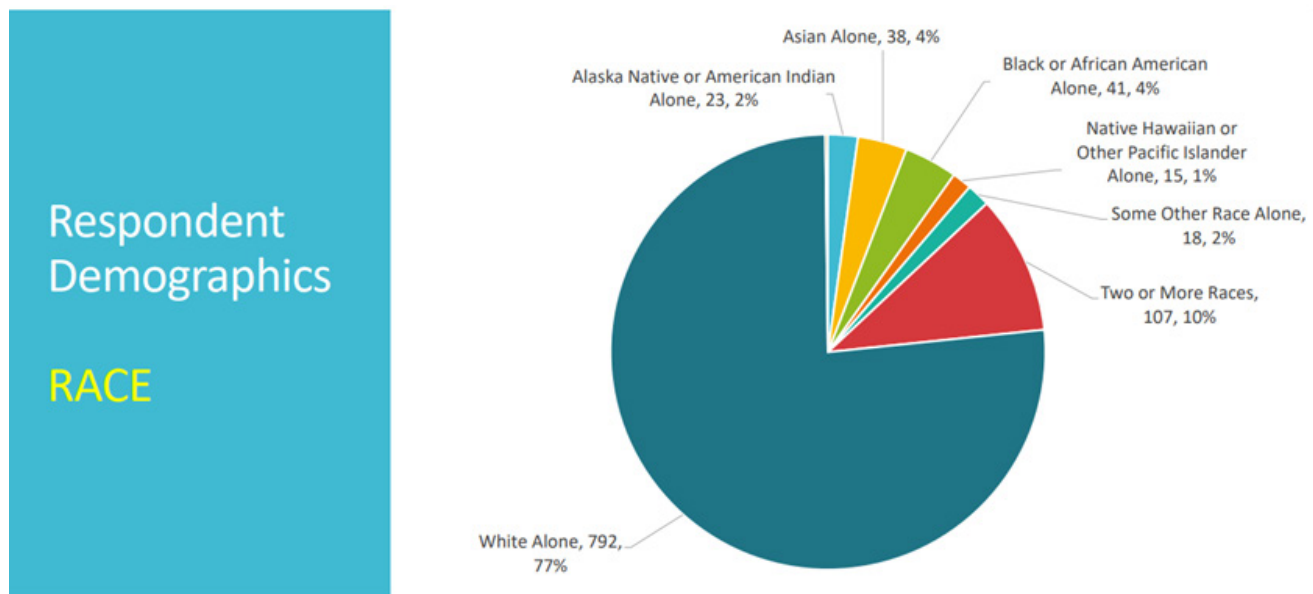


Figure VW: Lacey Cares Survey Respondents, Race



Q: Lacey Cares Survey Respondents, Ethnicity

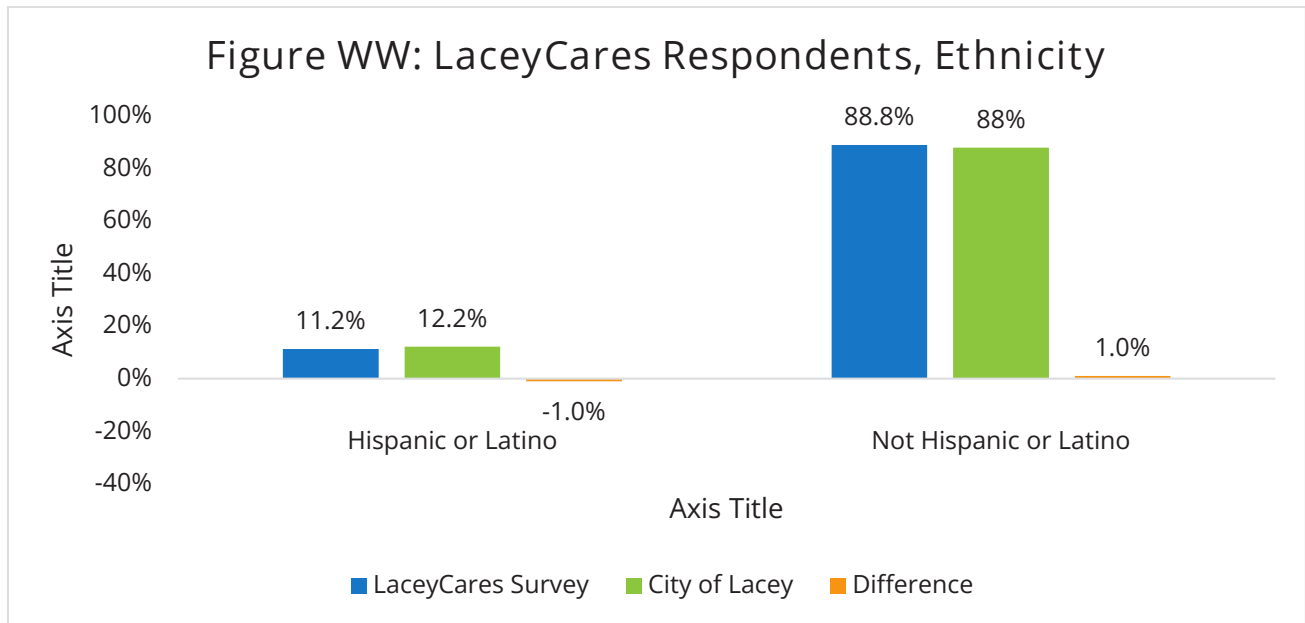
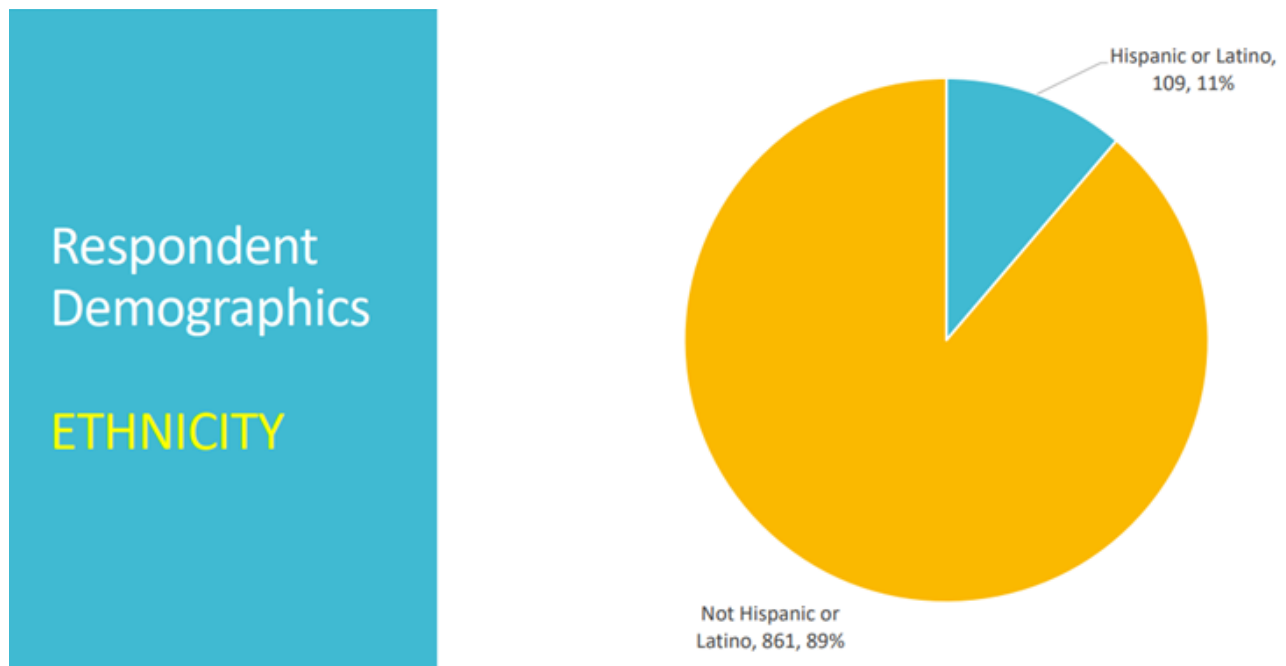


Figure XX: Lacey Cares Survey Respondents, Ethnicity



Q: Lacey Cares Survey Respondents, Sex (Note: survey asked for “Gender” compared to U.S. Census category of “Sex”)

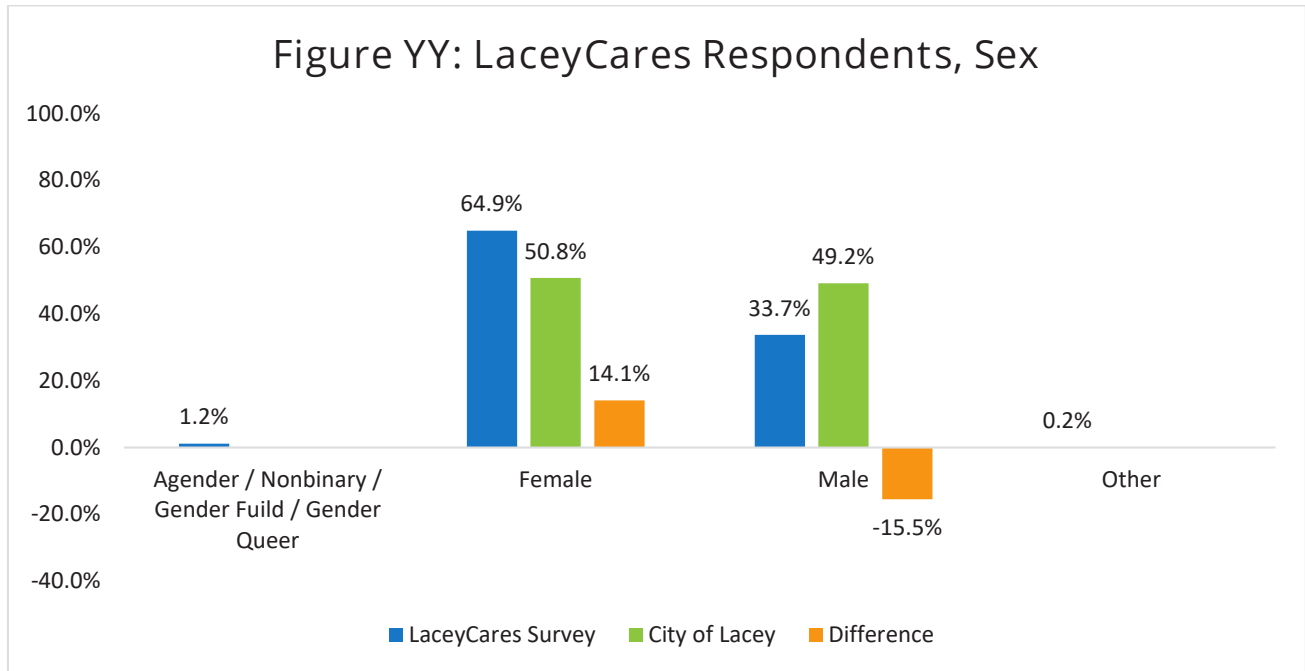
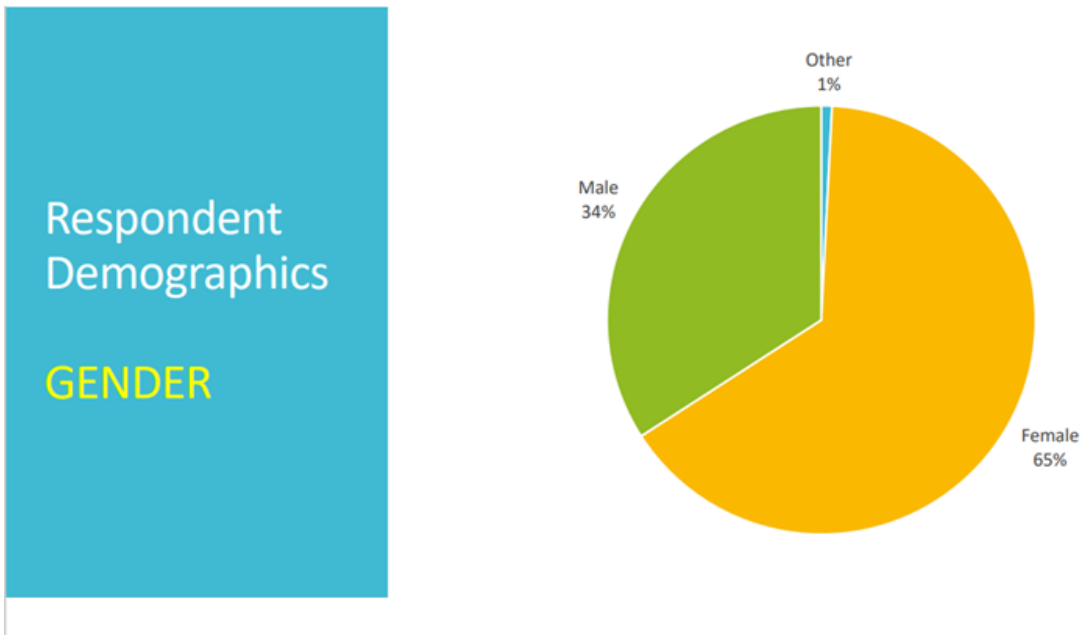


Figure ZZ: Lacey Cares Survey Respondents, Sex (Gender)



Q: Lacey Cares Survey Respondents, Household Income

Figure AA: LaceyCares Respondents, Household Income

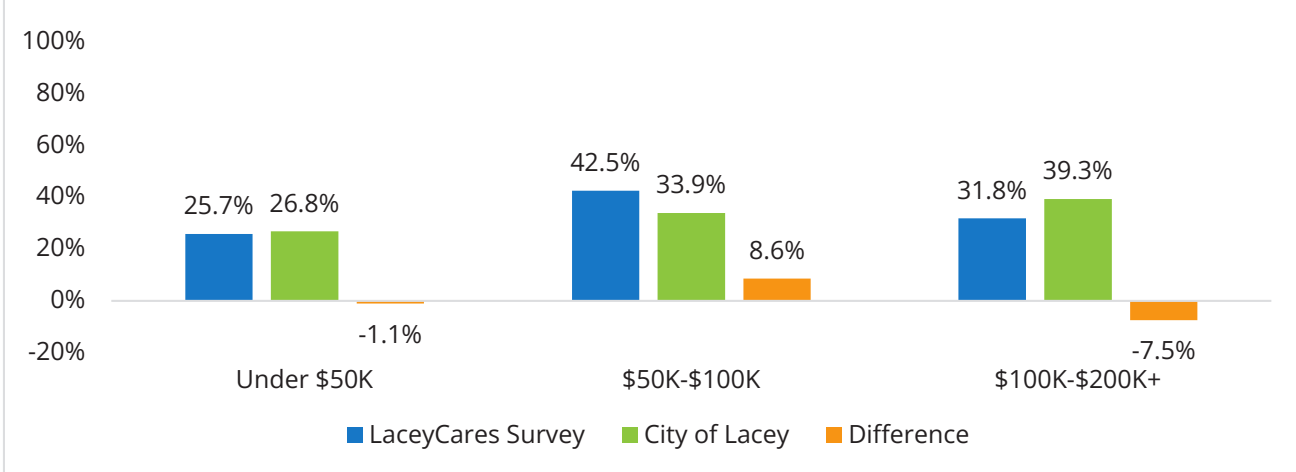
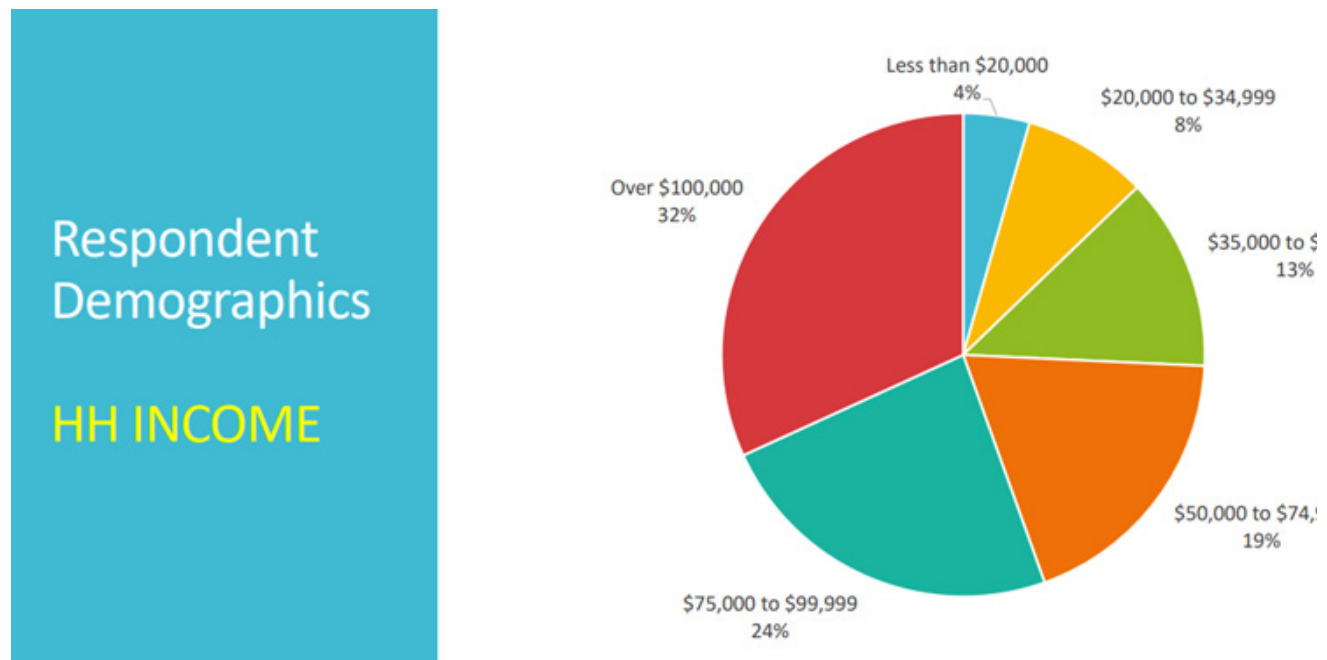
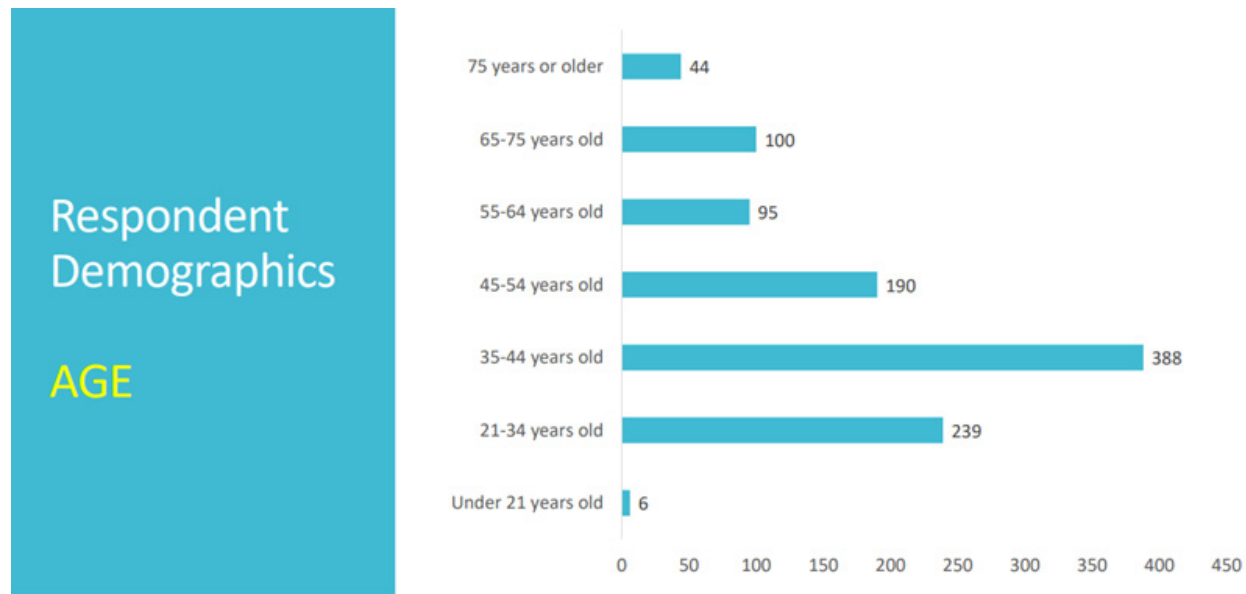


Figure AB: LaceyCares Survey Respondents, Household Income



Q: Lacey Cares Survey Respondents, Age

Figure AC: Lacey Cares Survey Respondents, Age



APPENDIX G: 2023 Non-City of Lacey Initiated Events Attended

Table 3	
2023 Non-City of Lacey Initiated Events Attended	
Event	Department
Read Around Lacey	Public Affairs
Capital City Golf Club Estates Mixer	Public Affairs
Gold Star Memorial Event	City Manager's Office, Public Affairs
Maple Court Ribbon Cutting	City Manager's Office, Community and Economic Development
Thurston Green Business Awards	Community and Economic Development
Point in Time homeless census	City Manager's Office, Community and Economic Development
Budd/Deschutes Watershed MOU ceremonial signing	PW; CM; Council
Beachcrest Neighborhood Night Out	PW Water Resources
World Ocean Day, Estuarium, Olympia, WA	PW Water Resources
Nisqually Watershed Festival, Nisqually Wildlife Refuge	PW Water Resources
Orca Recovery Day, Squaxin Park	PW Water Resources
Benthic Invertebrate monitoring event w/ CIELO group	PW Water Resources
Olympia Oyster Seed Planting Project, Budd Inlet	PW Water Resources
South Sound Green Watershed Explorers	PW Water Resources
Hogs & Hounds @ NW Harley Davidson	Lacey Police Department
Day of Champions	Lacey Police Department
Torch Run	Lacey Police Department
Relay for Life	Lacey Police Department
Foofaraw at Port of Olympia	Lacey Police Department
Dry Tikes & Wet Wipes Stuff the Bus Event	Lacey Police Department
All Kids Win Haunted 5K Run	Lacey Police Department
Toy Drive for hospitals across OR and WA (multi-jurisdictional)	Lacey Police Department
Various community meetings, job fairs, events, etc. at North Thurston Public Schools,	Parks, Culture, and Recreation
Neighborhood meetings, (Panorama, Jubilee, etc.)	City Manager's Office, Parks, Culture, and Recreation
Various community service organizations such as Rotary, Lions Club, Kiwanis, Friendly Flower Garden Club, etc.,	City Manager's Office, Parks, Culture, and Recreation
Olympia Farmer's Market and Heritage Day at the Thurston County Fairgrounds.	Parks, Culture, and Recreation – Museum

APPENDIX H: Language Line Interpretation Services - Minutes

Table 4

Language Line Interpretation Services Minutes

YEAR	ARABIC	CHUUKESE	FARSI	KOREAN	MANDARIN	SPANISH	VIETNAMESE	Total
2021						52.2	35.2	87.4
2022			51.5	14.9	13.9	339.2	29.3	448.8
2023	15.3	27.8		92.1	8.7	618.7	20.5	783.1
2024	4.6			64.0	11.2	286.6		366.4
Total	19.9	27.8	51.5	171.0	33.8	1,296.7	85.0	1,685.7

APPENDIX I: Existing Pedestrian Network and Bicycle Network (2018)

Figure AD: Existing Pedestrian Network - Lacey Pedestrian and Bicycle Plan

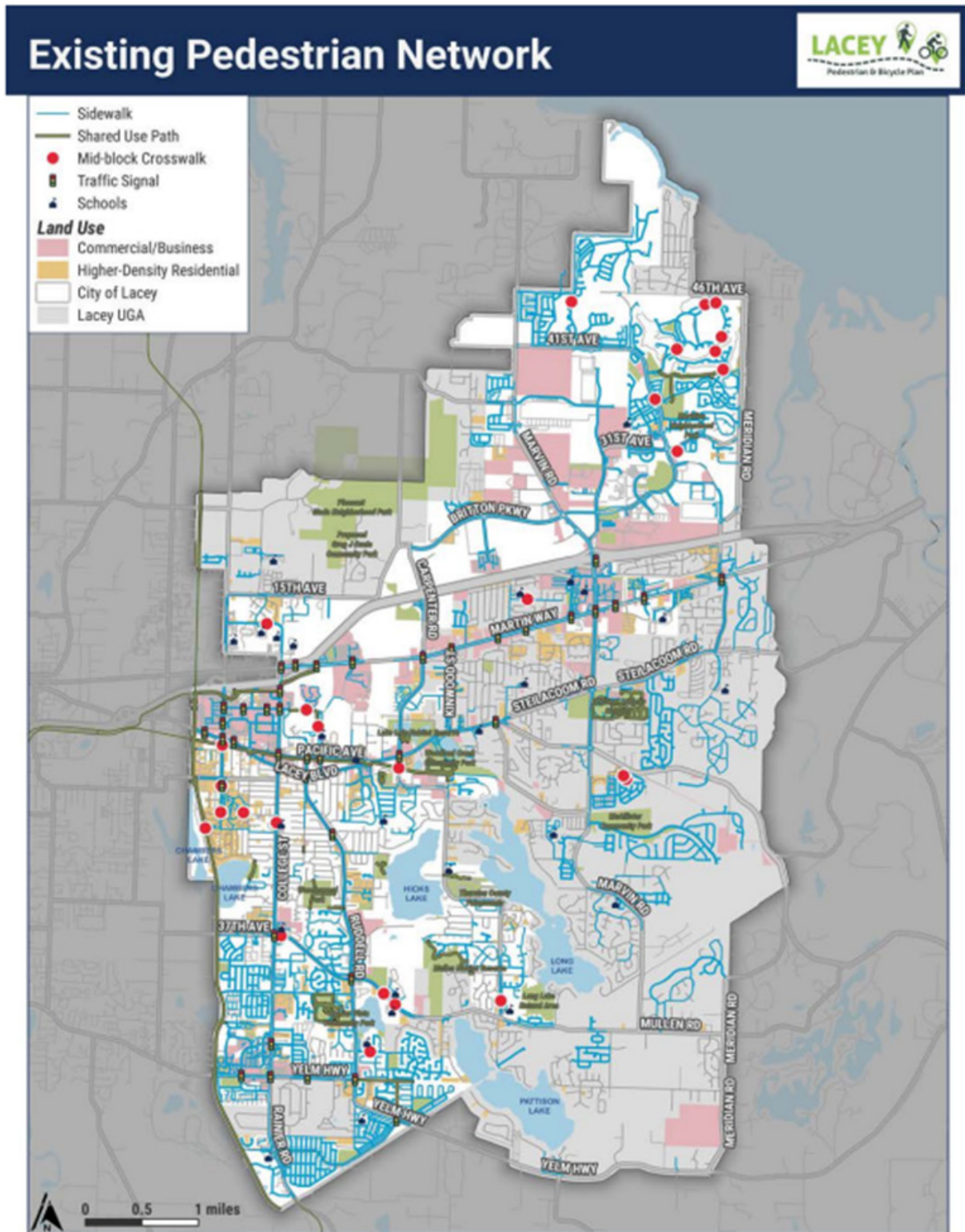
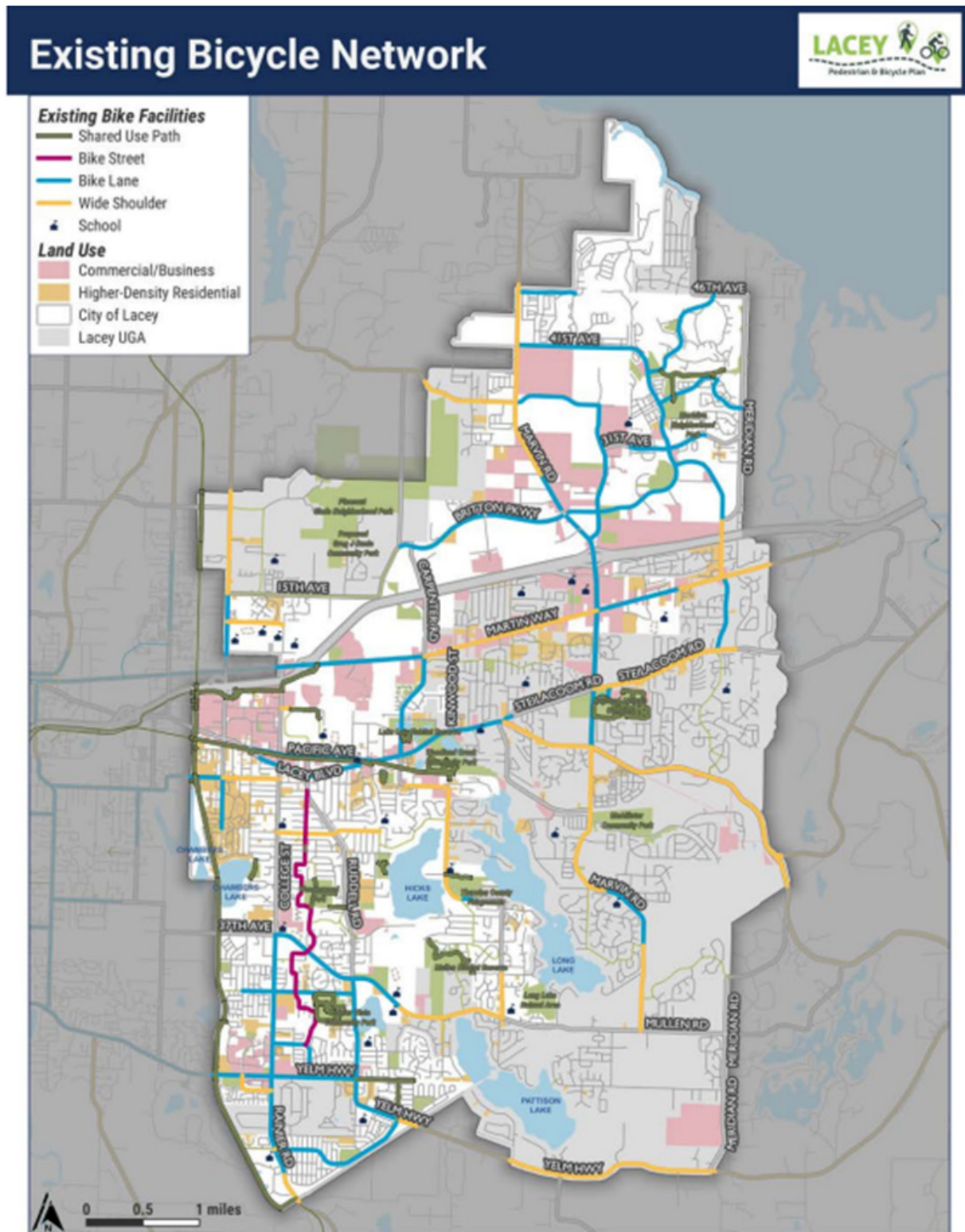
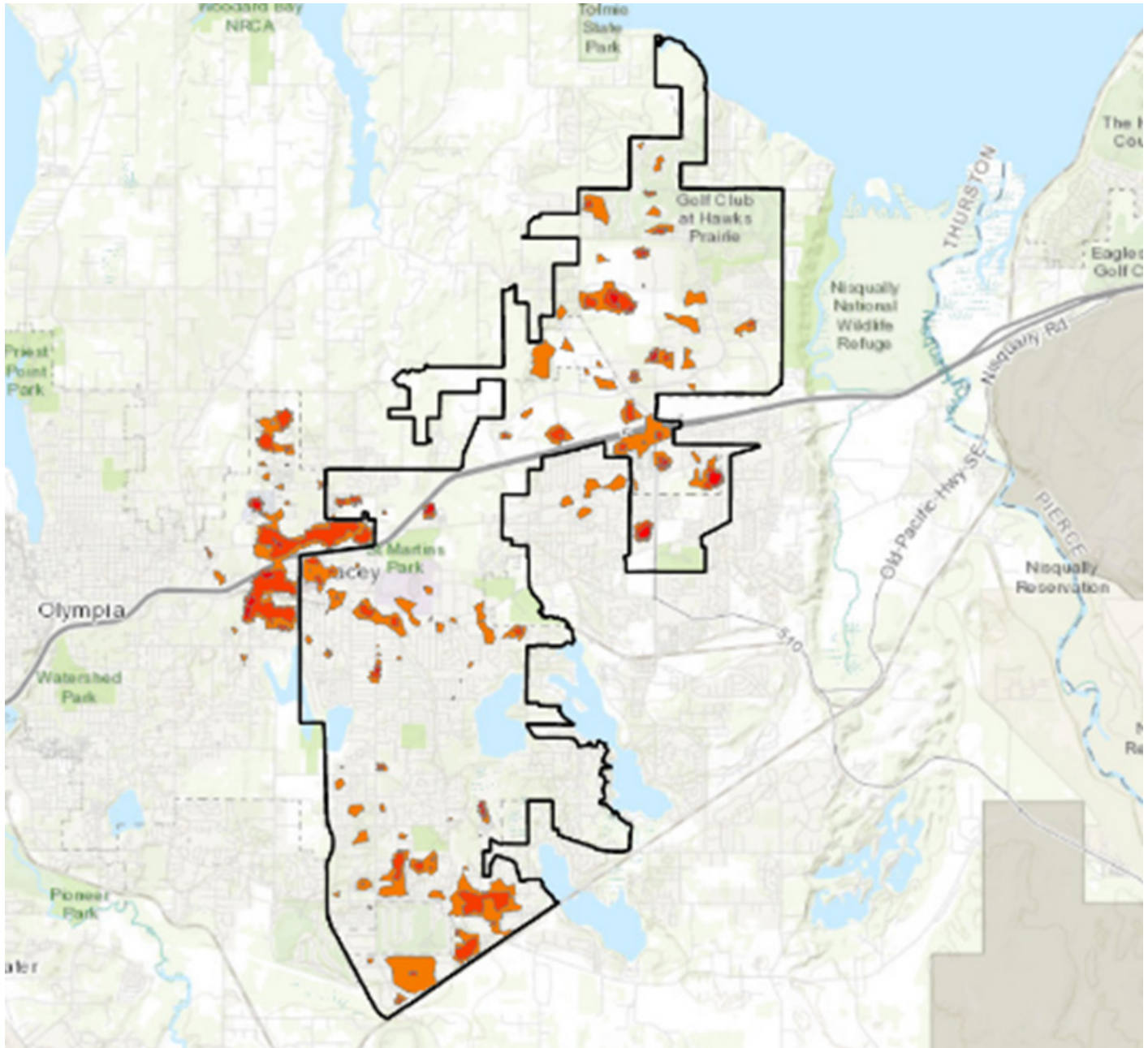


Figure AE: Existing Bicycle Network - Lacey Pedestrian and Bicycle Plan



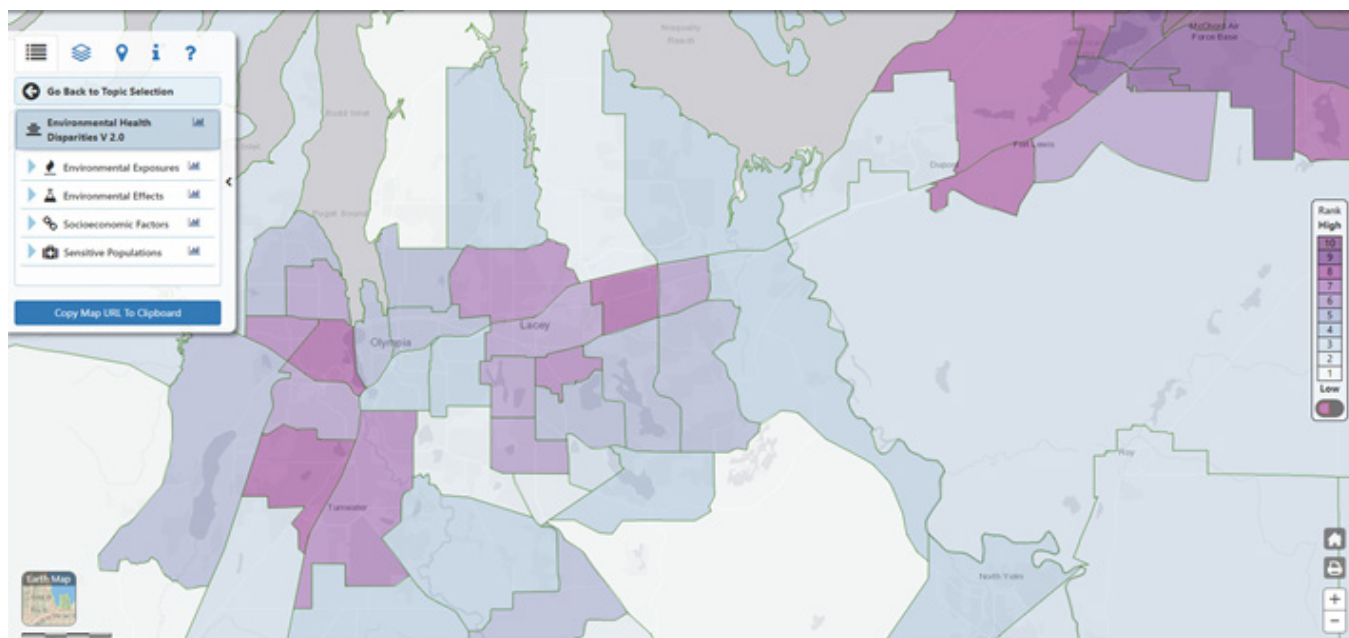
APPENDIX J: Heat Map

Figure AF: Heat Map - The Trust for Public Land's Urban heat island severity for U.S. cities (2022), see <https://www.arcgis.com/home/webmap/viewer.html?webmap=339c93a11b7d4cf7b222d60768d32ae5>



APPENDIX K: Washington Environmental Health Disparities Map

Figure AG: Washington Environmental Health Disparities Map - To access the full Washington Environmental Health Disparities Maps, see [Washington Environmental Health Disparities Map | Washington State Department of Health](#)



APPENDIX L: Summaries of Engagement Sessions, Community Forums, and Focus Groups

The information below provides summaries of Commission on Equity Engagement Sessions, Community Forums, and some Focus Group meetings. Importantly, these summaries do not represent verbatim discussions.

2021 Community Engagement Sessions: Partnerships:

- Explore partnerships with Timberland Library, North Thurston School District, other local entities.
- Increase communication with JBLM, new families to area.
- Increase communication with new residents.

Accessibility:

- Be sure to consider individuals with disabilities.
- Be sure to consider individuals with limited or no access to internet.
- Enhance broadband access across the County.
- Make City materials accessible, e.g., ASL interpreters, closed captioning, consider design that makes materials accessible for individuals with color blindness.
- Consider language and cultural barriers.
- Mask are barriers currently to hearing individuals in the Sessions.
- Communities members with language, cultural, or other barriers to information may feel limited in who they contact at the City.

Outreach:

- Expand the City newsletters and have an established contact at the City available to provide more information.
- Flyers in grocery store, park signage.
- Go to where the people are / go into the community for engagement.
- Use banners / Electronic reader boards.
- Make online materials, like the survey, 100% accessible.
- Use newspaper ads.
- Leverage community partnerships.

- Consider hosting additional forums and/or focus groups.
- Engage in more community engagement and dialogue.
- Engage more high school youth / youth voices.
- Outreach and engagement with Homeless Youth.
- Create an outreach list with local organizations / entities.
- Use Community liaisons to reach out to communities.
- Get creative in approaches.
- Find locations that may be less intimidating than City Hall to meeting with the community.
- Create an environment of trust when community members feel they can bring up items and/or issues they may be encountering.

Inclusivity:

- Expressed that visuals in the community matter, e.g., military statue.
- Indigenous land recognition.
- Create a list of who attends/is a part of celebrations; do an audit of who is left off those lists.
- Consider a Juneteenth celebration.
- Consider hosting additional forums and/or focus groups.
- Explore expanding the existing community center for large events and programming.
- Explore increasing representation on boards and commissions in the community, this includes the city as well as other governmental entities in the community.
- Concerns regarding businesses in the City.
- Judge people by content of character; expressed the commission was the wrong direction.
- Consider issues of housing and financial issues.
- Have empathy for others.
- Craft a mission statement.
- Increase diversity in the City organization, as well as outside of the City, e.g., Police.

Evaluation / Benchmark:

- Evaluate who we are reaching out to and if it is effective and identify gaps.
- Evaluate way to close identified gaps.

Black and African American Community Forum:

1. North Thurston Public Schools (NTPS):

A. How is the COE involved with NTPS?

The COE provided information on how the City of Lacey City Council and the North Thurston Public Schools Board of Directors are two distinct elected, governing bodies. The COE provided an overview of the February 2023 COE meeting where NTPS representative, Dr. Antonio Sandifer, Director of Equity and Languages, provided an overview of NTPS equity efforts and answered COE questions on this topic. The full presentation can be viewed here: [Commission on Equity - February 27, 2023 - YouTube](#) The COE expressed interest in continuing to dialogue with NTPS representatives on equity issues in schools.

B. Who manages resources for school district?

See question above. The NTPS Board is a separate elected, governing body from the Lacey City Council. NTPS is a standalone taxing district and directly collects revenues, e.g., property taxes. The City of Lacey and NTPS have an agreement for use of certain resources, e.g., school facilities for recreation programming like swim classes, indoor basketball programs, etc. In addition, at times the City of Lacey has received funding to help fund recreation programming, e.g., Playground Pals, a free recreation program.

What efforts are being done at NTPS, including NTPS elected bodies and advisory boards? Information on NTPS equity efforts can be accessed here: [Equity / Equity at NTPS \(nthurston.k12.wa.us\)](#). Per this page, please contact equity@nthurston.k12.wa.us for more information.

C. Concerns about representation of school teachers in the community.

2. Parks, Culture, and Recreation:

A. Enhance representation at City-sponsored recreational events, including movies and concerts series.

B. What types of youth engagement and recreation opportunities exist from the City?

C. Expand beyond “celebrations” and infuse diversity throughout the community.

3. Enhance collaboration between government entities and other organizations:

A. Hold regional efforts with the cities of Olympia, Tumwater, and Thurston County. Recognize that community does not end at a city’s boundary.

B. Enhance collaborations with organizations (e.g., non-profits, faith communities, etc.) in the community.

C. Continue dialogue and collaborations with community members.

4. Land Acknowledgements:

A. How will Land Acknowledgements be used by the City?

5. Homelessness:

A. How can the greater Thurston County community collectively address issues like homelessness?

6. Health Care Access:

A. Concerns were raised about employment and pay disparities at health care organizations.

B. Concerns were raised about disparities in representation in health care.

C. Concerns were raised about disparities in health care services and access, e.g., emergency room services.

7. Employment Inequities:

A. Concerns were raised about explicit and implicit biases in employment processes across the community.

8. Racism as a Public Health Emergency:

A. What is Thurston County doing since this declaration? What are cities doing?

9. Comprehensive Plan Updates and Engagement:

A. Is there an outreach and engagement plan to get more individuals and communities involved in upcoming comprehensive planning updates?

COE Questions:

10. How can we create a welcoming community?

A. Encourage more multigenerational community efforts.

B. Improve communication access and knowledge of events. Expand communication efforts and create more culturally relevant communications.

C. Develop one-stop resource for community members to improve access to information on the community. This would be very helpful for new members of the community, including new military personnel.

- D. Enhance information accessible at local Chambers of Commerce and other resource centers, e.g., a welcome center.
- E. Signage, flags, and other types of visualizations, in addition to certain businesses, in the community create an unwelcoming environment.
- F. Display diversity throughout community.
- G. Create a pedestrian friendly town center that helps enable community connectivity.

11. How could we increase participation from underrepresented community members?

- A. Host more events like this in the community. Be inclusive, make sure that they are well-planned and well-organized.
- B. Go to where people already are; do not ask community members to come to government facilities.
- C. Increase marketing and outreach for events. Increase pamphlets on how to get connected.
- D. Increase outreach to community organizations, e.g., faith groups.
- E. Invite diverse voices to be involved in planning and community events.

12. What barriers have you seen or experienced in participating in decisions that impact the community?

- A. Cultural barriers are a challenge.
- B. Dismissal of concerns of African American students. Women of color are rarely heard.
- C. Navigating government systems can be difficult. It can be hard to know how to get involved.
- D. Holistically consider youth activities, mental health, and law enforcement.
- E. Disparities in employment access in the community and explicit and implicit bias, and other barriers, in hiring processes.

13. Did you experience any barriers to your participation today?

- A. The time of the event was a barrier to some people due to work.

LGBTQIA+ Community Forum:

1. How can we create a welcoming community?

- A. Host a Pride event in the community.
- B. Expressed appreciation to the City for putting on this event.
- C. Provide more information on how to volunteer and get involved within the community. Provide more information on what is going on in the community.
- D. Concerns that there is a lack of diversity with candidates for public positions. Concerns that there is a knowledge gap on how to run for office or volunteer.
- E. Signage, flags, and other types of visualizations, are important. Have more visual representation that demonstrates that the City is welcoming, e.g., flying the Progress Pride and Juneteenth flags longer, having more murals honoring cultural communities, creating entrance signs to the City welcomes everyone in multiple languages and expresses support for LGBTQIA communities.
- F. Disappointed with the City's past sponsorship activities, but expressed appreciation of thorough response by the City.
- G. Continue to collaborate with partners in the community.
- H. Create a place where people can meet and engage safely with one another.
- I. Create a support group for parents of LGBTQIA+ youth in Lacey, e.g., Lacey PFLAG.

2. What concerns do you have about racism and inequity in the community?

- A. Concerns about North Thurston Public Schools and issues youth are facing.
- B. Involve more youth voices and perspectives.
- C. Use language that all can understand (plain talk) in communications.
- D. Concerns about inaccurate information disseminated on SB5599.
- E. More information on how allies can be helpful advocates in the elimination of racial and other inequities in the community.
- F. Continue efforts to respond to homelessness; Lacey and jurisdictional partners are making strides with opening of Maple Court. Continue to collaborate with regional partners.

- G. Concerns about the continued impact of historical legacies on community, e.g., redlining and access to economic opportunities.

3. How could we increase participation from underrepresented community members?

- A. Concerns that there is a knowledge gap on how to run for office or volunteer.
- B. Host youth and young child friendly events and programs.
- C. To enhance participation, find existing gaps in engagement and focus efforts on closing these gaps.
- D. Concerns about transportation access.
- E. Concerns about language access and providing information in multiple languages.
- F. Enhance communications on more social media platforms.

4. What barriers have you seen or experienced in participating in decisions that impact the community?

- A. Enhance communication efforts by the City.

5. Did you experience any barriers to your participation today?

- A. Expressed that it was refreshing to discuss LGBTQIA+ issues openly.
- B. Enhance focus on youth voices and participation. Hold a forum for community members 18 years old and under.

6. Is there anything else that you would like to tell us?

- A. Enhance communication efforts by the City. Communication is one of the hardest things; people don't read.
- B. Concerns about safety of transgender and queer youth.
- C. Include data and statistics in forthcoming DEI strategic plan.
- D. Get more out more information on how community members can be more involved.
- E. Concerns about people experience homelessness.
- F. Enhance LGBTQIA+ events, like Olympia Pride parade.
- G. Collaborate and share information with partners.

Centering Immigrant Communities Community Forum:

1. Welcome: Share one or two good things or experiences about being an immigrant in the community.

- **For example: new food, people, community, favorite things, and cultural experiences?**

Responses:

- Recognizing longstanding histories of communities in the area and their events, e.g., Chinese community
- Having established religious centers, e.g., Korean churches, Mosques, Buddhist Temple, etc.
- Restaurants and food options, e.g., Restaurants on Martin Way, Fast food establishments, etc.
- Landmarks and other representation in the community, e.g., indigenous peoples recognized in street names and events
- Connect with natural environment
- Seeing and experiencing new cultures and the diversity of the community
- Access to community services and resources, e.g., Library
- Community events and sports
- Cultural diversity is an asset in the City
- You do not have to change who you are to be part of the community

2. Creating a welcoming community:

- **How have you felt excluded in the community?**
- **How have you felt included in the community?**
- **What helped you feel welcome in this community?**
- **What would make you feel more welcome in this community?**

Responses:

- Histories of institutional and individual racism, e.g., restrictive covenants, redlining, Chinese Exclusion Act
- Discrimination trying to purchase properties from individuals and companies

- Political, social, economic representation matters, e.g., Gary Locke as Governor
- Resources in the community, e.g., ACRS in Seattle/King – Asian Counseling and referral service, possible expansion to Thurston, Multicultural center of South Sound is trying to get off the ground.
- Volunteering as a way to connect and feel welcome
- Establishing representative businesses and services, e.g., churches
- Felt excluded by delayed police response time for business, believed it was because it was a Korean business.
- 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.
- Felt included by having a job, driving, learning to adapt to challenges, getting citizenship, and voting.
- Getting access to services for to Military members and their families
- Would like to see more conversations with community to build relationships
- Would like to see more cultural centers that provide information
- Welcoming center
- Community organizations
- Funding for community sports programs

3. Concerns about racism and inequity:

- **Have you ever experienced racism/inequity in this community? Do you still have concerns?**
- **What are some of the biggest difficulties/challenges about being immigrants that you've experienced?**
- **How did you adjust to this community?**

Responses:

- Power hoarding is real
- Peaks and valleys in racism, e.g., Asian hate crimes during pandemic
- Experiences of assault at Mosque in Texas

- Representation matters, look at how people are portrayed in movies
- Rude comments. Emboldened by the last U.S. leadership
- The justice system doesn't serve people equally
- Cities are enriched by diversity
- Experiences of racism in community, e.g., children and grandkids are experiencing racism (name-calling)
- Teach person-to-person interactions to all community members
- Finding your place in a community can be difficult with different languages and cultures
- Lack of respect when addressing each other. Use proper names and learn the proper pronunciation
- Language barrier: Hard to voice concerns when language is a barrier, language barrier most difficult challenges, translators needed
- Experiences of discrimination in applying for jobs
- Assumption that we don't understand or not capable
- Lack of cultural humility
- Housing challenges
- Racism in government and community services
- More diversity of staff working in these positions
- Advocate in police station for immigrant communities

4. **Participating in Community Decisions:**

What would encourage you to participate more in community decisions? Do you have any suggestions for solutions?

- **Do you have problems with language barriers in the community?**
- **Do you have problems accessing information on community decisions?**
- **Do you feel comfortable expressing your ideas, questions, or concerns in the community?**

Responses:

- People need to be invited to be on Boards and Commissions. Need trusted community members to invite, e.g., U.S. Census liaisons. Outreach and engagement using Trusted Messengers with existing relationships with communities.
- No tokenism; true inclusion and belonging. Individuals have important skills
- Don't use the word citizen
- Emphasis "Belonging" in DEIB
- Lacey has a Pacific Islander community that is underserved, Guam, Marshall Islands, Cook etc.
- Find people where they are, e.g., Filipino Sacred Heart Catholic is a big meeting place
- Voting – Having ballots and election materials in multiple languages, host classes for immigrants and other to learn process/information in preferred language
- Concerns that complaining or communicating about issues can potentially be misunderstood for racism or other misunderstandings
- Transportation
- Having a welcoming space to provide feedback
- Forums: community forums at schools, smaller forums, not recorded
- Sending surveys in different languages

5. **Solutions:**

- What would make living in this community better for you?
- What do you hope for the future in this community?

Responses:

- True and meaningful inclusion
- Opportunities to volunteer; serve and have a role in leadership decisions
- Make downtown more inviting
- Have districts, e.g., an international district or K-Town
- North Thurston School District is very diverse; but bullying is still an issue
- Lack of understanding leads to bullying, e.g., not understanding the various types of head coverings
- Military youth are an asset for diverse experience
- People can live in a community and not feel welcome in their neighborhood
- More public safety
- Solutions to homeless issues
- Creating a multicultural center where community can come together and learn from each other
- Having more forums to continue dialogue and relate to one another; expanding how to connect to communities
- Improving transportation options
- Investing in low barrier housing

Senior Services for the South Sound Focus Group:

1. How can we create a more welcoming community?

- Host more events in the community to increase opportunities for community members to get together and interact with one another.
- Having food works.
- Provide more transportation to community events; increase accessibility for community members to attend. Pick-up locations could include: schools, bus stops, Thurston County Fair parking areas, Virgil S. Clarkson Senior Center, local churches, and malls.

2. What concerns do you have about racism and inequity in the community?

- Participant from North Carolina stated that they enjoyed living in the Pacific Northwest.
- All we hear about is bad news. Would like to celebrate more successes, in addition to continuing to tackle challenges.
- Hold more inclusive holidays, e.g., Senior Center is looking to be more inclusive during future holiday celebrations. Where can you get more inclusive holiday decorations?

3. How could we increase participation from underrepresented community members?

- Create more opportunities for dialogue with community members.

4. What barriers have you seen or experienced in participating in decisions that impact the community?

- Getting the conversation started can be hard.

Did you experience any barriers to your participation today? No responses.

All Abilities Community Forum:

Question 1: Share one or two good things or experiences about being in our community.

Community members feel welcomed, included, and accepted by the inclusivity the City provides through community amenities like:

- Affirming visualizations, e.g., Pride flag
- Local parks
- Libraries
- Senior Center
- Cultural activities and art

Question 2: I felt excluded in the community when...

Many community members shared that they feel included in their community. However, others stated they did not feel the community was as diverse and would like to see more diversity and equity in the City.

Individuals felt excluded when:

- Same-sex marriage was questioned.
- When someone was asked to leave a restaurant for wearing a Muslim headscarf
- No changing tables in the men's room
- Limited language access for non-English speakers
- Names were mispronounced
- Limited access to mailboxes
- Limited access to parks, walkways, entrances

Question 3: I felt included in the community when...

Community members feel included when the City holds events like the All Abilities Forum, cultural events, the Sensory House, and the Lacey Spring Fun Fair.

Community members would like further inclusivity and expand opportunities for all abilities for City events. Individuals would like more resources for community members with sight impairments.

Question 4: What helped you feel welcome in this community?

Community members discussed:

- Small acts of kindness, such as learning how to pronounce a person's name
- Attending city events

- Talking to people and making connections
- Showing interest in others and greeting others, helps them feel seen

Community members also mentioned:

- Discord community--live streaming
- Boys and Girls Club
- River Ridge Math class
- Lighted-vehicle parade
- Lacey Spring Fun Fair
- Transportation

Question 5: I would feel more welcome in the community if...

Community members shared they would feel more welcome if there were more events like:

- Cultural celebrations
- Juneteenth
- Korean War Memorial Event
- Military Family Day
- Celebrating the accomplishments of everyday heroes
- Recognizing women in the community
- More events for individuals of all abilities to take part in
- Bus stops were closer
- Complete and accessible sidewalks
- Pride event
- Recognition of all religious holidays at schools and other places

Question 6: What are some of the biggest equity difficulties and challenges you've experienced in the community?

The community members listed the following equity issues that they would like the City to address:

- Wider stalls in restrooms for wheelchair users
- More accessible transit options, increased stops and frequency, later service
- Streetlights and crosswalks with audio directions
- Community common houses for all abilities

- More restrooms in parks
- Health resources for young children
- More resources in the community
- Language accessibility resources
- More educational resources regarding transgender and LGBTQIA+ training and support
- Career opportunities for individuals in their 20s
- More sport, recreation, and extracurricular opportunities

Question 7: In the community, what barriers have you experienced?

When asked about the barriers they faced, community members shared the following:

- Increased cultural humility
- More conversations and discussion on equity
- More disability friendly daycares and resources
- Accessible bus stops for all abilities (ex. Lacey Food Pantry)
- City events that are more accessible
- City information through print newsletters
- Government systems are difficult to navigate, e.g., Medicare
- Affordable housing, e.g., Mobile home parks
- Retirement options

Question 8: What would encourage or increase your ability to participate more in community decisions? Do you have any suggestions for solutions?

The following were discussed:

- More gathering spaces to connect
- Expanded internet access
- More ways to access information, e.g., distributed at schools, churches, libraries, community areas, post offices, and homeowner associations

Question 9: What would make living in this community better for you?

Community members discussed:

- More gathering spaces across the City for individuals to share resources, information, and participate in activities
- More music, e.g., jazz
- More printed materials

Question 10: What do you hope for the future in this community?

The community members would like:

- Access to wheelchair groups.
- Enhanced medical supply banks
- Expanded Dial-a-life service



LACEY CITY COUNCIL MEETING

September 17, 2024

SUBJECT: Multi-Family Tax Exemption Application: 629 Woodland Square Loop SE

RECOMMENDATION: Briefing and review the contract between DM Ventures 629 LLC and the City of Lacey as the initial step in enrolling the parcel addressed as 629 Woodland Square Loop SE in an eight-year multi-family tax exemption status in accordance with LMC 3.64. No formal action is necessary as the draft contract will be brought to the Council for future action.

STAFF CONTACT: Rick Walk, City Manager *RW*
Vanessa Dolbee, Director of Community & Econ. Development
Ryan Andrews, Community Planning Manager *RA*
Jennifer Adams, Housing Coordinator *JA*

ORIGINATED BY: Community and Economic Development Department by Private Application

ATTACHMENTS: 1. Draft Multi-Family Housing 8-Year Property Tax Exemption Agreement

FISCAL NOTE: The exemption of property tax on the qualifying building improvement's will site will result in the deferment of increase property tax payment by the owner, based on improved assessed value, for 8-years.

PRIOR REVIEW: No prior City Council review.

BACKGROUND:

On December 18, 2014, the Lacey City Council established a Multi-Family Tax Exemption program and designated Lacey Midtown as a Residential Target Area as authorized by RCW 84.14. Adoption of the ordinance provides an incentive for property owners and developers to construct new multi-family and new or redeveloped mixed-use buildings within the identified target area.

RCW 84.14 Multi-Family Tax Exemption Program: The Multi-family Tax Exemption Program is a program created by the State Legislature and enumerated in RCW 84.14.

The purpose is to encourage increased residential opportunities through new construction and rehabilitation of existing buildings located within the urban centers of cities planning under the GMA. The program exempts the value of new housing construction, conversion, and rehabilitation improvements qualifying under RCW 84.14 from ad valorem property taxation. The exemption applies to all levies assessed by taxing districts. Participating cities may offer a 12-year tax exemption if the developer chooses to build, develop, or rehabilitate at least 20 percent of the units as affordable housing; Developers choosing not to include affordable housing receive only eight years of tax exemption.

All projects receiving tax exemption must be multiple-unit housing of four or more units that are located in a residential targeted area as designated by the City. The housing must meet guidelines as adopted by the city, which may include density, size, parking, and other adopted requirements. New construction must be completed within three years of the application's approval unless an extension of up to two years has been authorized by the local jurisdiction. The property to be rehabilitated must be vacant at least 12 months prior to application. The applicant must enter into a contract with the city to agree to terms and conditions.

Effect of Tax Exemption: The multi-family tax exemption program exempts the ad valorem tax specific to the value of new housing construction and the increased value of housing rehabilitation. The tax exemption would not apply to the ad valorem tax on land value or improvements not related to housing. For example, the value of the commercial space within a mixed-used residential building would not be exempt from ad valorem tax. The tax exemption would be for a period of eight years or twelve years if the developer commits to reserve 20% of the units for moderate to low-income residents (80% of median family income adjusted for family size).

Current Application and Council Role: On November 21, 2023 the City issued land use approval to DM Ventures 629 LLC, for the re-development of an existing commercial space located at 629 Woodland Square Loop. The project consists of converting office spaces into 50 housing units including studio, one-bedroom, and two-bedroom units.

On July 9, 2024, DM Ventures 629 LLC submitted a Multi-Family Tax Exemption application to receive the eight-year exemption. This is the second application for the program that the City has received since adopting the ordinance and developing the program. The application was approved administratively by staff on August 1, 2024.

Following administrative approval of the application for tax exemption, the applicant must enter into contract with the City regarding the terms of the tax exemption per the requirements of RCW 84.14.

The DM Ventures 629 LLC project includes redevelopment/conversion of a commercial site and construction of 50 multi-family, market rate units; no retail, office or commercial space is proposed. The project is located within the Lacey Midtown – Woodland Zoning District, which is the residential target area identified in LMC 3.64. All residential units in the project are for permanent residential housing. The applicant submitted a Woodland District Site

Plan Review application to the Community and Economic Development Department for review and approval. The application was reviewed for compliance with the standards of the applicable zoning and design review requirements of the Lacey Municipal Code. The project received land use approval on November 21, 2023, and no appeals were filed. The applicant also received administrative approval of the multi-family tax exemption application submitted on July 9, 2024. The applicant subsequently submitted Public Works construction drawings and building permit applications. These plans and permit applications were approved and the project is under construction.

NEXT STEPS:

The draft contract between the City and DM Ventures 629 LLC regarding the terms of the tax exemption is attached for Council review. Following review, the contract will be brought to a future City Council meeting for final action by the City Council which will authorize the City Manager to enter into a contract with the developer of the project.

**MULTI-FAMILY HOUSING
8-YEAR PROPERTY TAX EXEMPTION AGREEMENT**

This agreement, entered into this ____ day of _____, 2024, by and between **DM VENTURES 629 LLC**, herein after referred to as “Applicant”, and the City of Lacey Washington, a municipal corporation hereinafter referred to as the “City”.

WITNESSETH:

WHEREAS, the City has an interest in encouraging new construction of multifamily housing in the Residential Target Area to facilitate redevelopment and reinvestment in urban centers; and

WHEREAS, the City has, pursuant to the authority granted to it by Chapter 84.14 RCW designated a Residential Target Area for the provision of a limited property tax exemption for new multi-family residential housing; and

WHEREAS, the City has, through Lacey Municipal Code 3.64, enacted a program whereby property owners may qualify for a Final Tax Exemption which certifies to the Thurston County Assessor- Treasurer that the owner is eligible to receive a limited property tax exemption; and

WHEREAS, the applicant is interested in receiving a limited property tax exemption for constructing **50 units** of new multi-family residential housing in the Woodland Zoning District Residential Target Area; and

WHEREAS, the Applicant has submitted to the City a site plan review approval application with site plans, and floor plans for new multi-family residential housing to be constructed on property at **629 Woodland Square Loop Southeast**, Lacey, Washington and described more specifically as follows:

Assessor’s Parcel Number(s): **8499-00-01400**

Legal Description: PARCEL A OF BOUNDARY LINE ADJUSTMENT NO. SS-BLA-6144 RECORDED UNDER RECORDING NO. 8709180126, RECORDS OF THURSTON COUNTY, WASHINGTON. (Tax Parcel No. 8499-00-01400)

Street Address: **629 Woodland Square Loop, Lacey, WA 98503**

Herein referred to as the “Site”; and

WHEREAS, the Director of Community and Economic Development has determined that the improvements will, if completed as proposed, satisfy the requirements for a Final Certificate of Tax Exemption; and

WHEREAS, the Lacey Municipal Code requires an applicant for a limited property tax exemption to enter into a contract with the City, in which the applicant agrees to implement the proposed project on terms satisfactory to the Lacey City Council so as to maintain the improvements' eligibility for the limited property tax exemption;

NOW, THEREFORE, in exchange for the City's consideration of Applicant's request for a Final Certificate of Tax Exemption, Applicant and the City mutually agree as follows:

1. Each of the recitals set forth above are by this reference, incorporated into this agreement as fully set forth herein.
2. The City agrees to issue Applicant a Conditional Certificate of Acceptance of Tax Exemption
3. Applicant shall construct on the site multi-family residential housing substantially as described in the most recent site plans, floor plans, and elevations on file with the City as of the date of City approval of this Agreement. In no event shall such construction provide fewer than four new multi-family permanent residential units nor shall it provide fewer than half of its total residential units as permanent housing.
4. Applicant shall complete construction of the agreed upon improvements within three (3) years from the date the City issues the Conditional Certificate of Occupancy, file with the City's Community and Economic Development Department.
5. Applicant shall, upon completion of the improvements and upon issuance by the City of a permanent certificate of occupancy, file with the City's Community and Economic Development Department the following:
 - a. A statement of expenditures made with respect to each multi-family housing unit and the total expenditures made with respect to the entire property;
 - b. A description of the completed work and a statement of qualification for the exemption; and
 - c. A statement that the work was completed within the required three-year period or any authorized extension.
6. Upon Applicant's successful completion of the improvements in accordance with the terms of the Agreement and the Applicant's filing of the materials described in Paragraph 5 above, and upon the City's approval of a Final Certificate of Tax Exemption, the City shall file the Final Certificate with the Thurston County Assessor-Treasurer.
7. Applicant shall, within thirty (30) days following the first anniversary of the City's filing of the Final Certificate of Tax Exemption and each year thereafter for a period of eight (8) years, file a notarized declaration with the City's Community and Economic Development Department indicating the following:

- a. A statement of occupancy and vacancy of the multifamily dwelling units during the twelve months ending with the anniversary date;
 - b. A certification that the property has not changed use and, if applicable, that the property has been in compliance with the affordable housing requirements as described in this section since the date the city issued the final certificate of tax exemption and that the project continues to be in compliance with the contract with the city and the requirements of this section;
 - c. A description of any improvements or changes to the property made after the city issued the final certificate of tax exemption;
 - d. The total monthly rent of each multifamily housing unit rented or the total sale amount of each multifamily housing unit sold to an initial purchaser during the twelve months ending with the anniversary date;
 - e. The income of each renter household at the time of initial occupancy and the income of each initial purchaser of owner-occupied multifamily housing units at the time of purchase during the twelve months ending with the anniversary date;
 - f. If applicable, a breakdown of the number, type, and specific multifamily housing units rented or sold during the twelve months ending with the anniversary date, as applicable, to meet the affordable housing requirements of this section; and
 - g. Any additional information requested by the city pursuant to meeting any reporting requirements under Chapter [84.14](#) RCW.
8. If, during the term of an Final Certificate of Tax Exemption, Applicant converts to another use any of the new multi-family residential housing units constructed under this Agreement, Applicant shall notify the Thurston County Assessor-Treasurer and the City's Department of Community and Economic Development within sixty (60) days of such change in use. The City may, in its sole discretion, revoke and cancel the Final Certificate of Tax Exemption effective on the date of Applicant's conversion of any of the multi-family residential housing units to another use.
9. Applicant shall notify the City promptly of any transfer of Applicant's ownership interest in the Site or in the improvements made to the Site under this Agreement.
10. In addition to any other powers reserved to the City by law, the City may, in its sole discretion, cancel the Final Certificate of Tax Exemption should Applicant, its successors and assigns, fail to comply with any of the terms and conditions of this Agreement.
11. No modifications of the Agreement shall be made unless mutually agreed upon by the parties in writing.
12. The venue for any dispute related to this agreement shall be Thurston County, Washington.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement the date and year first above written.

CITY OF LACEY

DM VENTURES 629 LLC

By: _____

By: _____

Rick Walk
Its: City Manager

Mike Raskin
Its: Manager

Approved as to form:

By: _____

David S. Schneider
City Attorney

ACKNOWLEDGEMENTS

STATE OF WASHINGTON)
) SS.
County of Thurston)

I certify that I know or have satisfactory evidence that Rick Walk is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute the instrument and acknowledged it as the City Manager of the City of Lacey to be the free and voluntary act of such municipality for the uses and purposes mentioned in the instrument.

DATED: this _____ day of _____, 2024

Name: _____
Notary Public in and for the State of Washington
Residing at _____
My appointment expires: _____

STATE OF WASHINGTON)
) SS.
County of King)

I certify that I know or have satisfactory evidence that Mike Raskin is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute the instrument and acknowledged it as the Governor of DM Ventures 629 LLC to be the free and voluntary act of such municipality for the uses and purposes mentioned in the instrument.

DATED: this _____ day of _____, 2024

Name: _____
Notary Public in and for the State of Washington
Residing at _____
My appointment expires: _____