



COMMISSION ON EQUITY AGENDA

NOVEMBER 28, 2022

5:30 P.M.

IN-PERSON & REMOTE ATTENDANCE

In-person attendance: Lacey City Council Chambers, 420 College St SE, Lacey WA 98503

Remote attendance: You may view and/or provide public comment at the Commission on Equity meeting by watching live on Zoom.

(https://us02web.zoom.us/webinar/register/WN_IHKg4aW8TxCzlOLc5NnAOw)

The public may also listen to the meeting via telephone by dialing toll-free:

(888) 788-0099 or **(877) 853-5247** - when prompted enter **Webinar ID**

press #: 827 0531 4267 (*participant ID not required*)

Watch live or as a recording on YouTube. (<https://youtu.be/VGBXG5Y8MdQ>)

CALL TO ORDER: 5:30 P.M.

1. Approval of Agenda, Previous Meeting Minutes, and Consent Items

- Approval of Agenda
- [Meeting Minutes from October 24, 2022](#)

2. Public Comment

In-person – Lacey Council Chambers

By Zoom – Please raise your hand to provide public comment.

By Phone – Please press *9

By E-mail – Written Public Comment may be submitted to the Commission on Equity by emailing COE@ci.lacey.wa.us. All comments provided by email must be submitted by 12:00 p.m. on the day of the meeting.

3. Inspirational Item

4. Business Items:

A. [Draft Land Acknowledgement and Land Acknowledgement Policy Review](#)

Shannon Kelley-Fong, Assistant City Manager

B. [Art Plan & Utility Wrap Project Overview](#)

Shannon Kelley-Fong, Assistant City Manager

C. [Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5](#)

Shannon Kelley-Fong, Assistant City Manager

5. Commissioner Reports

6. Director Report

- A. 2023 Workplan & Joint Meeting with the Lacey City Council
- B. Follow-up Joint Meeting with Park Board of Commissioners
- C. December meeting date change – Tentatively Tuesday, December 27, 2022
- D. Senior Services for the South Sound Presentation – Tuesday, December 13, 2022
- E. Upcoming Presiding Officer Elections

7. Adjourn

Next Meetings & Events:

- **Commission on Equity Regular meeting** – Tentatively Tuesday, December 27, 2022 - 5:30 p.m. at City Hall or remote.
- **Joint Meeting with Commission on Equity & Park Board of Commissioners** – Date to be determined in January 2023 - 5:30 p.m. at City Hall or remote.
- **Joint Meeting with the Lacey City Council** – Tentatively March 9, 2023 - 6:00 p.m. at City Hall or remote.

**MINUTES OF LACEY COMMISSION ON EQUITY,
MONDAY, OCTOBER 24, 2022
VIA ZOOM WEBINAR**

EQUITY COMMISSIONERS PRESENT: Chair Thelma Jackson, Vice Chair Cliff Brown, Annie Clay, Kim Sauer, Jon Hegwood, Makieda Hart, Kristine Stolberg, Alanis Blackburn

EQUITY COMMISSIONERS ABSENT: None

COUNCIL PRESENT: None

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager (ACM); Rick Walk, Community and Economic Development Director; Jen Burbidge, Parks, Culture, and Recreation Department Director.

RECORDING: <https://youtu.be/ZPbvPM8WATo>

CALL TO ORDER:

Chair Jackson called the meeting to order at 5:30 p.m.

1. APPROVAL OF AGENDA AND CONSENT AGENDA:

Approval of the Consent Agenda:

- Approval of Agenda
- Meeting Minutes from September 26, 2022

COMMISSIONER HART MOVED TO APPROVE THE CONSENT AGENDA. COMMISSIONER CLAY SECONDED. MOTION CARRIED.

2. PUBLIC COMMENT:

Virtual – No Public Comment

In-person – No Public Comment

Written Public Comments - The deadline to submit written public comments was 12:00 p.m. the day of the meeting. Written comments are not addressed during the meeting; however, they are added to the official record. One (1) written public comment was received and will be made part of the meeting record.

3. INSPIRATIONAL ITEM:

Alanis Blackburn, Lacey Youth Council Representative, read a self-written poem on the George Floyd protests in 2020 and the Black Lives Matter movement.

4. BUSINESS ITEMS:

A. Housing Action Plan Overview

Rick Walk, Community and Economic Development Director provided an overview of the City of Lacey's Housing Action Plan. Walk discussed the City's Comprehensive Plan and

process, history of housing elements in Lacey policy documents, key demographics, and the implementation of important housing actions, strategies, policies, and programs. Discussion ensued on the Housing Action Plan, homelessness responses, use of American Rescue Plan Act (ARPA) funds, sustainable housing options, and more.

B. Lacey Parks, Culture, and Recreation Comprehensive Plan Overview

Jen Burbidge, Parks, Culture, and Recreation Department Director, provided an overview of the City of Lacey's Parks Culture, and Recreation Comprehensive Plan currently being updated. Burbidge discussed the background of the Plan, level of service updates, community survey results, and then overviewed the draft's updated parks, culture, and recreation vision and strategic goals. Burbidge highlighted the alignment of the Plan's draft strategic goals with the draft Diversity, Equity, and Strategic Plan. Discussion ensued.

C. Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5

ACM Kelley-Fong reviewed draft DEI Strategic Plan elements previously discussed and introduced draft benchmarks and indicators for the goal area of Community Access & Engagement. Discussion ensued on community engagement, the draft DEI Strategic Plan elements, and the draft benchmarks for Workforce & Work Environment and Community Access & Engagement.

4. COMMISSIONER REPORTS

Commissioner Clay requested asking North Thurston Public School District to provide an update to the Commission on Equity on their Community Cafes, when completed.

5. DIRECTOR REPORT

ACM Kelley-Fong discussed the City of Lacey proposed 2023 Budget highlights and process, the upcoming joint meeting with Park Board of Commissioners, the 2023 Work Plan process, November and December Commission on Equity meeting dates, and the upcoming Presiding Officer Elections.

6. ADJOURN

Chair Jackson adjourned the meeting at 8:31 p.m.

DRAFT

10.08 Land Acknowledgement

The purpose of this policy is to establish a City of Lacey Land Acknowledgment and provide guidance for City of Lacey employees, volunteers, appointed officials, and elected officials on its use.

Land Acknowledgements

A land acknowledgement is a formal statement that recognizes, pays tribute to, expresses gratitude and respect for, affirms the ongoing relationship between indigenous people and the land, and helps raise awareness of the Indigenous histories, perspectives, and experiences —past, present, and future. Land acknowledgements are ceremonial in nature and do not carry any legal authority.

The City's Land Acknowledgement was informed by input by tribal leaders (*pending*). In adopting a local land acknowledgement, the City is not taking a position on the status of federal recognition for any tribe. The City recognizes that land acknowledgements are powerful statements and that these statements are most meaningful when paired with authentic and sustained relationships with Indigenous communities.

City of Lacey 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, and remember not to forget those Tribal People that are named but not recognized today, and absorbed or relocated into other tribes for survival, we recognize the ancestors and their descendants that 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 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 recommend that community members read the [Medicine Creek Treaty of 1854](#).

City of Lacey Abbreviated Land Acknowledgement

We [or insert object, e.g., "This Marker is"] 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 that were absorbed or relocated into other tribes for survival. 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 today and in perpetuity.

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

Land Acknowledgement Use

The above Land Acknowledgements may be used:

1. To open City meetings, events, or programming;
2. As part of City plans, reports and other adopted documents; and
3. On City signage, markers, maps, and other materials.

Guidelines for use of the Land Acknowledgment is provided below. Please contact the City Manager's Office if you are planning to use the Land Acknowledgement for options #2 and #3.

City Meetings or Events

For City Council meetings, the full or abbreviated Land Acknowledgement should:

1. Be printed on every regular and special Council meeting agenda, and
2. Read out loud at Council meetings where appropriate, as determined by the Mayor or presiding officer.

Additionally, the Land Acknowledgement can be used at the beginning of meetings or other events hosted by the City. Such meetings could include, but are not limited to:

3. City staff meetings
4. City Advisory Board or Commission meetings
5. Community meetings hosted by the City, such as town halls, open houses, focus groups, or similar.
6. Ceremonial events, such as ribbon-cuttings
7. City events, such as large-scale Parks, Culture, and Recreation events

It is not recommended to assert or suggest using the Land Acknowledgement for meetings or events hosted by other organizations.

Recommendations for Use at City Meetings or Events:

1. The full or abbreviated Land Acknowledgement should be read at the beginning of meetings or events.
2. Keep the introduction of the Land Acknowledgement simple and direct:
“To start this meeting/event, I would like to read the City’s adopted Land Acknowledgement statement...”
3. Best practice guidance from Indigenous People is that you speak from your heart when reading the Land Acknowledgement, do not make the reading performative.
4. Do not include other announcements about social, political, or City initiatives alongside the Land Acknowledgement. The Land Acknowledgement should be and feel separate from any other announcements.

If anyone at a City meeting or event has a question or concern about the use of the Land Acknowledgement, they can refer to the City’s website ([insert](#)) and/or the City’s Manager Office.

City Plans, Reports and Other Adopted Documents

The full text of the Land Acknowledgement can be added to the beginning of City Plans, Reports and Other Adopted Documents. In this context, “Adopted Documents” is defined as policy documents that are adopted by the City Council.

For such documents, the full text of the Land Acknowledgement should be used with the footer:

“Visit [insert](#) for more information.”

As some documents have pages that are intentionally left blank, the Land Acknowledgement should appear on the first page that has text after the cover page. The Land Acknowledgement should appear before all other text elements. No visual or graphics should accompany or be integrated into the Land Acknowledgement text. The Land Acknowledgement should be set in the same font as other text in the document. Italics may be used at the author’s discretion.

Signage, Historical Markers, Maps, Etc.

The full or abbreviated Land Acknowledgement can be added to printed City signage, historical markers, maps, etc.

For such a use, when possible, the full Land Acknowledgement should be used, with the following footer:

“Visit [insert](#) for more information.”

With projects with space limitations that prevent the use of the full Land Acknowledgement, the abbreviated Land Acknowledgement should be used, with the following footer:

“Visit [\[insert\]](#) for more information.”

No visual or graphic should accompany or be integrated into the Land Acknowledgement text. The Land Acknowledgement should be set in the same font as other text in the document. Italics may be used at the author’s discretion.

Land Acknowledgement on City Webpages

A link to the Land Acknowledgement webpage should be made available on the top banner of the City website and other City operated websites. Given the presence of this link, there is no need to include the Land Acknowledgement on specific projects, programs, or other webpages. A link to the [Medicine Creek Treaty of 1854](#) will be provided on the Land Acknowledgement page.

Lacey City Council

Policies and Procedures Manual



The Council herein finds that Habitat for Humanity, a non-profit 501.C.3 corporation, has a long-standing, positive record and an innovative, effective, and successful program of enabling home ownership for low-income families. The Council further finds that Habitat for Humanity low-income housing projects meet the requirements of this policy and qualify for waiver of the above referenced fees, unless otherwise determined by the City Manager.

On January 27, 2011, the Council approved Ordinance 1362 relating to the provision of services to youth of the community and providing a waiver of certain fees for construction of facilities by the Lacey Boys and Girls Club. The Council therein determined it to be beneficial to the youth of the community and the residents of the City to waive certain construction fees for projects which are constructed to carry out the activities of the Lacey Boys and Girls Club.

Procedure:

1. Habitat for Humanity, the Lacey Boys and Girls Club, or other qualifying organization, submit to the Lacey City Manager a written request for a waiver of fees. The request must include a thorough response to the above provisions, including the location of the project, an estimated timeframe for construction, and the name, e-mail, and telephone number of the person responsible for the project.
2. The waiver of fees does not remove responsibility for obtaining all building and related construction permits and associated inspection services. Habitat for Humanity, the Lacey Boys and Girls Club, or other qualifying organizations, are responsible for obtaining appropriate permits and inspections.
3. The City Manager makes arrangements through Habitat for Humanity, or other qualifying organization, for reimbursement of waived City fees if the home is sold within five years of construction or other time frame consistent with that established by Habitat for Humanity policy.
4. The City Manager is authorized to approve the fee waiver provided all requirements for eligibility are met. The City Manager notifies all involved departments of said waiver.
5. The City Manager notifies the Mayor and Council of a fee waiver and shall include a copy of the request for waiver with such notification.

(Refer to Attachment 10.02A – Ordinance 1248 and Attachment 10.02B – Ordinance 1362.)

10.03 Public Art Policy

The purpose of this policy is to provide a process for selecting and installing public artwork that defines City boundaries and entryways; creates a sense of community identity and character; reflects the City's history, heritage, values, and culture; makes the community more livable and enjoyable; and, celebrates the value, benefit, and contribution of art to our society.

The City will periodically acquire pieces of art to enrich our community, promote art appreciation, and enhance the aesthetics of our City. The Council retains final authority on the selection and placement of all art to be located in public rights-of-way and city-owned properties within Lacey. It is the intent of this policy that all art placed in the public rights-of-way, or placed on City-owned property be tasteful, non-controversial, and non-offensive.

Public art will be funded in part through revenue generated from an annual one dollar (\$1.00) per capita set-aside as outlined in Resolution 1105. Additionally, funds are to be budgeted in accordance with Lacey Ordinance 1022, which provides that *all appropriations for city construction projects visible and useable by the public, except street and utility projects, which appropriations exceed \$500,000 shall include an amount equal to one-fourth of 1% of the estimated construction cost of such project for works of art.*

1. Selections of public art should accomplish one or more of the following objectives:
 - a. Define City boundaries or entryways into the community
 - b. Create a sense of community, identity, and character
 - c. Reflect Lacey's history, heritage, community values and culture
 - d. Provide interactive opportunities for the general public
 - e. Provide a pleasing living, working, and playing environment
 - f. Enhance economic development and attract visitors
 - g. Provide sustainable maintenance and operation costs
 - h. Create opportunities for civic engagement
 - i. Evoke a sense of fun
2. Themes for public art should reflect one or more of the following ideas:
 - a. The natural beauty of the City as reflected in its trees and lakes
 - b. A history of our community as reflected in historic buildings, founding families, and events of historical significance
 - c. The importance of family and youth in our community
 - d. Northwest artifacts, symbols and signs, including Native American Art, salmon, orcas, fishing, and timber
 - e. Historic reproduction lighting, ornamental poles, landscape furnishings, entry signs, park signs, clocks, bell towers, and fountains
 - f. The rich diversity of the community
 - g. Exceptional military service or the community's military connection

3. Public art should be placed at the following locations to compliment or enhance the surroundings:
 - a. Medians on arterial streets identifying entrances into the City
 - b. Activity hubs such as business districts, commerce centers, and residential areas
 - c. Roundabouts or traffic devices to compliment or enhance the natural landscaping of trees, shrubbery and bushes
 - d. City-owned civic buildings and grounds, such as City Hall, the Community Center, the Lacey Timberland Regional Library, the Lacey Child Care Center, and the Virgil S. Clarkson Senior Center
 - e. Lacey parks, trails, and publicly owned spaces
 - f. Utility structures maintained by the City to include, but not limited to, utility boxes, poles, sidewalks, and maintenance hole covers

Procedure:

1. City staff maintain a catalogue existing art pieces, which identify the artist, the location of the art piece and the purchase cost. The catalogue includes a map representing the locations of existing pieces.
2. City staff maintain a map representing the locations of existing art pieces.
3. City staff develop a list identifying locations to place art pieces over a six-year period and provide revisions to the list as pieces of art are completed.
4. The City solicits for art pieces pursuant to City purchasing policies. The Community Relations Committee performs the initial review on solicitations and recommend art pieces for approval by the Council.
5. The Council review and approve the final purchase and placement of the art installation.

(Refer to Attachment 10.03A – Ordinance 1022, Resolution 1105.)

10.04 Water Utility System

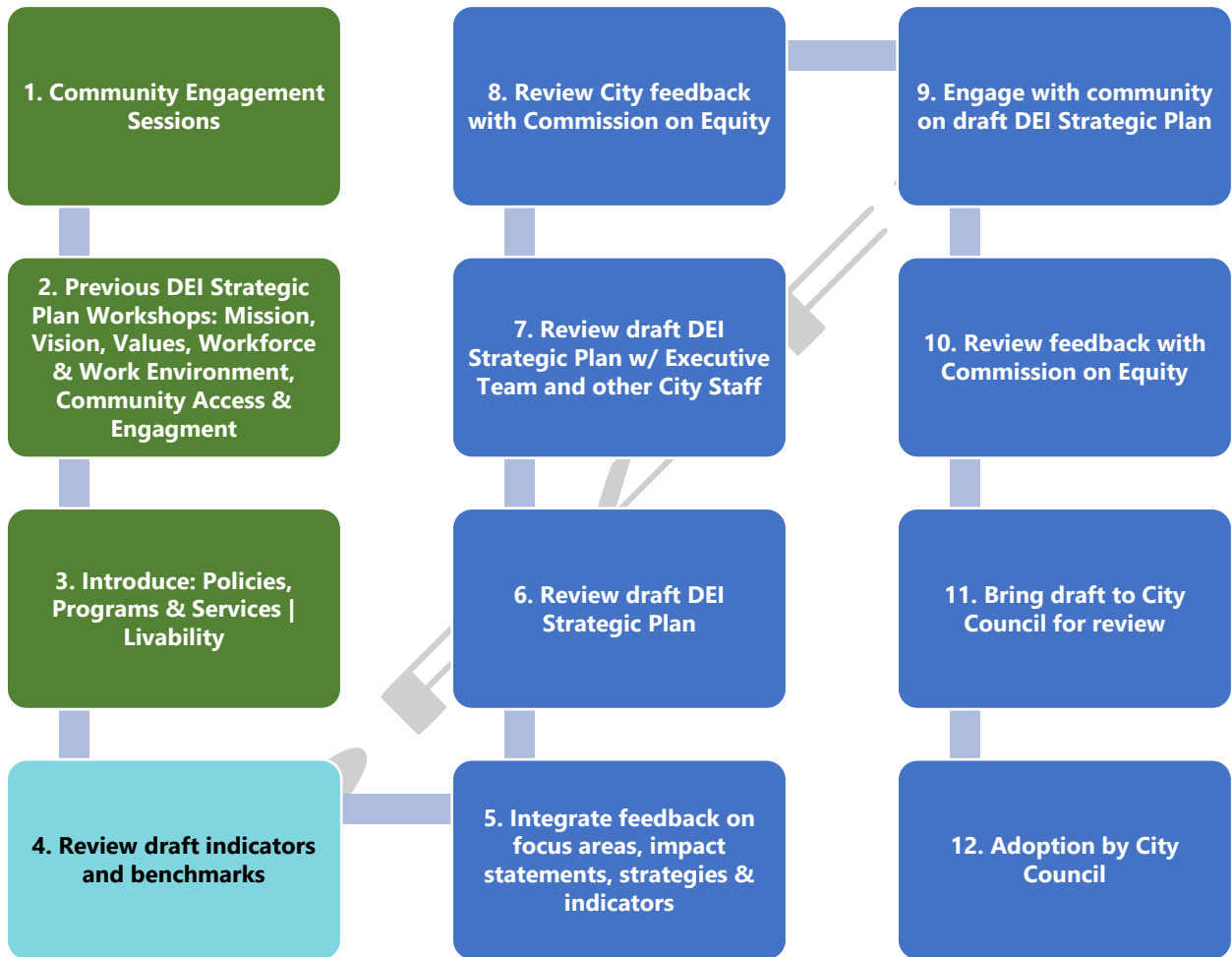
The purpose of this policy is to manage the City's water resources in a manner which protects environmental quality, provides for the public health, protects fish and other aquatic habitat, provides for a vibrant local economy, and accounts for anticipated growth mandated by the State Growth Management Act.

In response to limited water resources and despite the City's efforts described below, the Lacey Council passed Resolution No. 917 on December 21, 2006, creating policies limiting the availability of water for future water customers. To address limited water resources, the City's previously:

1. Set goals for reducing per capita water usage by adopting a tiered water rate schedule, mandating limitations on summer watering schedules, providing for the use of

COE Agenda 11/28/2022

Time	Item
7:00pm	Draft Benchmark & Indicators – Second Review of Community Access & Engagement Initial Review of Draft Policies, Programs & Services
7:50pm	End Workshop



Draft Vision Statement:

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

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

Draft Mission Statement:

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

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

Draft Values Statement:

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

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

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

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

A closer look at draft Values:

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

Draft DEI Strategic Plan Elements	Status
1. Cover Page / Design	Not started
2. Acknowledgements	Not started
3. City Council Message – Why equity work is important	Not started
4. City Manager Message – Why equity work is important	Not started
5. Commission on Equity Message – Why COE’s work is important	Not started
6. Commission on Equity Overview	Not started
7. Table of Contents	Not started
8. Introduction and about this document a. What it is b. Process c. Existing DEI efforts (broad) d. Future	Not started
9. Mission, Vision, Values	Draft
10. Goals and Strategies (general overview)	Draft
11. Data: Lacey now (general overview) a. Demographics b. Business ownership c. Mean per capita income d. Percent below poverty line e. Homeownership rates by race and income f. Education rates / data g. Existing City efforts (in brief – appendix for full)	In-progress
12. Key Terms (OFM glossary) a. Anti-Racism b. Bias – to include more on implicit bias c. Discrimination d. Marginalization e. Race Equity f. Privilege g. Equity h. Inclusion i. Cultural Competence – call out period of time v. continuously j. Work Force Diversity k. Disparities l. Intersectionality m. Community n. Appendix for full OFM Glossary o. Research - Restorative Justice / Social Justice	Draft - OFM

13. Criteria: a. City's roles: Lead, Partner, Advocate b. Accountability: Benchmarks & Indicators	Not started
14. Goals, Strategies, and Accountability (in-depth) a. Workforce & Work Environment i. Strategies ii. Benchmarks/Indicators iii. Key Terms (specific to section) iv. Data (specific to section) v. Existing efforts (specific to section) b. Community Access & Engagement vi. Strategies vii. Benchmarks/Indicators viii. Key Terms (specific to section) ix. Data (specific to section) x. Existing efforts (specific to section) c. Policies, Programs, and Services xi. Strategies xii. Benchmarks/Indicators xiii. Key Terms (specific to section) xiv. Data (specific to section) xv. Existing efforts (specific to section) d. Livability xvi. Strategies xvii. Benchmarks/Indicators - xviii. Key Terms (specific to section) xix. Data (specific to section) xx. Existing efforts (specific to section)	In-progress
15. Accountability – Reporting on Benchmarks/Indicators	In-progress
16. Appendices: a. Full OFM Glossary b. COE - Ordinance 1581 c. Engagement Findings d. Existing DEI efforts (in-depth) a. HR b. PD c. PCR d. CED e. PW f. CM g. PA h. CA	In-progress

Workforce & Work Environment

- **Additional information for page:**

- o City / City Employee Racial/Ethnic Comparison
 - General
 - Department / Function – EEO
 - Leadership
- o Existing HR DEI efforts overview
- o Existing PD hiring efforts overview

- **Key Terms**

- o Authentic-Self
- o Workforce Diversity
- o Inclusion
- o Cultural competency (emphasis on development/continuum/practice)
[Cultural Competence - KU CSL Community Engagement Toolbox](#)
- o Cultural Humility

10.26.2022 Feedback:

**Youth focus,
young adults,
college
students**

**Separate
internships
and job
training.**

**Increase
awareness of
programs**

**Work with
partners -
education.**

Draft Workforce & Work Environment			
Draft Strategies		City Role	Lead Department
Equity Plan	A. Continue internal DEI efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff). 1. Perform an organization-wide Equity Assessment on regular basis (2/3 years). Determine specific indicators based on assessment. 2. Adopt Workforce Equity Plan. Implement plan across Departments.	Lead	HR
Hiring & Retention	B. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community. 1. Comprehensively expand operating procedures for pre-hire and recruitment to include more systematic advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations. 2. Continue to evaluate and remove barriers to City employment. 3. Engage with professional organizations committed to/specializing in advancing workplace equity. 4. Provide more 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. % of job descriptions that incorporate equity as core competency. 7. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, age, etc.).	Lead	HR

	8. % of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, age, 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, age, etc.).		
Development & Workplace	C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all. 1. Establish a regular (1/2 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. % of staff members that 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	HR

Draft Community Access & Engagement

- **Additional information for page:**
 - Existing Communication efforts:
 - Communications Plan
 - Communication tools & platforms
 - Engagement Efforts
 - Events
 - Forthcoming community survey information
- **Key Terms**
 - Access
 - Belonging(ness)
 - Diversity
 - Inclusion
 - Tokenism
 - *Restorative Justice (future discussion)*
 - *Accountability*

Feedback 10.26.2022:

**Restorative
justice**

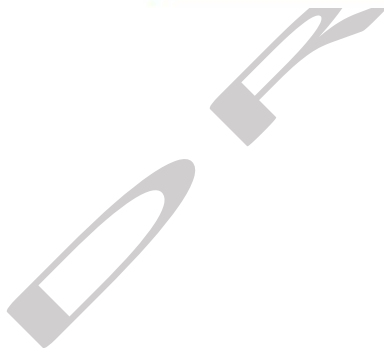
Accountability

**Community
engagement
efforts outside
of advisory
bodies?**

**Question:
What keeps
you from
participating?**

**Increase
focus
groups**

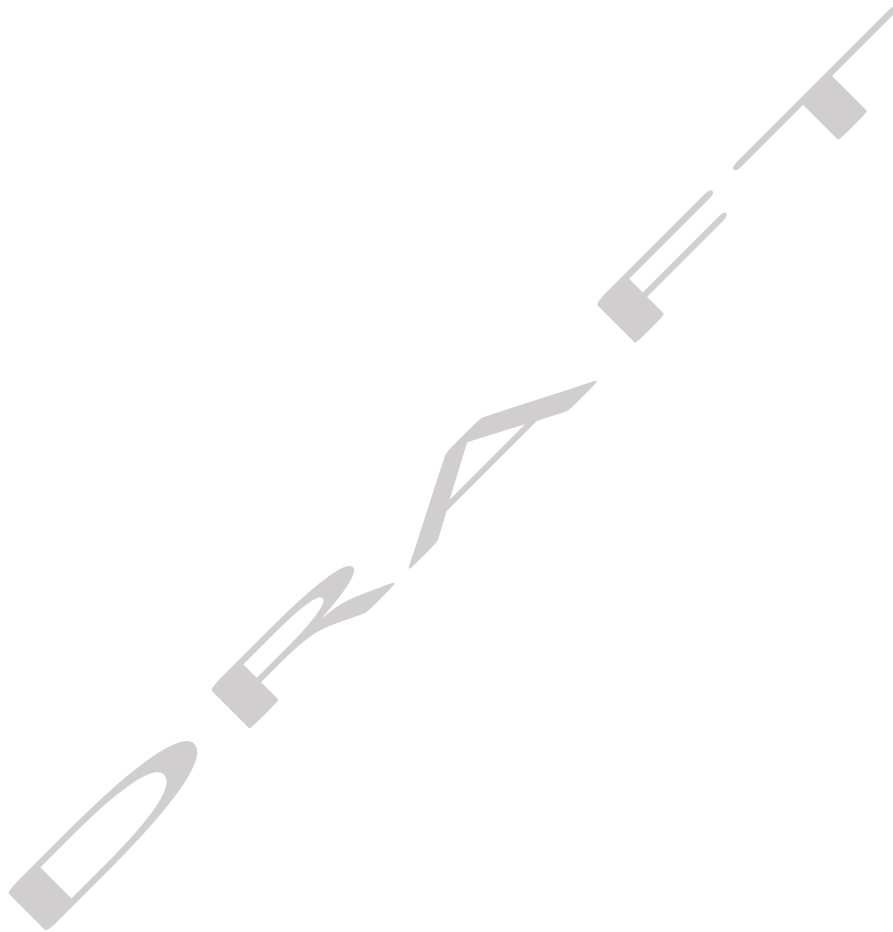
**Diverse
community
dialogue
programs**



Draft Community Access & Engagement			
Draft Strategies		City Role	Lead Department
Communications	A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials. 1. Develop and implement a Language Access Plan. 2. Establish accessibility standards for print and digital materials. % of new City materials that meet accessibility standard increasingly gets to 100%. % of all City materials that meet accessibility standard increasingly gets to 100%. 3. The number or % of translated City materials increases each year aligned with the Language Access Plan. 4. Use of closed captioning at public meetings increases each year and gets to 100%. The City strategically increases the use of translation and interpreter services for City events and programs. 5. <i>Community Survey</i> - % of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Lead	PA All
Engagement	B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts. 1. Collect demographic data of boards, commissions, and ad hoc advisory groups. Evaluate the advisory board applications process to determine if the process can be more accessible. Advisory board membership increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).	Lead	PA All

	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 & Focus Groups d. Considers paid Advisory body positions 3. % of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).		
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. <i>Community Survey</i> - % of individuals that attended or participated in a City-sponsored event increases. Scores are consistent across demographics. 2. <i>Community Survey</i> - % of individuals that attended a local public meeting increases. Scores are consistent across demographics. 3. <i>Community Survey</i> - % of individuals that watched a local public meeting increases. Scores are consistent across demographics. 4. <i>Community Survey</i> - % of individuals that voted increases. Scores are consistent across demographics. 5. <i>Community Survey</i> – Other pertinent indicators determined by survey questions. 6. # of City engagement held at non-City events increases.	Lead	CM PA PCS
Collaboration	D. Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEI efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity.	Lead	CM

	1. Continue to support the Community Connectivity Assessment (CAA) and increasingly put it to use for a variety of City programs and events. 2. Set-up regular meetings throughout the year with DEI representatives. Collaborate on tools to increase knowledge, engagement, and connectivity.		
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Draft Policies, Programs & Services

- **Additional information for page:**
 - Existing City efforts:
 - Reference to Appendix on City Efforts
 - High-level overview of City efforts outside of HR and Communications, e.g., Housing Action Plan, ADU program, etc.
- **Key Terms**
 - Access
 - Equity
 - Intersectionality
 - Marginalization
 - People of Color or Communities of Color
 - Power
 - Power-with
 - Respect

Previous Feedback on Draft Strategies:

Adding a statement within City Services in regards to identifying marginalized communities. Here or in Equity tool strategy.

Use of the word 'vulnerability' within City Services may need to be revisited. Examples such as 'underserved' may be better. Could be demeaning to point out vulnerabilities.

Under "Public Safety", add towards the end of the statement a line on low-income personnel.

Finding gaps to services (e.g., within low-income community members); is there an identified program to identify people within these groups and allocate needed resources to them.

On the Equity Tool, need to dictate why we want the tool; the purpose of it all. Identify and serve marginalized community members.

Try and identify more events which focus (highlight) on the Diversity and Inclusiveness of the community and the City of Lacey as a whole.

Put together a Business Showcase to highlight and market various underrepresented communities within the City of Lacey.

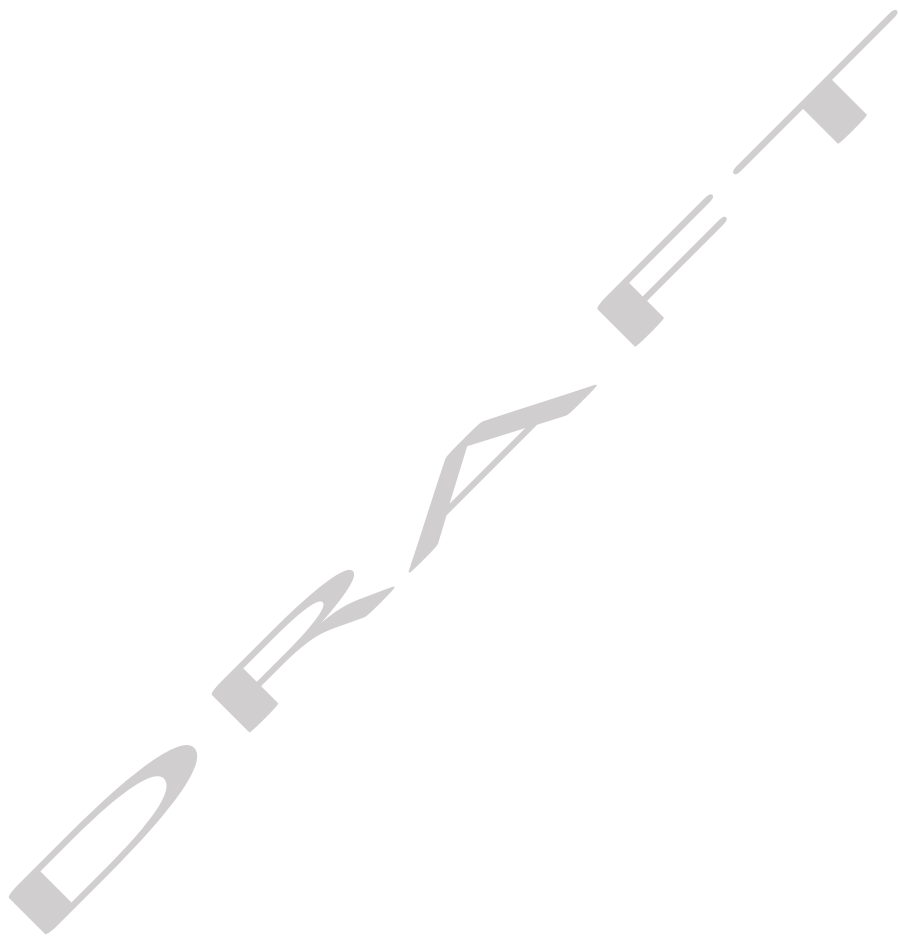
Draft Policies, Programs & Services – Strategies, Benchmarks & Indicators			
Draft Strategies		City Role	Lead Dept
City Policies	A. Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc. 1. Implement an <u>equity framework tool</u> to help 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 DEI emphasis increase annually.	Lead	All
City Services	B. Provide services that are responsive, transparent, accountable, and welcoming with an emphasis on providing a safe, trusted environment for underserved community members. 1. <i>Community Survey</i> – Rating of City government increases. Scores are consistent across demographics. 2. <i>Community Survey</i> – Rating of overall direction that City is taking increases. Scores are consistent across demographics. 3. <i>Community Survey</i> – Rating of overall City customer services increases. Scores are consistent across demographics. 4. <i>Community Survey</i> – Rating of the City treating all community members equitable increases. Scores are consistent across demographics. 5. <i>Community Survey</i> – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics. 6. <i>Community Survey</i> – Rating of community City direction increases. Scores are consistent across demographics. 7. % of contracts and services agreements that incorporate equity increase and eventually reaches 100%. 8. Continuous full-time contractors meet City equity training standards, or equivalent.	Lead	All

	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 documents are accessible online.		
Public Safety	C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that that negatively impact historically marginalized groups and low-income communities. 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. <i>Community Survey</i> – Positive rating of Police services increases. Scores are consistent across demographics. 3. <i>Community Survey</i> – Positive rating of crime prevention increases. Scores are consistent across demographics. 4. <i>Community Survey</i> – Positive rating of animal control increases. Scores are consistent across demographics. 5. <i>Community Survey</i> – Positive rating of emergency preparedness increases. Scores are consistent across demographics. 6. <i>Community Survey</i> – Positive rating of court services increases. Scores are consistent across demographics. 7. LPD Community Academy attendees increasingly matches 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	PD HR JAS ALL

Parks, Culture, Recreation	D. Provide robust and community-driven park and recreation resources where physical, financial, and social barriers to use are eliminated. 1. Increase in ADA and other inclusive park amenities, e.g., trails, all access playgrounds, etc. 2. Increase in identified park, culture, and recreation levels of service, i.e., parks located within 10-minute active travel (walk or roll) of all community members. 3. Increased use and awareness of recreation scholarship fund to ensure recreation programs are available to all. 4. <i>Community Survey</i> – Rating of park system increases. Scores are consistent across demographics. 5. <i>Community Survey</i> – Rating of recreation programs increases. Scores are consistent across demographics. 6. <i>Community Survey</i> – Rating of community center increases. Scores are consistent across demographics. 7. <i>Community Survey</i> – Rating of City-sponsored events increases. Scores are consistent across demographics. 8. <i>Community Survey</i> – Positive rating of culture programs increases. Scores are consistent across demographics.	Lead	PCR
Infrastructure	E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming. 1. % of ADA infrastructure in City increases. 2. % of multimodal transportation infrastructure in City increases. 3. <i>Community Survey</i> – Rating of City roadways increases. Scores are consistent across demographics. 4. <i>Community Survey</i> – Rating of availability of paths and trails increase. Scores are consistent across demographics. 5. <i>Community Survey</i> – Rating of City’s multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics.	Lead Partner	PW CED

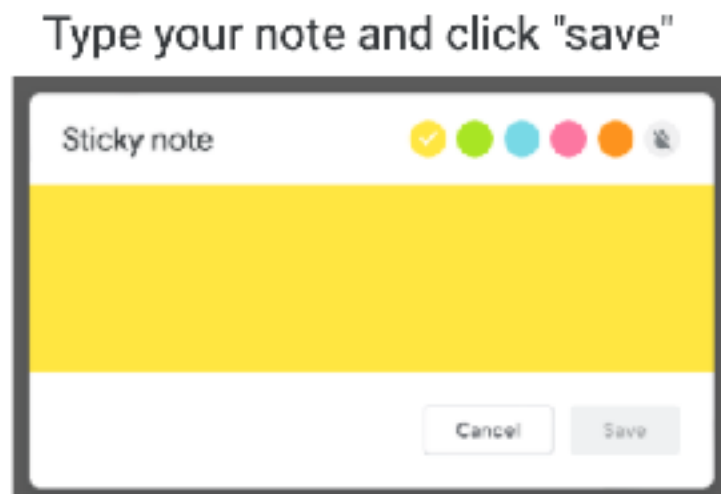
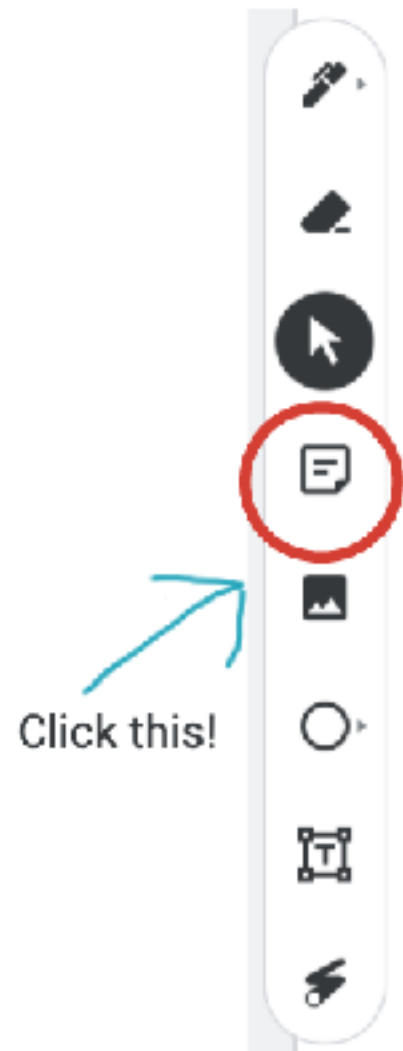
	6. <i>Community Survey</i> – Rating of Lacey’s built environment increases. Scores are consistent across demographics. 7. <i>Community Survey</i> – Rating of City’s public places and City facilities increases. Scores are consistent across demographics.		
Utilities	F. Continue to provide affordable essential City utilities and collaborate with external providers to enhance services in the community. 1. <i>Community Survey</i> – Rating of various City utilities increases. Scores are consistent across demographics. 2. Increased use and awareness of utility discounts for low-income seniors and disabled community members.	Lead Partner	PW
Equity Tool	Implement an equity framework tool to help guide policy decisions. (Folded into Benchmark under City policies)	Lead	CM
Acknowledgement / Events	G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, and programs, and use of City platforms to amplify community voices. 1. <i>Community Survey</i> – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics. 2. City adopts a Land Acknowledgement in collaboration with the Peoples of the Medicine Creek Treaty. The City continues to develop and enhance relationships with local indigenous tribes. 3. Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives. 4. City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms. 5. # and support for events and programming that highlights cultural diversity. 6. # of opportunities for community dialogues on equity.	Lead	CM PCR PA

	7. Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.		
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Learn how to use Jamboard!

How to add a sticky note:



How to move to the next question:

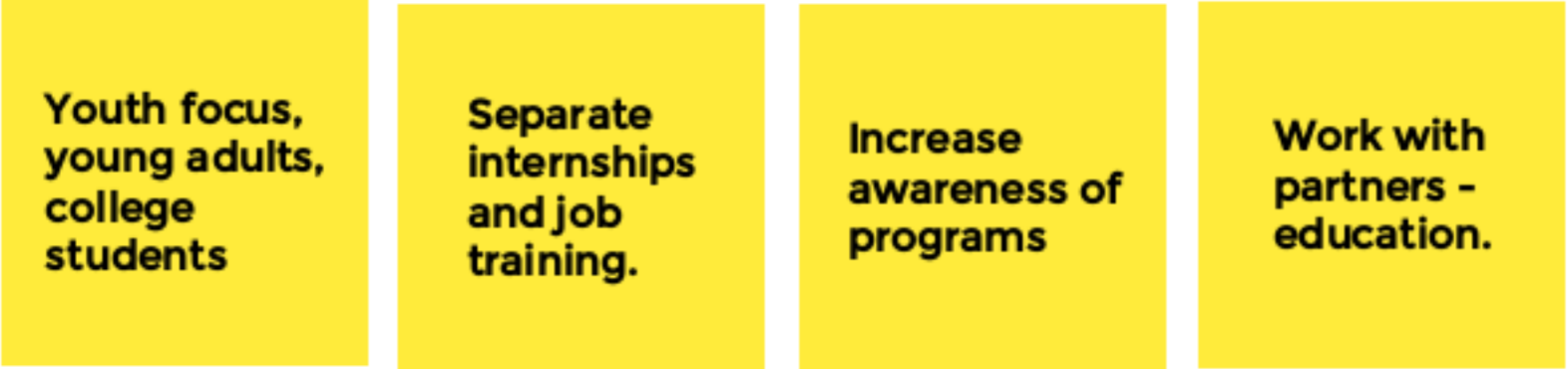
Click the right arrow at the top of the page to move to next questions or slide



Let's practice! Use a sticky note to answer this question:

What is your name and one interesting fact about you?

Hiring & Retention	A. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community. 1. Comprehensively expand operating procedures for pre-hire and recruitment to include more systematic advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations. 2. Continue to evaluate and remove barriers to City employment. 3. Engage with professional organizations committed to/specializing in advancing workplace equity. 4. Provide more internship and job training opportunities to introduce individuals to City careers. 5. % of job descriptions that incorporate equity as core competency. 6. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, age, etc.). 7. % of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.). 8. Staff retention over select intervals of time (e.g., 1 year, 5 years, 10 years) matches community demographics (e.g., race, ethnicity, sex, age, etc.).	Lead	HR
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Development & Workplace	B. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all. 1. Establish a regular (1/2 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. % of staff members that 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	HR
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Draft Community Access & Engagement

- **Additional information for page:**
 - Existing Communication efforts:
 - Communications Plan
 - Communication tools & platforms
 - Engagement Efforts
 - Events
 - Forthcoming community survey information
- **Key Terms**
 - Access
 - Belonging(ness)
 - Diversity
 - Inclusion
 - Tokenism

**Restorative
justice**

Accountability

Draft Community Access & Engagement			
Draft Strategies		City Role	Lead Department
Communications	A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials. 1. Develop and implement a Language Access Plan. 2. Establish accessibility standards for print and digital materials. % of new City materials that meet accessibility standard increasingly gets to 100%. % of all City materials that meet accessibility standard increasingly gets to 100%. 3. The number or % of translated City materials increases each year aligned with the Language Access Plan. 4. Use of closed captioning at public meetings increases each year and gets to 100%. The City strategically increases the use of translation and interpreter services for City events and programs. 5. <i>Community Survey</i> - % of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Lead	PA All

Engagement	B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts. 1. Collect demographic data of boards, commissions, and ad hoc advisory groups. Evaluate the advisory board applications process to determine if the process can be more accessible. Advisory board membership increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.). 2. Implement community programs that increase community participation and involvement from underrepresented community members, e.g.: a. Community Liaison Program b. Community Academy c. Paid Advisory positions 3. % of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).	Lead	PA All
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Community engagement efforts outside of advisory bodies?

Question: What keeps you from participating?

Increase focus groups

Diverse community dialogue programs

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. <i>Community Survey</i> - % of individuals that attended or participated in a City-sponsored event increases. Scores are consistent across demographics. 2. <i>Community Survey</i> - % of individuals that attended a local public meeting increases. Scores are consistent across demographics. 3. <i>Community Survey</i> - % of individuals that watched a local public meeting increases. Scores are consistent across demographics. 4. <i>Community Survey</i> - % of individuals that voted increases. Scores are consistent across demographics. 5. <i>Community Survey</i> – Other pertinent indicators determined by survey questions. 6. # of City engagement held at non-City events increases.	Lead	CM PA PCS
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Collaboration	D. Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEI efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity. 1. Continue to support the Community Connectivity Assessment (CAA) and increasingly put it to use for a variety of City programs and events. 2. Set-up regular meetings throughout the year with DEI representatives. Collaborate on tools to increase knowledge, engagement, and connectivity.	Lead	CM
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