



Commission on Equity Agenda

Refer to the bottom of the agenda for meeting information.

Monday, October 27, 2025

5:30 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Land Acknowledgement

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

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

- A. Approval of Agenda
- B. Approval of August 25, 2025, meeting minutes
- C. Approval of September 6, 2025, retreat minutes
- D. Approval of September 22, 2025, meeting minutes

5. Public Comment

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

6. Inspirational Item

- A. Makieda Hart, Commissioner

7. Business Items

- A. **Welcome Michelle Ewig, Lacey Youth Council Representative**
Kim Sauer, Chair
- B. **Regional Advisory Board Meeting Discussion**
Shannon Kelley-Fong, Assistant City Manager

C. **Strengths, Opportunities, Aspirations, and Results Exercise and 2026 Work Plan**

Shannon Kelley-Fong, Assistant City Manager

8. **Commissioner Reports**

A. **Leadership Thurston County Presentations**

Thelma Jackson, Vice Chair and Cliff Brown, Commissioner

9. **Director Report**

A. **Commission on Equity Reappointment Update**

Shannon Kelley-Fong, Assistant City Manager

B. **Community and Cultural Grant Program Update**

Shannon Kelley-Fong, Assistant City Manager

C. **Utility Wrap Update**

Shannon Kelley-Fong, Assistant City Manager

D. **North Thurston Public School Board and City Council Joint Meeting - November 12, 2025**

Shannon Kelley-Fong, Assistant City Manager

E. **November and December Meetings**

Shannon Kelley-Fong, Assistant City Manager

10. **Adjourn**

Next Meetings and Upcoming Events

- **Commission on Equity Meeting** - November 24, 2025 - 5:30 p.m. at City Hall or remote
- **Commission on Equity Meeting** - December 22, 2025 - 5:30 p.m. at City Hall or remote

Attendance and Public Comment

Attend Remote or In-Person

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

- In-Person: Council Chambers at Lacey City Hall
420 College Street SE, Lacey, WA 98503
- Zoom: https://us02web.zoom.us/webinar/register/WN_Jiz_Wvu1Q8uZNOJjG11ug
- City Website: <https://cityoflacey.org/government/public-meetings/>
- YouTube: https://www.youtube.com/watch?v=Wl_HYc7lpU4
- Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 893 4035 8567)

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

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

In-Person: Use the sign-up sheet located in the meeting room.

Zoom: Preregister using the following Zoom link no later than two hours prior to the meeting:
https://us02web.zoom.us/webinar/register/WN_Jiz_Wvu1Q8uZNOJjGl1ug

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

Written Public Comment

Please email written public comments to coe@cityoflacey.org. The comment period will close two hours before the meeting time. Commissioners will receive all written public comments provided by this deadline. Comments may not be addressed during the meeting. All comments are part of the official record.



Commission on Equity Minutes

Monday, August 25, 2025

Council Chambers and Online

1. Call to Order

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

2. Roll Call

COMMISSIONERS PRESENT: Kim Sauer, Chair; Thelma Jackson, Vice Chair; Commissioners Clifton Brown, Annie Clay, Raul Garza, Makieda Hart, and Kieran Sills-Powell, Lacey Youth Council Representative

COMMISSIONERS EXCUSED: Jon Hegwood, Commissioner

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager; Ty Keltner, Communications Manager; Brian Waananen, Lacey Veterans Services Hub Coordinator; and Brandy Legomina, Deputy City Clerk

3. Land Acknowledgement

Lacey Youth Council Representative Sills-Powell presented the abbreviated Land Acknowledgment.

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

- A. Approval of Agenda
- B. Approval of July 28, 2025, meeting minutes

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

5. Public Comment

No verbal, in-person, remote, or written public comments were received.

6. Inspirational Item

A. Annie Clay, Commissioner

Commissioner Clay shared a summary of the NPR article "Smithsonian Artists and Scholars Respond to White House List of Objectable Art" by Mandalit del Barco. Clay connected the message of the article to the work of the Commission on Equity, pointing out how both work to highlight inequities and injustices, even when others try to mask and erase them.

7. Business Items

A. **Lacey Veterans Services Hub Update**

Brian Waananen, Lacey Veterans Services Hub Coordinator

Waananen provided an update on the Lacey Veterans Services Hub (LVSH), which included statistics on client visits, transportation services, and the geographic areas clients are coming from. Waananen detailed an increase in the number of volunteers and their roles, as well as growth in the number of service providers supporting the LVSH. Current initiatives include expanding volunteers and providers, improving transition from service programs, increasing outreach and advertising efforts, and strengthening outreach events. Waananen also shared current training and staff development goals.

B. **Community Survey Results Update**

Ty Keltner, Communications Manager

Keltner provided results from the Community Survey conducted by Polco. The presentation highlighted key data gathered across a range of topics, including:

- Governance
- Economy
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts, and Culture
- Inclusivity and Engagement

To administer the survey, 3,000 postcards were mailed to randomly selected residents within the Lacey city limits. Of these, 117 were undeliverable, and 292 surveys were completed, resulting in a 95% confidence level with a margin of error of less than 5.7%.

The Community Survey will be conducted biennially to measure resident satisfaction and strengthen community engagement efforts. Discussion ensued.

8. Commissioner Reports

Commissioner Hart provided a report from the Chamber of Commerce roundtable event for BIPOC (Black, Indigenous, and People of Color) business

owners. Commissioner Hart also discussed an upcoming event for a potential community garden at Rececca Howard Park in Olympia.

Commissioner Clay discussed receiving a report on the immigrant community.

Commissioner Jackson reported on the closure of the YWCA (Young Women's Christian Association).

Chair Sauer reported on SCORE (Service Corps of Retired Executives) funding cuts.

Commissioner Brown reported on funding cuts for various non-profit organizations. Discussion ensued.

The Commission recognized Youth Council Representative Sills-Powell for her dedication and valuable contributions over the past year. Kelley-Fong reported on the 2025-2026 Lacey Youth Council cohort.

9. Director Report

A. 2025 Retreat Update

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong provided an update on the 2025 Retreat. This event will be scheduled for September 6, 2025, at the Lacey Veterans Services Hub.

B. Diversity, Equity, Inclusion, and Belonging (DEIB) Advisory Board Regional Meeting

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong provided an update on the DEIB Advisory Board Regional Meeting with the Thurston County Racial Equity Commission, City of Lacey Human Services Commission, City of Olympia Social Justice Committee, and City of Tumwater staff and representatives. The meeting is scheduled for September 22, 2025, at the Thurston County Fairgrounds.

10. Adjourn

Chair Sauer adjourned the meeting at 7:45 p.m.



Commission on Equity Retreat Minutes

Saturday, September 6, 2025

Lacey Veterans Services Hub

1. Introduction and Ground Rules

COMMISSIONERS PRESENT: Kim Sauer, Chair; Thelma Jackson, Vice Chair; Commissioners Clifton Brown, Annie Clay, Raul Garza, and Makieda Hart

COMMISSIONERS EXCUSED: Commissioner Jon Hegwood

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager; Leialani Su'e, Human Resources Director; Veronica Hand, Equity and Inclusion Program Manager; and Elissa Fontaine, City Clerk

Chair Sauer called the retreat to order at 9:05 a.m.

Kelley-Fong introduced the retreat structure and highlighted the expectations and ground rules found in the handout.

2. Connection Activity

Commissioners and staff engaged in a group breakout activity designed to discover shared interests.

3. Clifton Strengths

Su'e presented CliftonStrengths, an assessment tool designed to identify unique talents to help individuals understand how their strengths can influence their work, relationships, and thinking process. An activity provided opportunities to review the Commissioner's individual CliftonStrength results and discuss both shared and differing strengths.

4. Reflection, Visioning, and Moving Forward

Commissioners and staff participated in an activity that highlighted their core values, personal interests, and the challenges they have overcome. The activity

provided the opportunity to highlight individual experiences that helped shape who they are today.

5. Lunch

The Commission recessed from 12:00 p.m. to 1:00 p.m. for lunch.

6. Reflection, Visioning, and Moving Forward (cont.)

The remaining exercises for Reflection, Visioning, and Moving Forward were postponed to a future meeting.

7. Report Out and Next Steps

Kelley-Fong advised that the Commission's September meeting would include an invitation to regional equity advisory boards and would be held at the Expo Center, located at the Thurston County Fairgrounds.

8. Adjourn

Chair Sauer adjourned the retreat at 1:10 p.m.



Commission on Equity Minutes

Monday, September 22, 2025

Expo Center - Thurston County
Fairgrounds

1. Call to Order

Chair Sauer called the meeting to order at 6:07 p.m.

2. Roll Call

COMMISSIONERS PRESENT: Kim Sauer, Chair; Thelma Jackson, Vice Chair; Commissioners Clifton Brown, Annie Clay, Raul Garza, Makieda Hart, and Jon Hegwood; and Michelle Ewig, Lacey Youth Council Representative

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager; Veronica Hand, Equity and Inclusion Program Manager; Michelle Chavez, Human Services Coordinator; Jenny Bauersfeld, Community Relations Specialist; Johanna Koch, Advanced Digital Media Production Specialist; and Brandy Legomina, Deputy City Clerk

3. Land Acknowledgement

Angelina Goodwill, Lacey Human Services Commission, presented the abbreviated Land Acknowledgment.

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

A. Approval of Agenda

Commissioner Hegwood moved to approve the agenda. Commissioner Brown seconded. The motion carried.

5. Public Comment

No verbal or written public comment was received.

6. Inspirational Item

A. Thelma Jackson, Vice Chair

Commissioner Jackson summarized the article, Embracing Joy Amid Life's Uncertainties, by Dr. Okokon O. Udo. This article honors changemakers and reflects on how to face life's unpredictabilities with purpose, resilience, and light.

7. Business Items

A. Welcome

Kim Sauer, Chair

Shannon Kelley-Fong, Assistant City Manager

Chair Sauer welcomed representatives from the Thurston County Racial Equity Commission, City of Olympia Social Justice Committee, City of Lacey Human Services Commission, City of Tumwater, and members of the public to the meeting.

Kelley-Fong outlined the meeting objectives: 1) to establish a foundation for getting to know one another, and 2) to continue building relationships between boards.

B. Connection Activity: Get to Know Your Neighbor

Michelle Chavez, Human Services Coordinator

Chavez introduced the "Connection Activity: Get to Know Your Neighbor," an icebreaker designed to encourage participants to engage with one another in a group setting.

C. Asset Limited, Income Constrained, Employed Household Report for Thurston County

Chris Wells, Thurston County United Way Executive Director

Wells was unavailable to provide a report on the Thurston County and Washington State ALICE reports.

Chair Sauer noted that the ALICE reports are available online for review.

D. Overviews, Updates, and Opportunities

Shannon Kelley-Fong, Assistant City Manager

Margo Morales, Community Engagement Program Specialist, reported on the City of Olympia Social Justice and Equity Commission.

Floyd Chapman reported on the Thurston County Racial Equity Commission.

Kelley-Fong, Assistant City Manager, reported on the Lacey Commission on Equity.

Chavez, Human Services Coordinator, presented on the Lacey Human Services Commission.

Kelly Adams, Assistant City Manager, reported on the City of Tumwater.

Kelley-Fong introduced the Overviews, Updates, and Opportunities exercise, which encouraged participants to discuss vision alignment, opportunities, knowledge sharing, and next steps in a group setting.

8. Commissioner Reports

No Commissioner Reports were provided.

9. Director Report

No Director Reports were provided.

10. Adjourn

Chair Sauer adjourned the meeting at 8:26 p.m.



COMMISSION ON EQUITY

October 27, 2025

SUBJECT: September 2025 DEIB Regional Advisory Board Meeting Update

RECOMMENDATION: Review and discussion.

STAFF CONTACT: Shannon Kelley-Fong, Assistant City Manager *SKF*
Michelle Chavez, Human Services Coordinator *mjc*

ORIGINATED BY: City Manager's Department

ATTACHMENTS: 1. DEIB Regional Advisory Board Meeting Notes Summary 09.22.2025

FISCAL NOTE: None at this time

PRIOR REVIEW: [Commission on Equity – September 22, 2025](#)

**WORK PLAN GOAL:
AND STRATEGY** An Engaged Community
L. Enhance Communication and Engagement Efforts

DEIB STRAT. PLAN: Community Access and 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.

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.

BACKGROUND: On September 22, 2025, the City of Lacey's Commission on Equity (COE) hosted a regional Diversity, Equity, Inclusion, and Belonging (DEIB) Advisory Board meeting at the Thurston County Fairgrounds Expo Center. The meeting was attended by 20 participants from various jurisdictions, including Thurston County, the City of Tumwater, the City of Olympia, the City of Lacey Human Services Commission, and several community members.

Each jurisdiction provided updates on their respective advisory board DEIB activities and upcoming events. After the updates, the meeting was divided into five small groups to discuss the following four questions/focus areas:

1. **Vision Alignment:** What common goals or challenges do we share across our advisory boards?
2. **Opportunities:** Where do you see opportunities for collaboration on projects, programs, or initiatives?
3. **Knowledge Sharing:** How can we better share information, insights, or lessons learned across advisory boards or organizations?
4. **Next Steps:** What small practical steps would you be interested in seeing us take in the next 6 months to a year?

Attachment 1 provides the table notes from the meeting. In summary, several of the overarching themes were:

A. Collaboration / Share Best Practices:

- a. Hold joint meetings quarterly or twice per year, with hosting duties being shared across jurisdictions. Focus meetings on a specific topic that could yield action items.
- b. Hold regular Advisory Board Chair meetings.
- c. Continue the annual DEIB Summit planning.
- d. Continue to share best practices.

B. Direction:

- a. Help define and educate the community on what DEIB is.
- b. Work jointly on projects, when possible.
- c. Equity efforts are facing increasing challenges and pushback.

C. Engagement:

- a. Hold joint outreach activities in new places – Farmers Market, Colleges, Night Market, South Sound BIPOC, etc.
- b. Create an informational newsletter to highlight work being done.
- c. Hold more regional events.
- d. Involve and support the youth.
- e. Expanding mentorship for community members who want to do equity work or serve on boards and commissions.
- f. Hire and engage trusted community members to help government agencies.

Regional Diversity, Equity, Inclusion and Belonging (DEIB) Advisory Board Meeting

Notes Summary 9-22-25

The information below is based on the table notes at this event. Importantly, these notes do not represent verbatim discussions.

1. Vision Alignment: What common goals or challenges do we share across our advisory boards?

Goals

- Collaborate – With quarterly or biannual meetings
- Strength – Remain strong moving forward
- Justice – Focus on justice
- Recruitment and Participation of committee members
- Clearly defined role for committee: "What is your power?"
- Increased visibility in the community of committee/committee work
- Setting the expectation of member commitment/responsibility
- Make Thurston County a better place to live
- Remove silos
- Build resilience
- Bring people together to share strategies and strengthen relationships – collaboration!
- Servant leadership
- Help define DEIB to the community
- Maintain relationships with elected officials
- Create clear goals, objectives, and strategies
- Help empower the community
- Discern, share, and use best practices
- Communicate and let people know how to get involved
- Get more people involved
- Ability to make a change or impact

Challenges

- Direction – Share the same direction
- Support – Gain support from leaders
- Uncertain times – Recognition that times are difficult for equity work, DEIB is under attack
- Maintain engagement with members and the community
- Economic turmoil
- Existing hurdles to getting buy-in from stakeholders and the community
- How will the attack on DEIB affect funding?
- People feel unheard

- Limited resources, we don't need to recreate the wheel

2. Opportunities: Where do you see opportunities for collaboration for projects, programs, or initiatives?

- Quarterly meetings
- Learn from other agencies
- Share data and information with other committees or jurisdictions
- Learn to navigate the mission
- Use lessons learned
- Equity Heat Map – Can be broadened across Thurston County
- Hold more community engagement sessions
- Hold regional events
- Combine efforts
- Ongoing collaboration, like with Tumwater; info sharing
- Other Human Services Commissions throughout the County? If so, Lacey HSC is interested in learning more
- Expanded youth engagement and partnerships
- Provide mentorship for youth
- Modernizing outreach and using each other as a resource
- Reaching unrepresented groups
- Help each other to live stream and improve accessibility
- Involve students at local universities, seniors, and businesses
- Meet more consistently and share information (staff or chairs)

3. Knowledge Sharing: How can we better share information, insights, or lessons learned across advisory boards or organizations?

- Network
- Hold more joint meetings
- Regular semi-annual (every 6mo) meetings like this one. Report out to whole group
- Hold quarterly meetings (or biannually) to continue these conversations and this work
- Rotate jurisdictions for hosting responsibility
- Opportunity for chairs of different cities to meet more frequently (like Mayor's Forum)
- Create a joint newsletter in multiple languages
- Joint messaging/regional communication
- Network with community organizations doing similar work
- Highlight success stories. Ex: How grants and funding was used
- Resource sharing
- Mentor programs
- Create action-focused assignments
- Sharing outreach for events and initiatives across jurisdictions

- Small projects that everyone can contribute to
- Improved communication for these meetings – partner groups would have liked a better understanding of what to expect, who was invited, and the planned discussion for the evening
- Continue collaborating
- Courageous conversations in our groups
 - health disparities
 - foster care
 - legal system, etc.
- Choose a topic and address the root cause and inequities
- Collaborate on cultural events, farmers market, night market, South Sound BIPOC, Black Homes Initiative

4. Next Steps: What small, practical steps would you be interested in seeing us take in the next 6 months to a year?

- Schedule the first quarterly meeting
- Schedule the next meeting 6 months from now – May 2026
- Prioritize the priorities
- Create information channels
- Have more city leaders at meetings
- Share results / get the information out
- Meet with each other / not a quorum but across agencies
- Share failures as well as successes



COMMISSION ON EQUITY

October 27, 2025

SUBJECT: Strengths, Opportunities, Aspirations, and Results Exercise and 2026 Work Plan

RECOMMENDATION: Review and discussion.

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

ORIGINATED BY: City Manager's Department

ATTACHMENTS:

1. SOAR Exercise
2. Diversity, Equity, Inclusion, and Belonging Strategic Plan Excerpt for SOAR Exercise
3. 2025 Work Plan Update

FISCAL NOTE: None at this time

PRIOR REVIEW: [Commission on Equity Retreat – September 09, 2025](#)

DEIB STRAT. PLAN: Community Access and 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.

Programs, Policies, and 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.

BACKGROUND: On September 6, 2025, the City of Lacey's (City) Commission on Equity (COE) held a retreat. The purpose of the retreat was to:

1. **Network and connect:** The COE requested time to learn more about one another. This included performing several exercises and learning about each other's Clifton Strengths.

2. **Reflection, Visioning, & Moving Forward:** The COE was provided with an overview of the exercise associated with this element. However, due to time limitations, the exercise was rescheduled for the next COE meeting.

Strengths, Opportunities, Aspirations, and Results (SOAR) Exercise

A SOAR exercise can be a powerful, strengths-based strategic planning activity that focuses on what a group, like the COE, or organization, like the City, does well — rather than focusing primarily on gaps or weaknesses (like the more common Strengths, Weaknesses, Opportunities, and Threats), while also focusing on the future. As part of this exercise, considering the framework of the Diversity, Equity, Inclusion, and Belonging Strategic Plan (DEIB Plan), the COE will consider questions like:

1. Strengths

- What are we doing well right now?
- What makes us unique?

2. Opportunities

- What possibilities can we take advantage of?
- What's changing in our environment, community, or culture?
- Who can we collaborate with?

3. Aspirations

- What do we want to accomplish in the next 12 months?
- What do we want to accomplish in the next few years?

4. Results

- What outcomes will show we're making progress?
- What does success look like in the short- and long-term?
- How will we track or celebrate successes and impact?

To help with this exercise, **Attachment 2** provides excerpts from the City's [DEIB Plan](#). As this exercise will include a review of goals, subareas, benchmarks, and 2024 baselines, the content found in **Attachment 2** focuses on the DEIB Plan's mission, vision, values, goals, strategies, benchmarks, and baselines. Importantly, this document is not a replacement for the adopted DEIB Plan. The DEIB Plan has not changed or been modified since its approval by the Lacey City Council on September 17, 2024.

Commission on Equity

Reflection

Opportunities

Aspirations

Results



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



City Staff

Rick Walk, City Manager
Shannon Kelley-Fong, Assistant City Manager
Ty Keltner, Communications Manager
Donna Feliciano, Communications Specialist
Jenny Bauersfeld, Community Specialist
Miles Parker, Communications Intern
Kelly Adams, Special Project Administrator
Veronica Hand, Equity and Inclusion Program Manager
Sadie Siglin, Management Analyst
John Koch, Digital Media Production Specialist
Michelle Chavez, Human Services Coordinator
Elissa Fontaine, City Clerk

Department Directors

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



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



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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

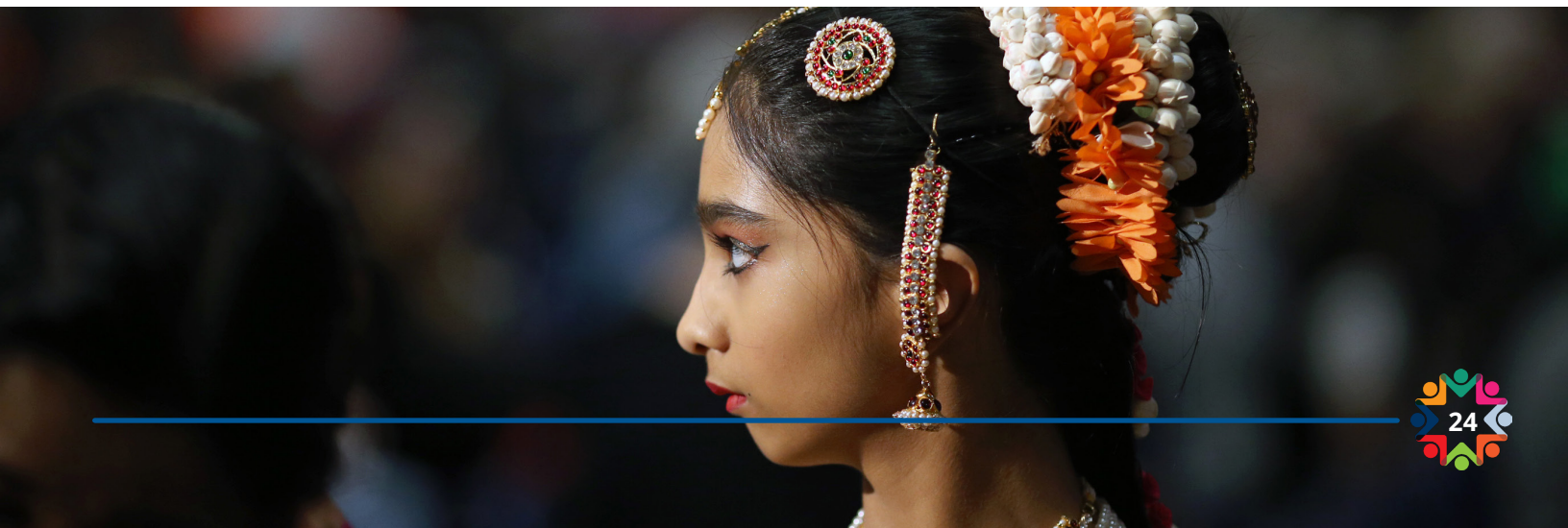


POLICIES, PROGRAMS, AND SERVICES

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

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
<p>Equity Plan</p>	<p>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).</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: CM, HR</p> <p>Partners/ Support: ALL</p>	 <p>Emerging</p>
<p>Hiring and Retention</p>	<p>B. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community.</p> <ol style="list-style-type: none"> 1. Look for opportunities to expand operating procedures for pre-hire and recruitment, including increasing: <ol style="list-style-type: none"> 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.). 	<p>Lead</p>	<p>Leaders: CM, HR</p> <p>Support: ALL</p>	 <p>Progress</p>

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
<p>Development and Workplace</p>	<p>C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.</p> <ol style="list-style-type: none"> 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). 	<p>Lead</p>	<p>Leaders: CM, HR</p> <p>Partners/ Support: ALL</p>	 <p>Progress</p>



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)
<p>1. Look for opportunities to expand operating procedures for pre-hire and recruitment, including increasing:</p> <ul style="list-style-type: none"> 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	<p>In the past few years, the City expanded ongoing recruitment efforts conducted by Human Resources to include creating a Recruitment Coordinator position.</p> <p>Human Resources currently performs outreach efforts to local high schools, assisting school counseling staff with job applications, coaching, and career path planning.</p> <p>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.</p> <p>The City uses online tools and partner organizations for engagement and promoting job openings. Some examples include:</p> <ul style="list-style-type: none"> • 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) <p>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.</p>

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)
<p>2. Continue to evaluate recruitment life cycle process and remove barriers to City employment.</p>	<p>Annual</p>	<p>Over the past few years, the City revised its application review process, to include the following:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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)
<p>3. Work to establish learning objectives to enhance workforce. Engage with professional organizations committed to and specializing in advancing workplace equity.</p>	<p>Annual</p>	<p>City staff must attend annual trainings. Previous trainings have included:</p> <ul style="list-style-type: none"> • City Policy Manual Annual updates • Monthly Safety Trainings • Foundations of Implicit Bias • A Framework for Ethical Decision Making. • Preventing Harassment, and Discrimination • Emotional Intelligence
<p>4. Provide equitable job training opportunities to advance and support careers.</p>	<p>Annual</p>	<p>In 2022, the City started offering tuition reimbursement for staff to obtain degree programs through accredited colleges and/or universities.</p> <p>The City offers a variety of training opportunities through Washington Cities Insurance Authority (WCIA), Association of Washington Cities (AWC), and Summit Law.</p> <p>Departments have varying degrees of training and continuing education opportunities for staff.</p>
<p>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.</p>	<p>Annual</p>	<p>In 2023, the City offered three internships and one veteran fellowship.</p> <p>Human Resources actively maintains a list of job fair participants interested in future internship opportunities and connects them with relevant postings at the City.</p> <p>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.</p>

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	<p>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.</p> <p>The population of Lacey: 31.7% people of color.</p> <ul style="list-style-type: none"> • 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). <p>The population of Lacey: 51% identify as females.</p> <ul style="list-style-type: none"> • 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. <p>See Public Safety, Strategy C, Benchmark 10, and Appendix D for more details on the City’s police, emergency management, and animal services.</p>
8. Percentage (%) of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Annual	<p>See Appendix D for detailed overview and limitations, e.g., applicant demographic data is provided on a voluntary basis by a third-party system.</p> <p>Lacey’s population is made up of 31.7% people of color.</p> <ul style="list-style-type: none"> • 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). <p>Lacey’s population is made up of 51% females.</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Collective Bargaining Agreement (CBA) • City Policy Manual • Recruitment/hiring best practices and process • Benefits • Leave administration. HR is partnering with departments on: <ul style="list-style-type: none"> • 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)
<p>3. Establish a required baseline equity training program for all City staff. Incorporate this training into on-boarding for future City staff members.</p> <p>Percentage (%) of staff members who take the required equity training program increases and eventually reaches 100%.</p>	Annual	<p>There is no structured, baseline equity training required for all City staff.</p> <p>In 2021, the City started providing training that supports DEIB efforts. Trainings included:</p> <ul style="list-style-type: none"> • Preventing Harassment/Discrimination • Implicit Bias • Ethics • Giving Feedback/Receiving Feedback trainings 2022 • Emotional Intelligence <p>LPD completed all Washington State Criminal Justice Training Commission (CJTC) required annual equity training.</p>
<p>4. Establish optional, advanced equity training for City staff. Require advanced equity training for all supervisors and City leadership.</p>	Annual	<p>There is no structured, advanced equity training available for all City staff or required for supervisors and City leadership.</p> <p>Optional, advanced equity training options are available through Washington Cities Insurance Authority (WCIA), however no comprehensive program exists.</p> <p>Supervisors and City leadership are required to be up-to-date on all required trainings.</p> <p>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.</p> <p>Lacey Police Department (LPD) completed all Washington State Criminal Justice Training Commission (CJTC) required annual equity training.</p>
<p>5. Establish a cross-departmental Equity Team (internal) sponsored by City leadership. Evaluate need for other internal support networks.</p>	Annual	<p>No cross-departmental Equity Team or committee (internal) exists to date.</p>

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

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	<p>A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.</p> <ol style="list-style-type: none"> 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	<p>Leaders: CM, PA</p> <p>Partners/ Support: ALL</p>	 <p>Emerging</p>
Engagement	<p>B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts.</p> <ol style="list-style-type: none"> 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.: <ol style="list-style-type: none"> 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	<p>Leaders: PA, CM, PCR, CED</p> <p>Partners/ Support: PA, PCR, CED</p>	 <p>Progress</p>


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
<p>Relationships</p>	<p>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.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: PA, CM, PCR, CED, PD</p> <p>Partners/ Support: ALL</p>	 <p>Progress</p>
<p>Collaboration</p>	<p>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.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: CM, PA, PCR</p> <p>Partners/ Support: ALL</p>	 <p>Emerging</p>

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	<p>No Language Access Plan to date.</p> <p>In 2022 and 2023, the City increased language and accessibility features by:</p> <ul style="list-style-type: none"> • 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 border="1" data-bbox="1112 1421 1992 1870"> <thead> <tr> <th colspan="2">Table 2: LanguageLine Translation Services</th> </tr> <tr> <th>Year</th> <th>Total Minutes</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>87.4</td> </tr> <tr> <td>2022</td> <td>448.8</td> </tr> <tr> <td>2023</td> <td>783.1</td> </tr> <tr> <td>2024* (partial year)</td> <td>366.4</td> </tr> <tr> <td>TOTAL</td> <td>1,685.7</td> </tr> </tbody> </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															
2023	783.1															
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)
<p>2. Implement community programs that increase community participation and involvement from underrepresented community members, e.g.:</p> <ul style="list-style-type: none"> a. Community Liaison Program b. Community Academies (City-wide) c. Community Dialogues and Focus Groups d. Advisory Boards 	<p>Annual</p>	<p>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.</p>
<p>3. Percentage (%) of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).</p>	<p>Every Two (2) Years</p>	<p>The City does not currently track online opportunities or online engagement.</p>

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



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
<p>City Policies</p>	<p>A. Integrate and reflect equity values in all policy and planning documents, e.g., Budget, Comprehensive Plan, etc.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: CM, FI, CED</p> <p>Partners/ Support: ALL</p>	 <p>Emerging</p>
<p>City Services</p>	<p>B. Provide services that are responsive, transparent, accountable, equitable, and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: ALL</p> <p>Partners/ Support: ALL</p>	 <p>Progress</p>




PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
<p>Public Safety</p>	<p>C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner</p>	<p>Leaders: PD, CA, CM, JAS, FI</p> <p>Partners/ Support: CED</p>	 <p>Progress</p>

PROGRAMS, POLICIES, AND SERVICES


SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
<p>Parks, Culture, Recreation</p>	<p>D. Provide robust and community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: PCR, PW</p> <p>Partners/ Support: CA, CED, PW</p>	 <p>Progress</p>
<p>Infrastructure</p>	<p>E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner</p>	<p>Leaders: PW, CM</p> <p>Partners/ Support: CA, CED, PCR</p>	 <p>Emerging</p>

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
<p>Utilities</p>	<p>F. Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner</p>	<p>Leaders: PW, FI</p> <p>Partners/ Support: CA, CED</p>	 <p>Emerging</p>
<p>Acknowledgement and Events</p>	<p>G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: PA, CM, CED, PCR</p> <p>Partners/ Support: ALL</p>	 <p>Progress</p>
<p>Contracting</p>	<p>H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.</p> <ol style="list-style-type: none"> 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. 	<p>Lead</p>	<p>Leaders: CED, PA, CM, FI</p> <p>Partners/ Support: CA, CED, HR</p>	 <p>Emerging</p>

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)
<p>3. Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%.</p>	<p>Annual</p>	<p>The 2024 Budget includes references to diversity, equity, inclusion, and belonging efforts in the following budgets: City Council City Manager Human Resources Police</p> <p>The 2024 Budget included an increase in funding for equity initiatives, including funding for the Advisory Board Stipend Program (\$50,000).</p> <p>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.</p> <p>Policy documents with equity:</p> <p>Communications Plan Work Plan 2022-2024 2023 Parks, Culture, Recreation Comprehensive Plan</p> <p>Example of Policy documents with no incorporation of equity:</p> <p>City Council Policies and Procedures Capital Facilities Plan Transportation Plan Comprehensive Emergency Management Plan Public Works Standards</p>
<p>4. Support and resources for projects with DEIB emphasis increase annually.</p>	<p>Annual</p>	<p>Since 2022, the City has annually budgeted \$25,000 for equity initiatives. The 2023 Carryover Ordinance (2024 Amendment) includes \$42,019 for equity initiatives.</p> <p>In 2023, the Lacey City Council created the Advisory Board Stipend Program. The 2024 Budget provides \$50,000 for program implementation.</p> <p>The 2023 and 2024 Budget included funding for an Equity and Inclusion Program Manager. This position was filled in 2024.</p>

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)
<p>10. City continues to evaluate and remove barriers to accessing City services.</p>	<p>Annual</p>	<p>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.</p> <p>Since 2022, the City has provided interpretation services for community members at front counters and in the field.</p> <p>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.</p> <p>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).</p> <p>The City and Commission on Equity hosted three community forums outside of City Hall in 2023.</p>
<p>11. Increased number of City external documents (e.g., forms, policies, applications, etc.) are accessible online.</p>	<p>Annual</p>	<p>Community members can access most City external documents online. However, a few documents remain in paper form only, e.g., Special Events Application.</p>

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)
<p>1. LPD continues to publish reports on public safety with demographic data.</p> <p>LPD provides an annual update on policing statistics to the City Council and various advisory bodies.</p>	Annual	<p>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.</p> <p>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.</p> <p>Full-time, commissioned police workforce:</p> <ul style="list-style-type: none"> • 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. <p>Administrative Police Workforce:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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	<p>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.</p> <p>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.</p> <p>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.</p>
2. Increase in identified park, culture, and recreation levels of service, i.e., parks located within 10-minute active travel (walk or roll) of all community members.	Annual	<p>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</p> <p>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.)</p> <p>Population is within a .5-mile travelshed of a neighborhood park:</p> <ul style="list-style-type: none"> 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 <p>Notably, the above metric includes developed and undeveloped park sites.</p>

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)
<p>3. Increased use and awareness of recreation financial assistance fund to ensure recreation programs are available to all.</p>	<p>Annual</p>	<p>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.</p> <p>FAP allocations were:</p> <ul style="list-style-type: none"> • 2021: \$3,000 • 2022: \$5,419 • 2023: \$7,874 <p>In 2023:</p> <ul style="list-style-type: none"> • 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.
<p>4. Community Survey – Rating of park system increases. Scores are consistent across demographics.</p>	<p>Every Two (2) Years</p>	<p>No baseline. Community Survey to occur in 2024/2025.</p>
<p>5. Community Survey – Rating of recreation programs increases. Scores are consistent across demographics.</p>	<p>Every Two (2) Years</p>	<p>No baseline. Community Survey to occur in 2024/2025.</p>
<p>6. Community Survey – Rating of community center increases. Scores are consistent across demographics.</p>	<p>Every Two (2) Years</p>	<p>No baseline. Community Survey to occur in 2024/2025.</p>

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	<p>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:</p> <ul style="list-style-type: none"> • 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. <p>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).</p>
2. Percentage (%) of multimodal transportation infrastructure in City increases.	Annual	<p>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."</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • Miles of bike infrastructure, including: <ul style="list-style-type: none"> ◦ 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	<p>In 2023, the City adopted a land acknowledgement in collaboration with the Nisqually Indian Tribe.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

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)
<p>3. Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives.</p>	<p>Annual</p>	<p>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.</p> <p>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.</p>
<p>4. City publications and other materials reflect the community.</p>	<p>Annual</p>	<p>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.</p>
<p>5. City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms.</p>	<p>Annual</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>In 2023, Dr. Thelma Jackson was presented with the Ken Balsley Historian of the Year award. She was selected by the Historical Commission.</p> <p>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</p>

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)
<p>6. Number of and support for events and programming that highlights cultural diversity increases.</p>	<p>Annual</p>	<p>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</p> <p>In 2023, the City supported the following programs: Stories of the South Sound Oral History Project Teen Leadership Group Teen Activity Nights</p> <p>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/</p> <p>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</p> <p>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.</p>

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)
<p>7. Number of opportunities for community dialogues on equity.</p>	<p>Annual</p>	<p>In 2023, the Commission on Equity hosted three community forums:</p> <ul style="list-style-type: none"> • Black and African American Community Forum • LGBTQIA+ Community Forum • Centering Immigrant Communities Forum <p>In 2024, the Commission on Equity is planning on hosting three community forums.</p>
<p>8. Track Community engagement events:</p> <ol style="list-style-type: none"> a. Number held (in-person, remote, hybrid) b. Type of events c. Demographic data, as best as possible d. Location of events 	<p>Annual</p>	<p>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:</p> <ul style="list-style-type: none"> • Parks, Culture, Recreation Comprehensive Plan Survey • LaceyCares <p>See Appendix F for more information on Lacey Cares survey demographics.</p> <p>In 2023, the City held the following number of City events (this does not include rentals or other community events):</p> <ul style="list-style-type: none"> • 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 <p>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.</p>

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)
<p>9. Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.</p>	<p>Annual</p>	<p>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.</p> <p>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/</p> <p>Partners and sponsors are recognized in the following:</p> <ul style="list-style-type: none"> • 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)
<p>1. Support training and outreach activities to raise awareness about contracting and procurement processes.</p> <p>Use communication platforms to bring attention to contracting and procurement requirements.</p>	Annual	<p>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:</p> <ul style="list-style-type: none"> • Structuring and Licensing your Startup • Location • Brand and Marketing • Finance and Accounting • Business Plan Writing <p>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/</p>
<p>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.</p>	Annual	<p>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.</p> <p>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%).</p>



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
<p>Economic Development</p>	<p>A. Support and enhance community workforce education, training, and entrepreneurial opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner Advocate</p>	<p>Leaders: CED</p> <p>Partners/Support: CM</p>	 <p>Progress</p>
<p>Housing Services</p>	<p>B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner Advocate</p>	<p>Leaders: CED, CM</p> <p>Partners/Support: CA</p>	 <p>Progress</p>


Livability

LIVABILITY

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
<p>Human Services</p>	<p>C. Provide and support culturally appropriate human services that meet the needs of the Lacey community.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner Advocate</p>	<p>Leaders: CM, PD, Partners/ Support: CA, CED</p>	 <p>Progress</p>
<p>Partnerships</p>	<p>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.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner Advocate</p>	<p>Leaders: CED, PCR Partners/ Support: CA, PW</p>	 <p>Emerging</p>


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
<p>Environment</p>	<p>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.</p> <ol style="list-style-type: none"> 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. 	<p>Lead Partner Advocate</p>	<p>Leaders: CED, PCR</p> <p>Partners/ Support: CA, PW</p>	 <p>Progress</p>

ECONOMIC DEVELOPMENT

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

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

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs.	Annual	<p>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:</p> <ul style="list-style-type: none"> • Structuring and Licensing your Startup • Location • Branding and Marketing • Finance and Accounting • Business Plan Writing <p>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).</p>

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	<p>In 2023, the City had three (3) interns and one (1) veteran fellowship participant.</p> <p>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.</p>				
3. City supports job readiness programs.	Annual	<p>Currently, the City partners with Workforce in Thurston County on ways to improve outreach and community support to job seekers.</p> <p>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.</p> <p>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.</p> <p>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.</p>				
4. Number and Percentage (%) of minority-owned businesses in Lacey increases.	Annual	<p>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.</p> <table border="1" data-bbox="1106 1639 1982 1745"> <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> <p>Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)</p>	All employer firms, Reference year 2017	1,093	Minority-owned employer firms, Reference year 2017	271
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ECONOMIC DEVELOPMENT

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

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)						
<p>5. Number and Percentage (%) of women-owned businesses in Lacey increases.</p>	<p>Annual</p>	<p>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.</p> <table border="1" data-bbox="1106 768 1992 903"> <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> <p>Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)</p>	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							
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<p>6. Number and Percentage (%) of veteran-owned businesses in Lacey increases.</p>	<p>Annual</p>	<p>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.</p> <table border="1" data-bbox="1106 1126 1992 1262"> <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> <p>Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)</p>	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							
<p>7. Explore ways to get involved in Digital Equity initiatives.</p>	<p>Annual</p>	<p>The City has engaged with partners to discuss expanding broadband in Thurston County.</p> <p>Per the Census (U.S. Census Bureau QuickFacts: Lacey city, Washington), in Lacey:</p> <table border="1" data-bbox="1106 1526 2007 1695"> <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> <p>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</p>	Computer and Internet Use		Households with a computer, percent, 2018-2022	95.0%	Households with a broadband Internet subscription, percent, 2018-2022	91.9%
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ECONOMIC DEVELOPMENT

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

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)															
<p>1. Number of affordable housing units in Lacey and the greater community increases.</p>	<p>Annual</p>	<p>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:</p> <ul style="list-style-type: none"> • \$142,355 - Public services supporting scholarships for youth experiencing homelessness, the Community Kitchen, support for Monarch Children’s Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including adding housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: https://cityoflacey.org/community-development-block-grant-program/ <p>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.</p> <p>From the Housing Action Plan 2021:</p> <p>“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).”</p> <div data-bbox="1174 1542 2191 1804"> <p><i>Table 1-1. Metrics for equity in housing</i></p> <table border="1"> <thead> <tr> <th>Metric</th> <th>Person of Color</th> <th>White, Non-Hispanic</th> </tr> </thead> <tbody> <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> </tbody> </table> </div>	Metric	Person of Color	White, Non-Hispanic	Cost Burdened Households	37%	31%	Homeowners	52%	66%	People Experiencing Homelessness	~ 4.4 per 1,000	~2.4 per 1,000	Household with an Income Less than \$50,000	41%	33%
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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)
<p>2. Number of supportive housing units in Lacey and the greater community increases.</p>	<p>Annual</p>	<p>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/</p> <p>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.</p>
<p>3. Number of Accessory Dwelling Units (ADUs) in Lacey and the greater community increase.</p>	<p>Annual</p>	<p>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.</p>
<p>4. Continued implementation of the Housing Action Plan.</p>	<p>Annual</p>	<p>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/</p> <p>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.</p>

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)
<p>5. Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases.</p>	<p>Annual</p>	<p>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 (southsoundseiors.org)</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p>6. Community Survey – Rating of “Affordable quality housing” increases. Scores are consistent across demographics.</p>	<p>Every Two (2) Years</p>	<p>No baseline. Community Survey to occur in 2024/2025.</p>

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)
<p>1. Develop and maintain the Community Connectivity Tool (CCT), a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders.</p>	<p>Annual</p>	<p>In 2023, 67 entities were entered into the CCT.</p>
<p>2. Create a strategic City social service program that is transparent, consistent, and removes barriers to participation.</p>	<p>Annual</p>	<p>In 2023, the City budgeted for and hired a Human Services Coordinator. This position is responsible for:</p> <ul style="list-style-type: none"> • Community Development Block Grant program administration. • Human services program administration. • Pursuing additional human services funding for the community. <p>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.</p>
<p>3. In partnership with local education institutions, advocate for additional funding for early childhood resources.</p>	<p>Annual</p>	<p>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).</p>

HUMAN SERVICES

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

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
<p>4. Continue to work collaboratively with community partners in the provision of human services.</p>	<p>Annual</p>	<p>In 2023, the City awarded CDBG funding to:</p> <ul style="list-style-type: none"> • \$142,355 - Public services, including supporting scholarships for youth experiencing homelessness, 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. <p>For a full list of 2023 funding, see: CityofLacey.org/community-development-block-grant-program/</p> <p>In 2023, the City budgeted for and hired a Human Services Coordinator. This position is responsible for:</p> <ul style="list-style-type: none"> • CDBG program administration. • Human services program administration. • Pursuing additional human services funding for the community. <p>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.</p> <p>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</p> <p>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.</p>

HUMAN SERVICES

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	<p>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.</p> <p>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.</p>
2. Number of community events (non-City) the City is involved in increases every year.	Annual	<p>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.</p>
3. Number of joint City-community events, programs, or initiatives increases every year.	Annual	<p>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.</p>

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)
<p>1. Environmental Health Disparity ratings in Lacey on the Washington Environmental Health Disparities Map improve overtime.</p>	<p>Depends on Frequency of Updates</p>	<p>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.</p>
<p>2. Continue the implementation of the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions.</p>	<p>Annual</p>	<p>The annual Thurston County Mitigation Plan can be found here: trpc.org/909/Thurston-Climate-Mitigation-Plan Highlights from the 2022 Progress Report include:</p> <ul style="list-style-type: none"> • 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)
<p>3. Identify any existing heat deserts in the community and explore ways to mitigate these conditions.</p>	<p>Annual</p>	<p>Trees reduce the temperatures of heat islands that form in urban centers by shading pavement and structures.</p> <p>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.</p> <p>See: https://www.arcgis.com/home/webmap/viewer.html?webmap=339c93a11b7d4cf7b222d60768d32ae5. See Appendix J.</p>
<p>4. Continue to support a healthy tree canopy in all areas of Lacey.</p>	<p>Annual</p>	<p>In 2023, the City supported 1,269 acres of park property and over 2,500 street trees.</p> <p>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</p> <p>In 2023, Parks Maintenance planted 553 seedlings and 62 street trees.</p>

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)
<p>5. Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan.</p>	<p>Annual LPCR updates on 6-year basis.</p>	<p>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</p> <p>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.)</p> <p>Current population within a .5-mile travelshed of a neighborhood park:</p> <ul style="list-style-type: none"> 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 <p>Notably, the travelshed metrics include developed and undeveloped park sites.</p>

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)
<p>6. Continue to support local, state, and federal environmental sustainability and resiliency initiatives.</p>	<p>Annual</p>	<p>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.</p> <p>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.</p> <p>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.</p>
<p>7. Continue to provide support for septic-to-sewer conversion programs.</p>	<p>Annual</p>	<p>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.</p> <p>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.</p>
<p>8. Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.</p>	<p>Every Two (2) Years</p>	<p>No baseline. Community Survey to occur in 2024/2025.</p>



Commission on Equity

Work Plan 2025
10-Month Update



Table C				
2025 Work Plan - 6-Month Update				
Year	Q	Category	Activity	Status
2025	Q1	Engagement	Participate in the Lacey Cultural Celebration	Complete
			Joint Meeting with the Lacey Youth Council	Complete
		Policy Items	Finalize paid community liaison program recommendation	In-Progress
			Finalize Equity Map	Complete
			Review Employee Survey	Complete
			Review other City policy documents, as they come up (e.g., Economic Development Plan, etc.)	Complete
			2024 DEIB Strategic Plan Report Review	On Hold for 2026
		Program Items	Joint meeting with City Council and Annual Report Out	Complete
			Review and make a recommendation on Community Survey option	Complete
		Events	Start 42nd Juneteenth Celebration planning with Fred U. Harris Lodge	On Hold
			Participate in the Lacey Cultural Celebration	Complete
			Continue planning for 2025 DEIB Regional Summit	Complete

Commission on Equity-2024 Work Plan

Year	Q	Category	Activity	Status
2025	Q2	Engagement	Hold a focus group	Complete
			Hold a joint/informational meeting with DEIB representatives from local education institutions; Invite administrators	Complete
		Policy Items	Continue Advisory Board Process	In-Progress
			Continue research and review on equity tools	In-Progress
			Start review of Advisory Board recruitment process	In-Progress
			Comprehensive Plan Involvement	Complete
			Review other City policy documents, as they come up	Complete
		Program Items		
		Events	Participate in the 42nd Juneteenth Celebration with the Fred U. Harris Lodge	On Hold
			Host 2025 DEIB Regional Summit with partners	Complete

Commission on Equity-2024 Work Plan

Year	Q	Category	Activity	Status
2025	Q3	Engagement	Hold a joint/informational meeting with DEIB representatives from other government entities	Complete
			Hold a focus group with community members / affinity group(s) (TBD)	In-progress
			Research and consider community celebrations, including LGBTQIA+, Latino events	Complete
		Policy Items	Review Language Access Plan	Complete
			Continue Comprehensive Plan Involvement	Complete
			Review Cross Departmental Equity Team Plan	On Hold for 2026
			Review other City policy documents, as they come up	Complete
		Program Items		
		Events		

Commission on Equity-2024 Work Plan

Year	Q	Category	Activity	Status
2025	Q4	Engagement	Hold a focus group with community members	Not started
			Recruit for COE Members (if needed)	Complete - Not needed
			Make a recommendation on community celebrations, including LGBTQIA+, Latino events	Complete
		Policy Items	Review contracting and opportunities for information sharing	Not Started
			Continue Comprehensive Plan Involvement	Complete
			Review other City policy documents, as they come up	In-progress
			Draft 2026 Commission on Equity Work Plan	In-progress
		Program Items		
		Events	Start 2026 DEIB Regional Summit Planning	In-progress