



**CITY OF KIRKLAND**  
**Department of Finance & Administration**  
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**www.kirklandwa.gov**

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## **MEMORANDUM**

**To:** City Council  
**From:** Kurt Triplett, City Manager  
**Date:** June 24, 2020  
**Subject:** SAFE, INCLUSIVE AND WELCOMING FRAMEWORK

### **Recommendation**

City Council holds a public hearing on draft Resolution R-5434, affirming that Black Lives Matter and establishing a framework to becoming a safe, inclusive and welcoming community. The public hearing will follow a study session that includes presentations on the Police Strategic Plan, police use of force, the School Resource Officer Task Force report, and how the 2018 Proposition 1 is investing in community policing, behavioral health, domestic violence, suicide prevention, and gun safety education.

This framework resolution is proposed in response to renewed and significant community interest in addressing issues of structural racism and creating a Kirkland where the lived experience of Black people is that they are safe and respected. The Council should receive public comment on potential changes and improvements to the draft resolution and then provide direction for staff to return with a final resolution and funding at a future Council meeting.

### **Background**

Since the tragic killing of George Floyd by a police officer on May 25, 2020 in Minneapolis, Minnesota there have been dozens of protests, marches and rallies in Kirkland calling for an end to structural racism and for the City to demonstrate that Black Lives Matter. At the June 16, 2020 Council meeting, Mayor Penny Sweet read a statement (Attachment A) on behalf of the Council directing the City Manager to develop a framework for the City's response to the community. The relevant excerpts from the statement regarding the framework resolution are included below:

*"We have asked the City Manager to provide us a framework for a citywide response to the issues of bias and racism towards our Black and brown community members. That framework will be presented to the Council at our July 7th Council meeting."*

*"We also asked the City Manager to bring to us on July 7th a request for necessary resources for early implementation actions and community-wide conversations on these critical topics."*

Both requests from the Council are reflected in the draft resolution.

## Guiding Principles

There are several guiding principles that shaped the draft resolution which are summarized below and then described in more detail:

- Build on previous City work to become safe, inclusive and welcoming.
- Listen, learn and partner with the Black community and People of Color on actions and outcomes.
- Create broad community engagement to identify actions to increase the safety of Black residents and visitors and reduce structural racism.
- Create policy and program outcomes that are specific, measurable, timely and funded.

### *Build on previous City work to become safe, inclusive and welcoming*

On February 21, 2017 the City Council adopted Resolution R-5240 declaring Kirkland a Safe, Inclusive and Welcoming Community for all people. Following adoption of that resolution the City has taken many budgetary and policy actions over to make progress towards this goal. Some of these actions are highlighted below:

- Adopted **Ordinance O-4558** on February 21, 2017 adding a new Chapter 3.18 to the Kirkland Municipal Code prohibiting City of Kirkland officers and employees from inquiring into immigration status or collecting information regarding religious affiliation.
- Created the **Inclusion Network** in 2017, an informal group of representatives from non-profit and faith-based organizations, civic and community-based organizations, service provider agencies, and other governmental agencies. Staff convenes this group for meetings every other month.
- Funded the creation of the **KirklandTalks** framework, which was used for the 2020 "Kirkland Talks About Racism" community learning component of the Welcoming Kirkland Initiative (see below).
- Hosted three major civic **City Hall for All** engagement / welcoming events, in 2017, 2018 and 2019.
- Conducting themed resident engagement on **Community Policing**, identifying actions to foster better relationships between police and the Kirkland community.
- Regular staff participation in the **Governing for Regional Equity and Inclusion** bi-monthly meetings, a group convened by King County and consisting of staff from various cities, County departments, and the Port of Seattle.
- City staff have been members of the **Eastside Race and Leadership Coalition**, including regularly participating in monthly meetings. The City was a partner organization in ERLC's 2018 and 2019 annual summit, including staff helping to plan and facilitate the 2019 summit.

- Conducted themed resident engagement on the City's **Americans with Disabilities Act** priorities, resulting in, among other outcomes, the development of an **equity impact assessment tool** and associated staff training.
- Supported hard-to-count outreach for the **2020 Census**, including contributing to the Regional Census Fund and staff participating in the grant selection process for fund dispersal to community-based organizations.
- On-going participation as a member city in **Welcoming America** and **Cities for Citizenship**.

The City's commitment to being safe, inclusive and welcoming was severely tested by an incident that occurred on November 7, 2018 at the Menchie's Yogurt Shop in Totem Lake. The owner of the shop made an "unwanted person" 911 call and requested police to have Byron Ragland, a Black man, leave the yogurt shop. As a result of these events, Kirkland police reviewed and changed department protocols around responding to "unwanted person" calls. Now police will not ask someone to leave a public or private establishment unless the person is violating the law. In 2019, the City Council and the City Manager also invested in implicit bias training for all Kirkland police and all other City employees, including all Councilmembers, City prosecutors and the Municipal Court Judge. Around 90% of the workforce received in-person training in 2019, including close to 100% of the Kirkland Police Department. All new hires will continue to be required to complete online training in Diversity, Bias, Discrimination, and Harassment. In December of 2019, Kirkland's Human Resources Director provided a summary of the City's actions to the Council. The memorandum and attachments from that presentation are included as Attachment B. As detailed in the memorandum, the City has also begun other important initiatives related to race, bias and inclusion.

One significant highlight was the City partnering with Leadership Eastside to create the **Welcoming Kirkland Initiative**, a community engagement effort developed in response to expressed concerns that People of Color in general, and Black people in particular, have lived experiences of an unwelcoming and inequitable community in contrast to the City's stated goal to be safe, inclusive and welcoming for all. Interrupted by the coronavirus pandemic, this process included a review and recommendations for business and police protocols, together with town hall events and a community learning series envisioned and supported by Eastside for All entitled "**Kirkland Talks About Racism**."

The framework resolution is intended to build on all this previous City work.

*Listen, learn and partner with the Black community and People of Color on all actions*

Shortly after the death of Mr. Floyd, City leaders and staff called upon the relationships that had been built following the Menchie's incident to get guidance on how the City could be part of the solution to injustice and structural racism. The City received important feedback that it was critical to first listen and learn, especially from members of the Black community, prior to action.

At the same time, notable Black members from the Eastside Race and Leadership Coalition formed a new group called the "Right to Breathe Committee," with the goal of ensuring safety and respect for Black people in Kirkland. The Right to Breathe Committee includes Kalika Curry, Anne Morisseau, Shomari Jones, Paul Lwali and James Whitfield. They reached out to the City

Manager, the Assistant City Manager and Police Chief to partner with the City to create sustainable, structural change in the areas of local government, law enforcement, school districts, employers, retailers and other public accommodations, and community education and communication. The group has met three times so far to exchange interests and identify shared desired outcomes.

The Right to Breathe Committee shared three core principles for the policy discussions:

- Abolishing systemic Anti-Blackness to ensure equal justice;
- Oversight and accountability through equitable, shared decision-making – “nothing about us without us;” and
- De-escalation of encounters with people enforcing laws and rules against Black people.

The framework resolution before the Council is structured to keep City actions limited and focused so that goals and outcomes may be developed in partnership with Black community members from the Eastside. City staff believe this is important both as a matter of good policymaking, but also as a matter of trust-building and accountability to the Black community, who the resolution must ultimately serve.

*Create broad community engagement to identify actions to increase the safety of Black residents and visitors and reduce structural racism.*

The City Council and staff have also received outreach from other Black community members, Black youth, other communities of color, religious leaders, neighborhood leaders and interested stakeholders, all of whom desire to be part of creating overdue societal change. Staff may also identify additional non-profits, community-based organizations and expert advisors who can contribute. The framework resolution provides funding and authorization for City staff to develop a comprehensive community engagement plan that may include town halls, further public hearings, social media campaigns, small group discussions, training, mailings, surveys and more.

*Create policy and program outcomes that are specific, measurable, timely, and funded.*

The dialogue with the Black community, non-profits, community-based organizations, experts and other community members will be used to inform the Council’s budget deliberations in the fall of 2020 as the Council considers specific policies and programs to be funded as part of the 2021-2022 Biennial Budget. The community engagement will also highlight potential legislative actions that could be taken by the Council or the state legislature.

The draft Resolution articulates the initial strategies to becoming a Safe, Welcoming and Inclusive Community:

- Transparency strategies:
  - a. Develop police use of force dashboard
  - b. Implement Body Camera pilot
  - c. Develop Human Resources dashboard
  - d. Develop Human Services dashboard
  - e. Other strategies identified by the community and the Council

- Accountability strategies:
  - a. "8 Can't Wait" police use of force policy review
  - b. Contracted third party policy use of force review
  - c. Use of force data evaluation and analysis
  - d. Council use of force policy discussion
  - e. Police body camera pilot
  - f. Staff review of national best practices for alternatives to police for serving those experiencing homelessness, behavioral health issues, drug addiction and other community challenges
  - g. Contracted organizational "equity assessment" to identify gaps in diversity, inclusion and proposed action steps to address gaps
  - h. Other strategies identified by the community and the Council
  
- Community Engagement strategies:
  - a. Community engagement process centered around Black people
  - b. Targeted stakeholder engagement
  - c. Town Halls, virtual meetings and small group discussion
  - d. Surveys, graphics, mailers and social media campaigns,
  - e. Council retreat
  - f. Other strategies identified by the community and the Council
  
- Funding strategies:
  - a. Fund outside review of police use of force
  - b. Fund body camera pilot
  - c. Fund community engagement strategies
  - d. Reserve funding to implement ideas from community engagement, national best practice review, and equity assessment
  - e. Meet other funding needs identified by the community and the Council

Funding estimates, including staff and consultant support for these elements, are still being developed and will be presented to the Council on July 7<sup>th</sup>.

The draft resolution is presented as a starting point for very important, complex and difficult community discussions about police, structural racism, and actions the City can take to be a leader for change on these issues. The public hearing is intended to solicit comments from any member of the community on these challenging topics or on changes to the resolution itself. The public hearing is scheduled for one hour on the Council agenda, with no restriction on the number of speakers during that timeframe. Comments from individuals will be limited to three

minutes. If many people wish to speak, the time limit may be adjusted to two minutes to accommodate as many speakers as possible.

Following the public hearing, staff will be seeking Council input and direction on any changes to the resolution. A final resolution and funding options will be brought back for discussion and action at the July 21 or August 4 Council meeting.



## News Release

From the City of Kirkland, Washington

123 5th Avenue

Kirkland, Washington 98033-6189

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<https://www.facebook.com/kirklandwa.gov/>

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**FOR IMMEDIATE RELEASE:** June 17, 2020

### **Council Statement Regarding Citywide Response to Issues of Bias and Racism**

In the 22 days since George Floyd was killed on May 25 in Minneapolis, there have been 10 marches in Kirkland and near-daily gatherings throughout the City to protest his death and the deaths of all other black and brown people killed by law enforcement. The message of these protests is clear. Now is the time for change. Black lives matter.

Thank you to every protester, stakeholder, and community member who has reached out to us to share concerns and peacefully demonstrate in our City for change in our nation. We want to assure every member of the Kirkland community that the City Council understands the significance of this moment.

The entire nation is facing difficult conversations about structural racism, the constitutional rights to speech and assembly, the right to bear arms, and the role of police. The enormity and complexity of these issues can seem daunting. But Kirkland intends to embrace these challenges and be part of the solution. The Council, the City Manager and our Police Chief are committed to taking positive and sustainable action. We have reached out to Black leaders, religious leaders, community-based organizations, and other key stakeholders to listen and to learn. Our City Manager, Police Chief and Assistant City Manager met with representatives of the Eastside Race and Leadership Coalition to identify how Kirkland can be a city where we will never hear any black man or woman say, "I can't breathe."

Chief Harris has engaged her entire department in these conversations and is reviewing our policies in the context of recent events. To increase transparency and accountability, we have posted on our website a new Frequently Asked Question section on the Kirkland police use of force policies. The FAQ also includes links to the KPD policy manual and our contract with the Police Guild.

We have asked the City Manager to provide us a framework for a citywide response to the issues of bias and racism towards our Black and Brown community members. That framework will be presented to the Council at our July 7th Council meeting. That meeting will include presentations on police use of force, and the School Resource Officer Task Force report. It will include an update on our Police Strategic Plan and how 2018's Proposition 1 is investing in community policing, behavioral health, domestic violence, suicide prevention, gun safety education and more. Finally, it will include an initial discussion of police body cameras for Kirkland. We also asked the City Manager to bring to us on July 7th a request for necessary resources for early implementation actions and community-wide conversations on these critical topics.

To the women and men of the Kirkland Police Department, we say thank you for your exceptional service supporting the rights of our protesters and keeping them safe. Thank you for protecting our residents and our businesses. Thank you for demonstrating courage, understanding and empathy. You have embodied

what it means to protect and to serve. We know that the participation of our officers in these necessary conversations on race and justice will make us just as proud.

This Council knows we have a great deal of work ahead of us. We pledge that Kirkland and the Kirkland Police Department will be at the thoughtful forefront of solutions. We pledge that we will listen, learn and reflect. We pledge that Kirkland and the Kirkland Police Department will then act. Together, we will create a better future for all members of our community. Please join us on July 7th.

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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Chris Thomas, Human Resources Director  
Jim Lopez, Assistant City Manager  
David Wolbrecht, Neighborhood Services Outreach Coordinator

**Date:** November 27, 2019

**Subject:** 2019 IMPLICIT BIAS TRAINING PROGRAM

### **RECOMMENDATION:**

City Council receives an update on the 2019 Implicit Bias Training and other actions the City has taken in 2019 as part of the City's continual improvement following an incident stemming from a police dispatch call that involved the Totem Lake Menchie's frozen yogurt shop.

### **BACKGROUND DISCUSSION:**

The City has taken a number of steps in 2019 to reinforce its commitment to be a safe, inclusive, and welcoming place for all people.

#### **Implicit Bias and Diversity Training**

In November 2018, the Council and City Manager asked that Diversity and Implicit Bias training be given to the City workforce by the end of 2019. We have reached that goal. Twenty-two training sessions of 4 hours each were provided throughout the year. Despite unavoidable employee absences and movement in and out of the workforce, that meant that 90% of the total workforce and very close to 100% of the Police Department participated in live training sessions. Additionally, new hires were also and will continue to be required to engage in online training in Diversity, Bias, Discrimination, and Harassment. Training was extended to our Council members, our Court system, City Leaders, our Police Department, our Fire Department, and our contracted City Prosecutors. The goal of this training was to uphold and strengthen Kirkland's commitment to its vision statement that Kirkland is a welcoming place to live, work, and play, and a place where diversity is highly valued.

The City of Kirkland workforce received excellent training from both of our trainers, Dr. Bryant Marks, a nationally recognized trainer who specializes in training for Public Safety Officers, and Chanin Kelly-Re, a well-known local trainer who has experience working with employees in large organizations. In the Human Resources Department, staff has had the opportunity to observe firsthand how the training has given employees the ability to question situations that have made them uncomfortable and led to a more responsive and supportive culture.

The trainings have stayed within the budget, costing slightly over \$50,000. Along the way, Ms. Kelly-Re, our local trainer, made herself available to the City to consult on situations that have arisen that call for expertise in this field. After the training was completed, Ms. Kelly-Re met with City staff to discuss plans for moving forward on this front for the City. She will continue to

share relevant materials with staff in the coming year. She would like to help the City strengthen and empower our employee Diversity Committee and has shared her ideas on how to do that. She suggested a Diversity Committee retreat to come up with our direction for 2020 and has generously agreed to provide us with her time for the retreat. There, we plan to come up with a focus for the year and will also have “train the trainer” sessions so that department members can share materials and facilitate conversations in their own departments. Live trainings from HR will be incorporated on the subject to new managers and possibly at Department Staff meetings. City staff will revisit the plan a year from now to see where we may need a refresher. This work will put us in a good place for integrating and enhancing employee training on race, culture, and bias into our diversity plans for 2020 and beyond. Attachment A includes our progress in 2019 and our plans for 2020.

### **Welcoming Kirkland Initiative**

The Council and City Manager also wanted to reach out to provide resources and opportunities for engagement around these issues for the greater Kirkland community. In April of 2019, the City contracted with Leadership Eastside (LE) to design, coordinate, and implement a comprehensive community engagement project, called Welcoming Kirkland. The purpose of this effort is to engage Kirkland residents, businesses, nonprofits, and City staff on how we function together for the health of the overall community. LE’s statement of work, project timeline, and project deliverables documents describing the Welcoming Kirkland initiative are included as Attachment B.

The Welcoming Kirkland project is organized around the creation of three core groups: a planning group and two working groups. The planning group is made up of Kirkland community members with diverse perspectives who will guide the overall project. Kirkland’s Assistant City Manager and Police Chief are part of this group. The Planning Group has been meeting on a monthly basis since April 2019. One of the principle roles of the planning group is to help identify members of the two working groups who will invite input from the broader community as they conduct their work.

One working group will develop and deliver a series of community learning sessions focused on race and equity. The second working group will collectively review and recommend updates to business and police policies and protocols (taking into account the police’s updated protocols) related to the removal of people from a business location. This working group will present its progress for feedback via town hall meetings and deliver proposed updated city and business protocols and best practices, if deemed necessary.

The Planning Group is currently in the final stages of identifying members of the two working groups. LE will staff each of these working groups. In October 2019, the City and LE supplemented staffing levels by adding the Kirkland Talks program (Debbie Lacy) to help recruit, coordinate, and facilitate nine community events as part of the community learning work group. Each of the working groups are scheduled to begin engaging the community in January 2020, with an estimated project completion date of May 2020. The updated timeline with Leadership Eastside is attached (Attachment C).

### **Community Policing**

At the same time the Welcoming Kirkland initiative’s planning group had been meeting in the spring and summer of 2019, the City Manager’s Office partnered with the Kirkland Police Department to engage the community to better understand the community’s expectations on community policing, which is the law enforcement philosophy that emphasizes relationships between the police and community members. The City collected feedback through a variety of

civic engagement activities, including neighborhood association meetings, focus groups, and a survey. Although not directly related to the implicit bias training, this input will help inform the on-going relationship building between the Police Department and the Kirkland community. The full report of the outreach findings can be found on page nine of the September 3, 2019, Performance Management Activities report:

[https://www.kirklandwa.gov/Assets/City+Council/Council+Packets/090319/9h4\\_OtherItemsofBusiness.pdf](https://www.kirklandwa.gov/Assets/City+Council/Council+Packets/090319/9h4_OtherItemsofBusiness.pdf)

### **Inclusive Economy Webpage**

In dialogue with business leaders at the City's quarterly Business Roundtable meetings, the City Manager's Office developed and published an online toolkit of resources for Kirkland's business community. The City is intentional about creating and supporting a community and economy that are inclusive and welcoming, and the resources provided on the webpage are offered in the spirit of this commitment. The directory is intended as a dynamic resource, one that will be regularly updated and amended to reflect community input, feedback, and changing circumstances. The Inclusive Economy webpage can be found on the City's website:

[https://www.kirklandwa.gov/Business/Economic\\_Development/An\\_Inclusive\\_Economy.htm](https://www.kirklandwa.gov/Business/Economic_Development/An_Inclusive_Economy.htm)

### **NEXT STEPS:**

The City is committed to be a safe, inclusive, and welcoming place for all people. As part of that commitment, the City will continue to encourage an organizational culture of reflection and continuous improvement for all staff related to implicit bias, and the City will further engage in this important conversation with our community to listen, learn, and implement necessary changes.

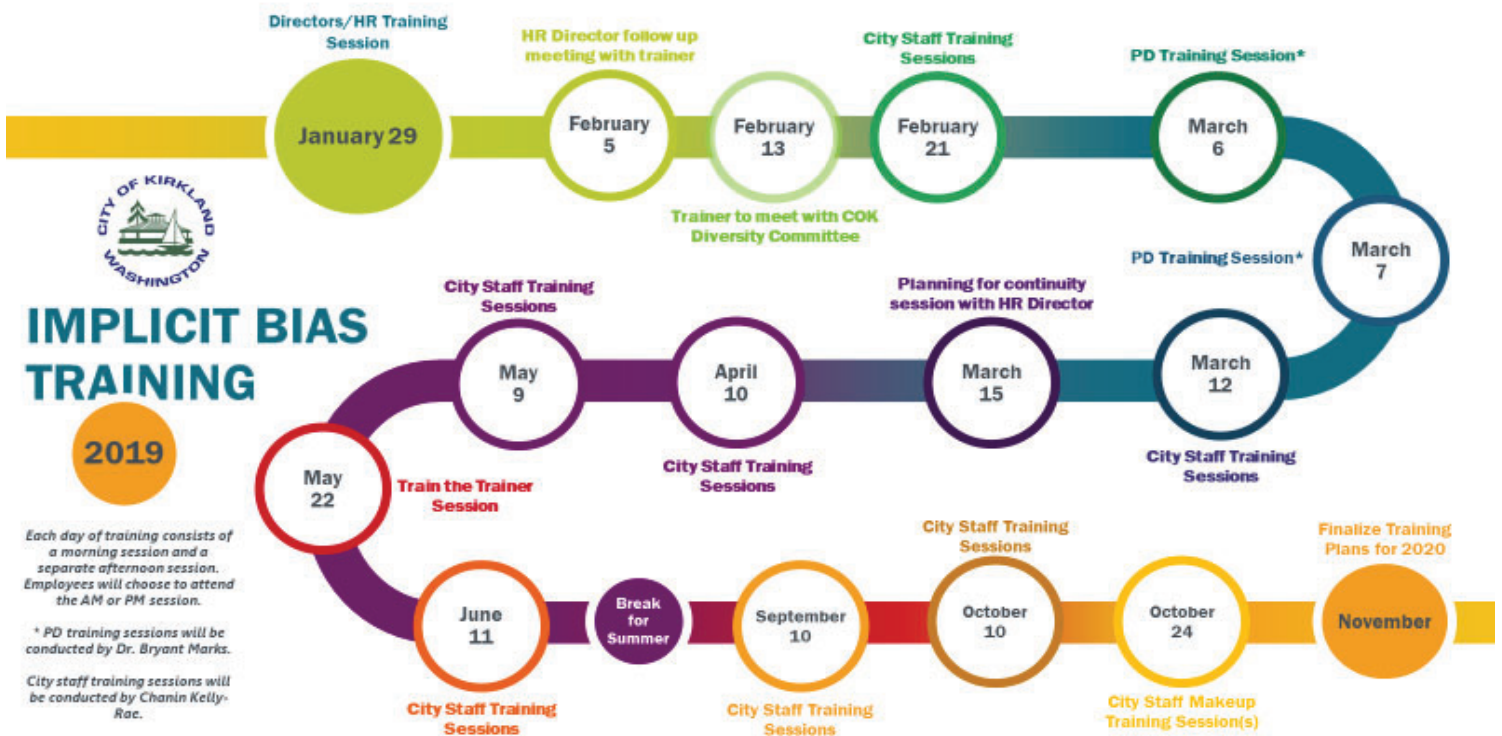
Attachment A: Implicit Bias Timeline and Data

Attachment B: Statement of Work for Leadership Eastside Welcoming Kirkland Initiative

Attachment C: Updated Timeline for Leadership Eastside Welcoming Kirkland Initiative

**Implicit Bias & Diversity Training Goals**

2019



2020

- Train the Trainer
- Create tool kits and resources and make them accessible through our intranet and internet
- Incorporate Management Bias Training in the Managing to Excellence Program
- Strengthen and Build our Diversity and Inclusion Committee. Explore an Advisory/Executive team that serves to connect Committee ideas with management action
- Incorporate additional LMS training/refreshers for ongoing Implicit Bias training

## **2 Trainers/23 Sessions:**

Dr. Bryant Marks – hired to train law enforcement (initially 4 sessions. 2 more sessions added later)

- 3/6/19 am and pm total: 60 (Police only)
- 3/7/19 am and pm total: 59 (Police and some Fire)
- 6/20/19 am and pm approximate total: 30 (some Police, Fire, **Directors**, Council, Judge, **HR**)

Chanin Kelly-Rae – hired to train remaining City employees (17 sessions)

- 1/29/19 one pm session: 24 (**Directors** and **HR**)
- 2/21/19 am and pm total: 60
- 3/12/19 am and pm total: 72
- 4/10/19 am and pm total: 51
- 5/9/19 am and pm total: 43
- 6/11/19 am and pm total: 47
- 9/10/19 am and pm total: 33
- 10/10/19 am and pm total: 47
- 10/24/19 am and pm total: 65

## **Attendance:**

- approximately 125 Police, some Fire, Directors, HR, Council, and the Municipal Court Judge, have attended Dr. Mark's Implicit Bias & Diversity Training.
- approximately 450 City employees have attended Chanin-Kelly Rae's Implicit Bias & Diversity Training
- Most Directors and HR have attended 2 trainings: 1 from each trainer

## **Reasons why some employees did not attend Training:**

- Employee turnover
- Unexpected absence
- Unable to attend due to scheduling problems
- Separated before session came up
- Late-in-the-year new hires who couldn't sign up because sessions were full

## Statement of Work

March 29, 2019

Leadership Eastside (LE) proposes to design, coordinate, and implement a comprehensive community engagement project, *Welcoming Kirkland*, to engage Kirkland residents, businesses, nonprofits, and the city - including police – on how we function together for the health of the overall community.

Specifically, LE will identify and facilitate a Planning Group made up of Kirkland community members with diverse perspectives who will guide the overall project. The Planning Group will help identify members of two Working Groups who will invite input from the broader community as they conduct their work. LE will staff each of these working groups. One Working Group will develop and deliver a series of Community Learning Sessions focused on race and equity. The second Working Group will collectively review current business and police policies and protocols related to removal of people from a business location. This working group will present its progress for feedback via town hall meetings and deliver suggested updates to the City (including police) protocols and business policies, if determined necessary. Throughout the project, community members will be invited to participate and provide input/feedback via online and other written means.



Project Plan Timeline

	April	April - continued	May	June
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>Finalize contract with City.</li> <li>Assign LE Project Team.</li> <li>Finalize Co-Facilitator job descriptions.</li> <li>Contract Co-Facilitators.</li> </ul>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>
<b>Planning Group</b>	<ul style="list-style-type: none"> <li>Validate and finalize role descriptions.</li> <li>Stakeholder input re: potential Planning Group members.</li> <li>Identify and invite 6-8 participants.</li> <li>Kick-off meeting(s).</li> </ul>	<p><i>3-4 Planning Group meetings</i></p> <ul style="list-style-type: none"> <li>Develop and adopt Charter.</li> <li>Stakeholder input re: potential Working Group members.</li> <li>Identify and invite 10-12 participants to Community Learning Working Group.</li> <li>Identify and invite 10-12 participants to Business &amp; Police Working Group.</li> </ul>	<p><i>2 Planning Group meetings</i></p> <ul style="list-style-type: none"> <li>Oversight of Working Groups, including Charter.</li> <li>Input/feedback to Working Groups.</li> <li>Attend Community Learning Session.</li> </ul>	<p><i>2 Planning Group meetings</i></p> <ul style="list-style-type: none"> <li>Debrief Community Learning Session.</li> <li>Oversight of Working Groups, including Charter.</li> <li>Input/feedback to Working Groups.</li> <li>Attend at least one Town Hall.</li> </ul>
<b>Community Learning</b>	<ul style="list-style-type: none"> <li>Stakeholder input re: potential Working Group members.</li> </ul>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Develop and adopt Charter based on Planning Group.</li> <li>Research and stakeholder outreach.</li> </ul>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Co-design Community Learning Session.</li> <li><b>Community Learning Session - open to the public.</b></li> </ul>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Debrief Community Learning Session.</li> <li>Research and stakeholder outreach.</li> <li>Attend at least one Town Hall.</li> </ul>
<b>Business &amp; Police Protocols</b>	<ul style="list-style-type: none"> <li>Stakeholder input re: potential Working Group members.</li> </ul>	<p><i>2-3 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Develop and adopt Charter based on Planning Group.</li> <li>Research, stakeholder outreach, and developing shared situational understanding.</li> </ul>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Attend Community Learning Session</li> <li>Research, stakeholder outreach, and developing shared situational understanding.</li> </ul>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li><b>2 Town Hall Meetings – Open to the Public. Provide progress report and collect feedback.</b></li> </ul>
<b>Ongoing Input</b>	<ul style="list-style-type: none"> <li>Selection of online portal</li> <li>Develop feedback survey/questions</li> </ul>	<ul style="list-style-type: none"> <li>Deploy online portal and City Hall suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>

Project Plan Timeline

	July	August	September	October
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Progress Report to City.</li> </ul>
<b>Planning Group</b>	<p>1 <i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>Debrief Town Halls.</li> <li>Oversight of Working Groups, including Charter.</li> <li>Input/feedback to Working Groups.</li> </ul>	<p>1 <i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>Oversight of Working Groups, including Charter.</li> <li>Input/feedback to Working Groups.</li> </ul>	<p>2 <i>Planning Group meetings</i></p> <ul style="list-style-type: none"> <li>Oversight of Working Groups, including Charter.</li> <li>Input/feedback to Working Groups.</li> <li>Attend Community Learning Session.</li> </ul>	<p>2 <i>Planning Group meetings</i></p> <ul style="list-style-type: none"> <li>Debrief Community Learning Session.</li> <li>Oversight of Working Groups, including Charter.</li> <li>Input/feedback to Working Groups.</li> <li>Attend Community Learning Session.</li> </ul>
<b>Community Learning</b>	<p>1 <i>Working Group meeting</i></p> <ul style="list-style-type: none"> <li>Debrief Town Halls.</li> </ul>	<p>1 <i>Working Group meeting</i></p> <ul style="list-style-type: none"> <li>Research and stakeholder outreach.</li> <li>Co-design Community Learning sessions.</li> </ul>	<p>2 <i>Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Co-design Community Learning sessions.</li> <li><b>Community Learning Session – open to the public.</b></li> </ul>	<p>2 <i>Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Debrief Community Learning Session.</li> <li>Research and stakeholder outreach.</li> </ul>
<b>Business &amp; Police Protocols</b>	<p>1 <i>Working Group meeting</i></p> <ul style="list-style-type: none"> <li>Debrief Town Halls.</li> </ul>	<p>1 <i>Working Group meeting</i></p> <ul style="list-style-type: none"> <li>Research, stakeholder outreach, and developing shared situational understanding.</li> </ul>	<p>2 <i>Working Group meetings</i></p> <ul style="list-style-type: none"> <li>Attend Community Learning Session.</li> <li>Prototype draft of protocols for stakeholder feedback.</li> </ul>	<p>1 <i>Working Group meeting</i></p> <ul style="list-style-type: none"> <li>Prototype draft of protocols for stakeholder feedback.</li> <li><b>2 Town Hall Meetings – Open to the Public. Provide progress report and collect feedback.</b></li> </ul>
<b>Ongoing Input</b>	<ul style="list-style-type: none"> <li>Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>



### Project Plan Timeline

	<b>November</b>	<b>December</b>
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Final Report to City.</li> </ul>
<b>Planning Group</b>	<p><i>1 Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>• Debrief Town Halls.</li> <li>• Oversight of Working Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> </ul>	<p><i>1 Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>• Debrief Community Learning Session.</li> <li>• Debrief Town Halls</li> <li>• Final meeting.</li> </ul>
<b>Community Learning</b>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>• Co-design Community Learning sessions.</li> <li>• <b>Community Learning Session - open to the public.</b></li> </ul>	<p><i>1 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>• Debrief Community Learning Session.</li> <li>• Final meeting.</li> </ul>
<b>Business &amp; Police Protocols</b>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>• Debrief Community Learning Sessions.</li> <li>• Prototype draft of protocols for stakeholder feedback.</li> </ul>	<p><i>1 Working Group meeting</i></p> <ul style="list-style-type: none"> <li>• <b>2 Town Hall Meetings – Open to the Public. Final consensus recommendations and implementation plan.</b></li> <li>• Final meeting.</li> </ul>
<b>Ongoing Input</b>	<ul style="list-style-type: none"> <li>• Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	

**Project Plan Deliverables**



- LE Project Team
  - Team members will lead, facilitate, guide, and coach group members through the various activities and deliverables.
- **Planning Group**
  - Steering committee that designs, guides, and oversees the project as a whole.
  - Activities
  - Outreach to Stakeholders and consensus invitations to Working Groups.
  - Co-Design baseline "Safe Space" rules for Working Groups.
  - Ongoing guidance and feedback to LE Project Team to ensure design and delivery of the project is consistent with stakeholder needs.
  - Membership of 6-8 people total
    - Kirkland: City staff, City commission (i.e. Human Services Commission or Planning Commission), business, non-profit, and community group representatives including multiple people of color.
- **Two Working Groups – One for Race and Equity Community Learning, One for Business and Police Protocols**
  - LE will collaborate with the Planning Group to develop the scope, agenda, and protocols for the Working Group meetings and decision-making processes. LE will facilitate all Working Group meetings.
- **Design and Implement Online Feedback mechanisms**
  - Design and implement social media and/or a web page to collect community feedback data as input to the progress reports and group decisions.
  - Provide an off-line (i.e. suggestion box at City Hall) process available to those community members who do not have access to the internet or social media.
- **Progress Reports for the City Council**
  - LE will provide monthly progress reports on the *Welcoming Kirkland* initiative for the duration of the project.
  - Will provide a final progress report and presentation to City Council as the project concludes.

**Fee Proposal**

Because LE is proposing an organizational, rather than individual, approach to this consulting, we propose billing on a project basis deliverable rather than by hour. The work program (calendar of deliverables) supporting the schedule of payments is listed below. By avoiding an hourly billing approach, we hope to avoid creating any disincentives for the Planning Group or the City to access additional input and support. LE will also provide coaching and conference calls to the City and Planning group as needed to support deliverable success.

<b>Work</b>	<b>Scope</b>	<b>Cost</b>
<b>Project Leadership</b> <ul style="list-style-type: none"> <li>• LE CEO James Whitfield</li> <li>• Co-Lead Facilitator</li> <li>• Administrative/communications support</li> <li>• Meeting scheduling and meeting logistics</li> <li>• Planning Group recruitment, design, and facilitation</li> <li>• Town Hall design and facilitation</li> <li>• Deploy and monitor ongoing input process</li> </ul>	<ul style="list-style-type: none"> <li>• Projected up to 16 Planning Group Meetings</li> <li>• Monthly reporting to The City</li> <li>• Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	\$50,000 <ul style="list-style-type: none"> <li>• \$30,000 start-up cost:               <ul style="list-style-type: none"> <li>○ Contract Co-facilitator</li> <li>○ Contract Project Manager</li> <li>○ Recruit Planning Team members</li> <li>○ Secure on-line portal</li> <li>○ Subject to invoice of costs incurred</li> </ul> </li> <li>• \$20,000 apportioned monthly approx. May 1 through December 31, 2019</li> </ul>
<b>Working Group Leadership for Race and Equity Community Learning</b> <ul style="list-style-type: none"> <li>• Working Group Co-Facilitator</li> <li>• Working Group Co-Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>• Projected up to 13 Working Group Meetings</li> <li>• Facilitate/Emcee Community Learning Sessions, if necessary.</li> </ul>	\$10,000 apportioned monthly approx. May 1 through December 31, 2019
<b>Community Learning Sessions Training</b> <ul style="list-style-type: none"> <li>• Budget for additional trainers and/or facilitators (i.e., Inclusive Dialogue) as selected by the Working Group</li> </ul>	3 Community Learning Sessions	\$9,000 apportioned monthly approx. May 1 through December 31, 2019
<b>Working Group Leadership for Business and Police Protocols</b> <ul style="list-style-type: none"> <li>• Working Group Co-Facilitator (Equity/Policing Lead)</li> <li>• Working Group Co-Facilitator (Adaptive Community Leadership Lead)</li> </ul>	<ul style="list-style-type: none"> <li>• Projected up to 15 Working Group Meetings</li> </ul>	\$15,000 apportioned monthly approx. May 1 through December 31, 2019
<b>Maximum Engagement Cost</b>	<b>\$84,000</b> <ul style="list-style-type: none"> <li>• \$30,000 start-up cost:</li> <li>• \$54,000 ongoing project costs</li> </ul>	

LE looks forward to working with the city and community of Kirkland to facilitate a productive *Welcoming Kirkland initiative* that engages Kirkland residents, businesses, nonprofits, and the city - including police – on how we function together for the health of the overall community.

We are available to start work on this effort immediately upon project approval.





**Project Plan Timeline**

	<b>April</b>	<b>May (Contract Begins)</b>	<b>June</b>	<b>July</b>
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>Finalize contract with City.</li> <li>Assign LE Project Team.</li> <li>Finalize Co-Facilitator job descriptions.</li> <li>Contract Co-Facilitators.</li> </ul>	<ul style="list-style-type: none"> <li>Project planning and coordination</li> <li>Administration and scheduling</li> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Meet with Planning Group Members</li> </ul>	<ul style="list-style-type: none"> <li>Project planning and coordination</li> <li>Administration and scheduling</li> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Meet with existing Planning Group Members</li> <li>Meet with potential Planning Group Members</li> </ul>	<ul style="list-style-type: none"> <li>Project planning and coordination</li> <li>Administration and scheduling</li> <li>Co-Facilitator prep, monitoring, and QA.</li> <li>Meet with existing Planning Group Members</li> <li>Meet with potential Planning Group Members</li> </ul>
<b>Planning Group</b>	<ul style="list-style-type: none"> <li>Validate and finalize role descriptions.</li> <li>Stakeholder input re: potential Planning Group members.</li> <li>Identify and invite 6-8 participants.</li> <li>Kick-off meeting(s).</li> <li>Stakeholder input re: potential Working Group members.</li> </ul>	<p><i>Kick-off Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>Orientation and training re: equity</li> <li>Begin identification of participants of Community Learning Working Group.</li> <li>Begin identification of participants to Business &amp; Police Working Group.</li> </ul>	<p><i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>Training re: Equity</li> <li>Develop and adopt Charter.</li> <li>Begin identification of addition People of Color to add to Planning Group.</li> </ul>	<p><i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>Training re: Equity</li> <li>DETERMINATION: Re-constitute Planning group to “Center People of Color”. Requires updating Charter to feature re-imagined principles and practices and ID, invite additional People of Color (especially Black People) to participate.</li> </ul>
<b>Ongoing Input</b>	<ul style="list-style-type: none"> <li>Communicate with community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with community groups.</li> </ul>



**Project Plan Timeline**

	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Meet with existing Planning Group Members</li> <li>• Meet with potential Planning Group Members</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Meet with existing Planning Group Members</li> <li>• Meet with potential Planning Group Members</li> <li>• Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Meet with existing Planning Group Members</li> <li>• Meet with potential Planning Group Members</li> <li>• Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Meet with existing Planning Group Members</li> <li>• Meet with potential Planning Group Members</li> <li>• Progress Report to City.</li> </ul>
<b>Planning Group</b>	<p><i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>• Training re: Equity</li> <li>• Re-visit Charter to center People of Color</li> <li>• Identify additional People of Color to participate in Planning Group</li> </ul>	<p><i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>• Training re: Equity</li> <li>• Re-visit Charter to center People of Color</li> <li>• Orientation for additional People of Color to participate in Planning Group</li> </ul>	<p><i>2 Planning Group meetings</i></p> <ul style="list-style-type: none"> <li>• Integration meeting – Kick-off including additional People of Color.</li> <li>• Charter Meeting: Revise and adopt Charter to Center People of Color</li> </ul>	<p><i>Planning Group meeting</i></p> <ul style="list-style-type: none"> <li>• Oversight of Work Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> <li>• Training Re: Equity.</li> </ul>
<b>Community Learning</b>	<ul style="list-style-type: none"> <li>• Prep and Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Prep and Planning</li> </ul>	<p><i>2 Working Group meetings</i></p> <ul style="list-style-type: none"> <li>• Orientation, adopt charter.</li> <li>• Input on initial Community Learning sessions options</li> <li>• Research and stakeholder outreach.</li> </ul>	<p><i>Working Group meeting</i></p> <ul style="list-style-type: none"> <li>• Co-design Community Learning sessions.</li> <li>• Input on initial Community Learning sessions options</li> <li>• Community Learning Session - open to the public.</li> </ul>
<b>Ongoing Input</b>	<ul style="list-style-type: none"> <li>• Communicate with community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate with community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of online portal, and establish suggestion box.</li> <li>• Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>• Collect and distribute input/feedback from online portal and suggestion box.</li> </ul>

	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Progress Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and coordination</li> <li>• Administration and scheduling</li> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Progress Report to City.</li> </ul>
<b>Planning Group</b>	<i>Planning Group meeting</i> <ul style="list-style-type: none"> <li>• Oversight of Work Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> <li>• Training Re: Equity.</li> </ul>	<i>Planning Group meeting</i> <ul style="list-style-type: none"> <li>• Oversight of Work Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> <li>• Training Re: Equity.</li> </ul>	<i>Planning Group meeting</i> <ul style="list-style-type: none"> <li>• Oversight of Work Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> <li>• Training Re: Equity.</li> </ul>	<i>Planning Group meeting</i> <ul style="list-style-type: none"> <li>• Oversight of Work Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> <li>• Training Re: Equity.</li> </ul>
<b>Community Learning</b>	<ul style="list-style-type: none"> <li>• Debrief Community Learning Session.</li> <li>• Co-design Community Learning sessions.</li> </ul>	<i>Working Group meetings</i> <ul style="list-style-type: none"> <li>• Co-design Community Learning sessions.</li> <li>• Community Learning Session - open to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Debrief/Co-Design Community Learning Session.</li> <li>• Community Learning Session - open to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Debrief Community Learning Sessions</li> <li>• Prepare recommendations for ongoing Community Learning</li> </ul>
<b>Business &amp; Police Protocols</b>	<ul style="list-style-type: none"> <li>• 2 Town Hall Meetings – Open to the Public. Provide progress report and collect feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Prototype draft of protocols for stakeholder feedback.</li> </ul>	<i>Working Group meetings</i> <ul style="list-style-type: none"> <li>• Debrief Community Learning Sessions.</li> <li>• Prototype draft of protocols for stakeholder feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Town Hall Meetings – Open to the Public. Final consensus recommendations and implementation plan.</li> </ul>

Project Plan Timeline

	April	May
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li>• Co-Facilitator prep, monitoring, and QA.</li> <li>• Final Report to City.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor implementation plans and recommendations.</li> </ul>
<b>Planning Group</b>	<i>Planning Group meeting</i> <ul style="list-style-type: none"> <li>• Oversight of Work Groups, including Charter.</li> <li>• Input/feedback to Working Groups.</li> <li>• Training Re: Equity.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Planning Group members follow-up/monitor adoption of recommendations</li> </ul>
<b>Community Learning</b>	<i>Working Group meeting</i> <ul style="list-style-type: none"> <li>• Confer recommendations for ongoing Community Learning</li> <li>• Final meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Work Group members follow-up/monitor adoption of recommendations.</li> </ul>
<b>Business &amp; Police Protocols</b>	<i>1 Working Group meeting</i> <ul style="list-style-type: none"> <li>• Debrief Town Hall Meetings.</li> <li>• Final Work Group meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Work Group members follow-up/monitor adoption of recommendations.</li> </ul>
<ul style="list-style-type: none"> <li>• Ongoing Input</li> </ul>	<ul style="list-style-type: none"> <li>• Collect and distribute input/feedback from online portal and suggestion box.</li> <li>• Communicate final report via online portal and paper copies at suggestion box.</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups follow-up/monitor adoption of recommendations.</li> </ul>