



CITY OF REDMOND

# Respect, Equity, Diversity, and Inclusion Strategic Plan



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Connected Community  
Enhanced Livability  
Environmental Sustainability

Redmond City Council and Staff,

I am honored to present the City of Redmond's Respect, Equity, Diversity, and Inclusion (REDI) Strategic Plan. Inclusion and welcoming are the foundation of this plan, which began in 2014 and continues through the present work of building a culture of respect. The City of Redmond's vision is to embrace our differences and create a premier organization by sustaining a culture of respect that promotes belonging, access, and opportunity.

Redmond's transition from a suburb to a city has fueled a citywide effort to define the goals, objectives, and key results to create a culturally competent organization that celebrates individual differences. The five goals outlined in the REDI Strategic Plan, include:

- Transparent and Consistent Leadership
- Respect and Belonging
- Effective Program Support
- Pro-Equity, Anti-Racism Implementation (PEAR)
- Community (Stakeholder) Engagement

Efforts toward these goals will be vital in continuing to provide access, meaningful services, and improved outcomes for all community members.

Through training, practice, and proactive actions, I will call on Redmond staff to continue to ensure government policies and practices do not infringe upon equal treatment and opportunity for all people in the Redmond community. Since respect is paramount to organizational health and effectiveness, our focus will be to build a culture that embraces the values of respect, diversity, equity, inclusion, access, and belonging throughout city departments and divisions.

I look forward to continuing our REDI journey with the Council, staff, and the community.

Sincerely,

Mayor Angela Birney

**City Hall**

PO Box 97010

15670 NE 85th Street

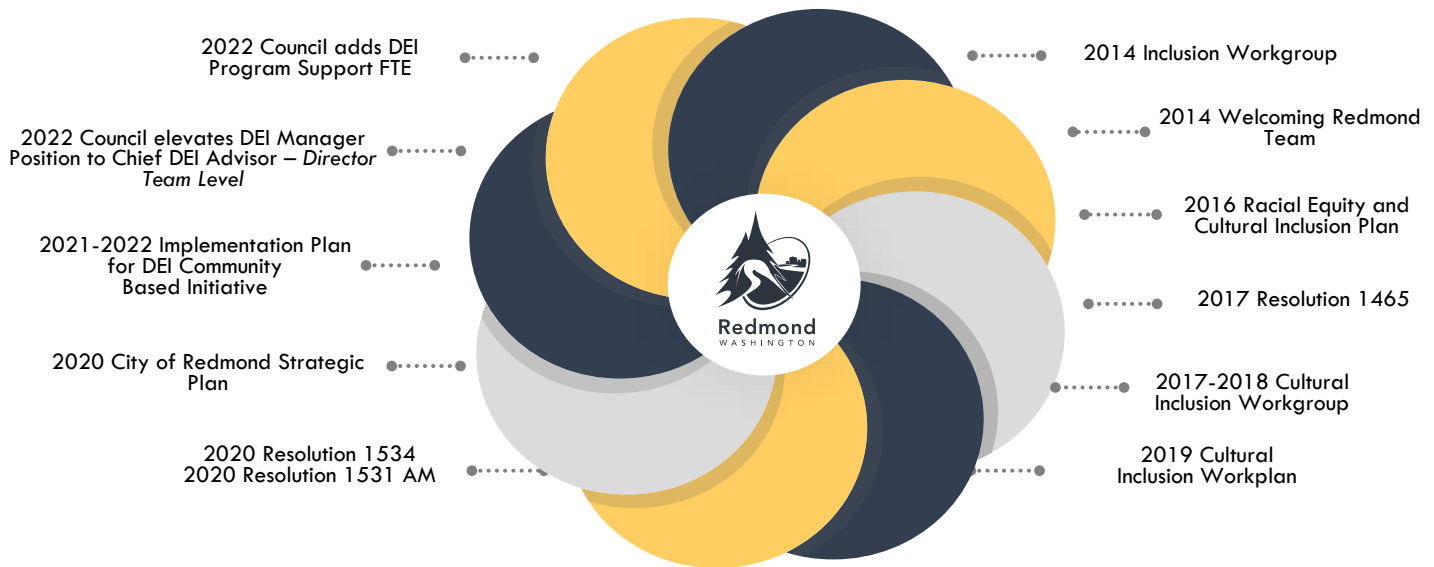
Redmond, WA

98073 -9710



# OVERVIEW

Redmond is a global city that attracts residents from around the world. We value and embrace the principles of equity, diversity, and inclusion. We pride ourselves on being a welcoming and culturally inclusive community. We envision a Redmond where residents can fully and effectively access city services, influence city policy and direction, and feel a sense of belonging and safety. We have demonstrated our commitment to this work for over a decade.



The City of Redmond’s vision of respect, equity, diversity, and inclusion (REDI) is to embrace our differences and create a premier organization by sustaining a culture of respect that promotes belonging, access, and opportunity. Within this lens, each individual and the talents and skills they bring will be respected. As a government agency, it is essential for the City to demonstrate a message of diversity, equity and inclusion, as well as take steps to ensure government policies and practices do not infringe upon the equal treatment and opportunity of all people who are a part of the Redmond community.

In Redmond, we have the opportunity to shape our City by hearing the many diverse voices in the community and ensuring those voices help create a future that respects all individuals. Internally, we believe building a culture of respect is vital to organizational health and effectiveness. Redmond will pursue five goals to reach our objectives, including:

- Transparent and consistent leadership
- Respect and belonging
- Effective program support
- Pro-equity, anti-racism implementation (PEAR)
- Community (Stakeholder) engagement

In this plan, you will see how Redmond’s culture of respect is affirmed with our REDI Strategic Plan goals and objectives. These goals and objectives build on past work and will chart a path to the future as we continue our respect, equity, diversity, and inclusion journey.

## REDI VALUES

**Respect** – We sustain the dignity of individuals by proactively celebrating their differences, experiences, perspectives, and backgrounds.

**Equity** – We treat people fairly and provide access to opportunities, resources, and decision-making processes, regardless of identity.

**Diversity** – We respect and appreciate the individual differences of our colleagues, including but not limited to race, ethnicity, gender, sexual orientation, age, religion, and disability.

**Inclusion** – We foster a culture where employees are appreciated and actively engaged, and diverse perspectives are encouraged.

**Access** – Our organization is accessible and accommodating.

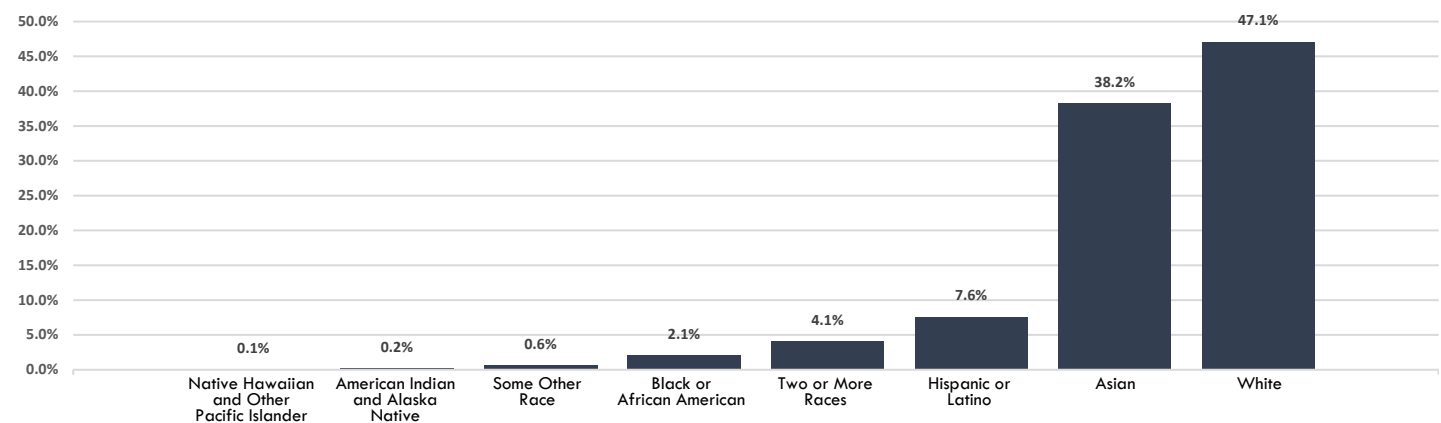
**Belonging** – We create an environment where individuals feel a sense of connection, acceptance, and purpose.



# DEMOGRAPHICS

## RACE AND ETHNICITY

The City of Redmond is diverse, as evidenced by the 2022 U.S. Census data that shows the majority of community members identify as non-white. Redmond’s population is currently 52.9% people of color.



Source: 2022 U.S. Census

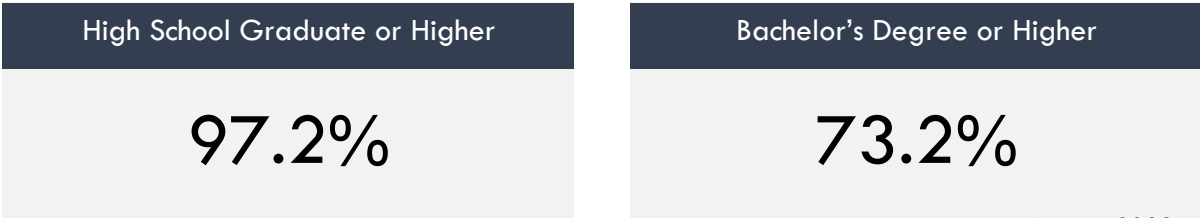
Consistent with this trend 47% of households in Redmond speak another language other than English, with over 139 languages spoken citywide.

|                                            |     |
|--------------------------------------------|-----|
| Speak only English                         | 53% |
| Other Asian and Pacific Island languages   | 11% |
| Other Indo-European languages              | 11% |
| Chinese (including. Mandarin, Cantonese)   | 10% |
| Spanish                                    | 5%  |
| Russian, Polish, or other Slavic languages | 4%  |
| Other unspecified languages                | 2%  |
| Arabic                                     | 1%  |
| French, Haitian, or Cajun                  | 1%  |
| German or other West Germanic languages    | 1%  |
| Korean                                     | 1%  |
| Tagalog (including Filipino)               | 0%  |
| Vietnamese                                 | 0%  |

Source: 2022 U.S. Census

Redmond is a highly educated city. Over 97% of people have high school diplomas. Nearly three-quarters of community members hold a bachelor’s degree or higher, as contrasted with the state of Washington where 36.7% of the population 25 years or older hold the same level of educational attainment.

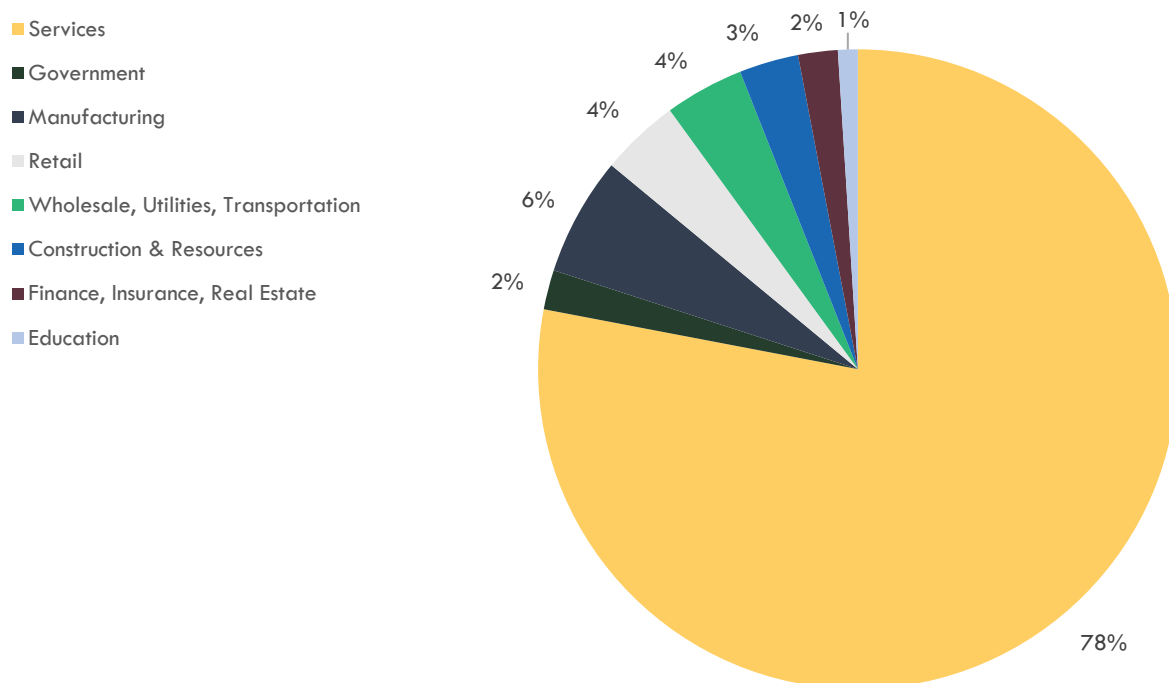
## EDUCATIONAL ATTAINMENT – POPULATION 25 YEARS AND OLDER



Source: 2022 U.S. Census

One driver of the educational statistic is the types of industries housed within the City. The services sector which includes technology and space industries makes up over 70% of Redmond businesses.

## REDMOND COVERED EMPLOYMENT BY SECTOR (2022)



Source: 2022 U.S. Census

Redmond's vision is to create a community in which all people can fully and effectively access city services, influence city policy and direction, and feel a sense of belonging. Redmond strives to be a place where all people are heard, celebrated, and welcomed.

## GOAL 1: TRANSPARENT & CONSISTENT LEADERSHIP

### OBJECTIVE

Create and lead a resilient culture where expectations are known, the staff is supported, and accountability is demonstrated at all levels.

### KEY RESULTS

- Known vision and direction (intersections, clear line of sight, and role clarity)
- Priority setting (with risk assessment and management)
- Consistency of expectations across departments for first-level supervisors, leadership, and community
- Clear, consistent messaging of expectations and values; direct, measurable, and often
- Consistency in how employees are treated and evaluated (policy and process)
- Consistent organizational performance through staff and leadership change
- High levels of employee engagement

| Strategic Level Activities                                                                                                             | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule         | Status |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------|
| 1.1: Establish a clear vision and expectations for REDI                                                                                | Mayor, COO, Directors Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | By 4Quarter 2024 |        |
| Key Performance Indicators                                                                                                             | <ul style="list-style-type: none"> <li>% of leaders who believe they understand how Redmond's culture of respect is defined and demonstrated.</li> <li>% of leaders who believe the Redmond REDI vision and expectations are clearly communicated.</li> <li>% of leaders who believe individual performance expectations are clear and have been received in writing.</li> <li>% of leaders who feel they receive the necessary resources and support to successfully meet expectations.</li> </ul> |                  |        |
| Tactical Level Activities                                                                                                              | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule         | Status |
| 1.1.a: Create a formal plan of action to roll out the REDI vision and values                                                           | COO, Directors, DEI Advisor, Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |        |
| 1.1.b: Establish leadership standards and expectations agreed upon by Mayor, Council and Directors.                                    | Council, Mayor, COO, Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |        |
| 1.1.c: Establish a baseline of REDI and Anti-racism competency levels                                                                  | COO, Directors, DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |        |
| Strategic Level Activities                                                                                                             | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule         | Status |
| 1.2: Develop leaders to meet leadership standards and expectations                                                                     | COO, Directors, Deputy Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |        |
| Key Performance Indicators                                                                                                             | <ul style="list-style-type: none"> <li>% of Leadership and Management Team meetings utilize time for leadership development opportunities and discussions.</li> <li>% of leaders who are completing identified leadership development opportunities.</li> <li># of active coaching/mentorship arrangements.</li> <li>% completed onboarding for all new Directors, Deputies, Managers, and Supervisors.</li> </ul>                                                                                  |                  |        |
| Tactical Level Activities                                                                                                              | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule         | Status |
| 1.2.a: Strategic rollout of REDI training for leaders and staff at all levels                                                          | COO, Directors, DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |        |
| 1.2.b: Provide space at Leadership and Management Team meetings for leadership discussions, sharing and learning – cross collaborative | COO, Directors, Deputy Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |        |
| 1.2.c: Identify and support team and individual leadership development opportunities                                                   | COO, Directors, Deputy Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |        |
| 1.2.d: Provide coaching, mentorship, and other resources to support leader's growth                                                    | COO, Directors, Deputy Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |        |
| 1.2.e: Onboard new leaders early to orient them with REDI and leadership expectations                                                  | COO, Directors, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |        |
| Strategic Level Activities                                                                                                             | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule         | Status |
| 1.3: Hold leaders accountable for their actions and responsibilities                                                                   | COO, Directors, Deputy Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |        |



| Key Performance Indicators                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• % of staff that have experienced a success and/or deficit in our culture of respect.</li> <li>• % of staff who believe leaders are held accountable for REDI and A/R commitments.</li> <li>• % of staff who think leaders follow through with commitments.</li> <li>• % of staff who feel safe reporting misalignment or conflicts with leadership standards and expectations.</li> <li>• % of leaders who feel they have the opportunity to learn and grow when accountability issues arise.</li> </ul> |          |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Tactical Level Activities                                                                                                                                                                                                                                                  | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Schedule | Status |
| <b>1.3.a:</b> Incorporate REDI expectations (DEI competencies) into current performance management system and manage performance to them.                                                                                                                                  | COO, Directors, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |        |
| <b>1.3.b:</b> Establish a regular reporting cadence on REDI metrics to City Council to hold ourselves accountable publicly on pro                                                                                                                                          | Mayor, City Council, Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |        |
| <b>1.3.c:</b> Create a safe space-process for concerns to be brought forward from staff to peers; i.e., zero tolerance for retaliation                                                                                                                                     | Mayor, COO, Directors, DEI Advisor, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |        |
| <b>1.3.d:</b> Celebrate success or demonstrations of modeled leadership and learn from deficits through discussions in Leadership and Management Team meetings. Produce a lessons-learned log and other best practices from this safe space for our community of practice. | Mayor, COO Directors, Deputy Directors, DEI Advisor, Managers/Supervisors, Welcoming Team                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |        |

## GOAL 2: RESPECT & BELONGING

### OBJECTIVE

Demonstrate a culture of respect where all staff feel a sense of belonging, their voices are heard, and they contribute to and impact the work of the City.

### KEY RESULTS

- Shared understanding of our R.E.D.I. work with role clarity, expectations, and accountability for all
- Focus on workplace mental health and well-being
- Operate as “One City” with a shared set of values, goals, and objectives
- Collaboration and teamwork
- Open, transparent, timely, and safe communication with built-in feedback loops (multi-directional)
- Inclusive model for planning/change management
- Improved decision making with clear line of sight
- Multiple opportunities for people to connect at various levels
- Create, promote, and support employee resource groups
- Strong brand recognition
- Onboarding process to accelerate a sense of belonging at the divisional and organizational level

| Strategic Level Activities                                                                                                                       | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule | Status |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| <b>2.1:</b> Establish a clear vision and expectations for all staff                                                                              | Mayor, COO, Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |        |
| Key Performance Indicators                                                                                                                       | <ul style="list-style-type: none"> <li>• % of staff who believe they understand how Redmond’s culture of respect is defined and demonstrated.</li> <li>• % of staff who believe the Redmond REDI vision and expectations are clearly communicated.</li> <li>• % of staff who believe individual performance expectations are clear and have been received in writing.</li> <li>• % of staff who feel they receive the necessary resources and support to successfully meet expectations.</li> </ul> |          |        |
| Tactical Level Activities                                                                                                                        | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule | Status |
| <b>2.1.a:</b> Create a formal plan of action to roll out the REDI vision and values                                                              | COO, Directors, DEI Advisor, Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |        |
| <b>2.1.b:</b> Establish and communicate expectations with role clarity                                                                           | Mayor, COO, Directors, Deputy Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |        |
| Strategic Level Activities                                                                                                                       | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule | Status |
| <b>2.2:</b> Embed U.S. Surgeon General Five Essential for Workplace Mental Health and Well-Being Framework (centered on worker voice and equity) | COO, Directors, DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |        |
| Key Performance Indicators                                                                                                                       | <ul style="list-style-type: none"> <li>• % of staff who feel safe at work.</li> <li>• % of staff who feel they have connection and community.</li> <li>• % of staff who feel they have work-life harmony.</li> <li>• % of staff who feel they matter at work.</li> <li>• % of staff who feel they have opportunity for growth.</li> </ul>                                                                                                                                                           |          |        |
| Tactical Level Activities                                                                                                                        | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Schedule | Status |

|                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.2.a:</b> Prioritize workplace physical and psychological safety                                               | All staff                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                                                                                                                                                |
| <b>2.2.b:</b> Operationalize REDI-anti-racism norms, policies, and programs                                        | Mayor, COO, Directors, DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                                                                                                                                                |
| <b>2.2.c:</b> Cultivate trusted relationships between leaders and staff at all levels                              | All Staff                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                                                                                                                                                |
| <b>2.2.d:</b> Foster collaboration and teamwork                                                                    | Mayor, COO, Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                                                                                                                                                |
| <b>2.2.e:</b> Make schedules as flexible and predictable as possible                                               | Mayor, COO, Directors                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                                                                                                                                                |
| <b>2.2.f:</b> Ensure access to paid leave                                                                          | Mayor, COO, Directors, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                   | Complete        | Paid leave is spelled out in the Personnel Manual                                                                                              |
| <b>2.2.g:</b> Provide competitive living wage                                                                      | Mayor, Council, COO, Directors                                                                                                                                                                                                                                                                                                                                                                                                                           | Complete        | Salaries and wage policies are spelled out in the Personnel Manual; Continual compensation studies keep salaries commensurate with the market. |
| <b>2.2.h:</b> Engage workers in workplace decisions                                                                | Mayor, COO, Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                                                                                                                                                |
| <b>2.2.i:</b> Evaluate and implement appropriate reward systems                                                    | Mayor, COO, Directors, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                   | Continuing      | Reward system policies are spelled out in the Personnel Manual                                                                                 |
| <b>2.2.j:</b> Connect individual work with organizational mission                                                  | Mayor, COO, Directors, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                                                                                                                                                |
| <b>2.2.k:</b> Offer quality training, education, and mentoring                                                     | Mayor, COO, Directors, Managers/Supervisors; Human Resources                                                                                                                                                                                                                                                                                                                                                                                             |                 |                                                                                                                                                |
| <b>2.2.l:</b> Foster clear, equitable pathways for career advancement                                              | Mayor, COO, Directors                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                                                                                                                                                |
| <b>2.2.m:</b> Ensure relevant, reciprocal feedback                                                                 | Mayor, COO, Directors; Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                                                                                                                                                |
| <b>Strategic Level Activities</b>                                                                                  | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Schedule</b> | <b>Status</b>                                                                                                                                  |
| <b>2.3:</b> Develop staff to meet REDI expectations and contribute to the Redmond culture of respect and belonging | Mayor, COO, Directors; Managers/Supervisors; DEI Advisor; Redmond Welcoming Team                                                                                                                                                                                                                                                                                                                                                                         |                 |                                                                                                                                                |
| Key Performance Indicators                                                                                         | <ul style="list-style-type: none"> <li>• % of staff who believe respect is demonstrated consistently throughout the organization.</li> <li>• % of staff who feel they understand how each member positively impacts the REDI culture.</li> <li>• % of staff who feel they have the knowledge and tools to contribute to the REDI culture.</li> <li>• % of staff who feel comfortable calling out disrespectful, uncivil, or harmful behavior.</li> </ul> |                 |                                                                                                                                                |
| <b>Tactical Level Activities</b>                                                                                   | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Schedule</b> | <b>Status</b>                                                                                                                                  |
| <b>2.3.a:</b> Strategic roll-out of REDI training                                                                  | DEI Advisor; REDI Facilitation Team                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                                                                                                                                                |
| <b>2.3.b:</b> Develop onboarding process for all new hires                                                         | COO, Directors, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                                                                                                                                                |
| <b>2.3.c:</b> Embed REDI concepts into current trainings or training requirements where applicable                 | COO, Directors, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                                                                                                                                                |

# GOAL 3: EFFECTIVE PROGRAM SUPPORT

## OBJECTIVE

Provide training, resources, systems, and tools to position staff for success.

## KEY RESULTS

- Management matrix to identify role clarity and intersections
- Opportunities for team building, collaboration, professional connections, and fun
- Honor staff voice and support opportunities for staff to contribute input and/or feedback on the work
- Tools that show - not just tell - our work
- Improved staff growth and development
  - Increased staff capacity (depth and breadth)
  - Mentoring opportunities
- Staff development plans include training, point to desired outcomes, and growth opportunities
- Intentional resource allocation (time and money)
- Leverage internal talent for cross-training
  - Succession planning
- Written policies and procedures (not just compliance-based)
- Tools, training, and resources to directly support policy and procedure implementation and management
  - Increased trust from the community

| Strategic Level Activities                                                                                                               | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                           | Schedule | Status |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| 3.1: Improve internal communications and transparency                                                                                    | Mayor, COO, Directors; Managers/Supervisors; Communications                                                                                                                                                                                                                                                                                                       |          |        |
| Key Performance Indicators                                                                                                               | <ul style="list-style-type: none"> <li>• % of staff who believe they are provided relevant information in a timely and meaningful way.</li> <li>• % of staff who believe relevant information is made available and accessible in multiple forms.</li> </ul>                                                                                                      |          |        |
| Tactical Level Activities                                                                                                                | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                           | Schedule | Status |
| 3.1.a: Add structure to the Leadership and Management Team meetings that enhances transparency and information sharing                   | Mayor, COO, Directors; Managers/Supervisors; Communications                                                                                                                                                                                                                                                                                                       |          |        |
| 3.1.b: Utilize multiple opportunities to share information on a regular basis; i.e. division meetings, unit meeting, team meetings, etc. | Mayor, COO, Directors; Managers/Supervisors; Communications                                                                                                                                                                                                                                                                                                       |          |        |
| Strategic Level Activities                                                                                                               | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                           | Schedule | Status |
| 3.2: Prioritize staff voice in decision-making processes                                                                                 | Mayor, COO, Directors; Managers/Supervisors                                                                                                                                                                                                                                                                                                                       |          |        |
| Key Performance Indicators                                                                                                               | <ul style="list-style-type: none"> <li>• % of staff who believe they have an opportunity to provide input and feedback on decisions that impact their work.</li> <li>• # of actions that incorporated inclusive change management principles.</li> <li>• # of cross-divisional workgroups and project teams that included divisionwide representation.</li> </ul> |          |        |
| Tactical Level Activities                                                                                                                | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                           | Schedule | Status |
| 3.2.a: Incorporate inclusive change management principles                                                                                |                                                                                                                                                                                                                                                                                                                                                                   |          |        |



|                                                                                                                                                                                                          |                                                                                                                                                                                                                                     |                 |               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|
| in decision making whenever possible                                                                                                                                                                     |                                                                                                                                                                                                                                     |                 |               |
| <b>3.2.b:</b> Create space for staff to participate in workgroups and project teams that are working on efforts with outcomes that have impacts on their work or individual experience as a staff member | Mayor, COO, Directors; Managers/Supervisors; DEI Advisor; Redmond Welcoming Team                                                                                                                                                    |                 |               |
| <b>3.2.c:</b> Support multiple methods for staff to contribute input on issues that impact them; i.e., questionnaire, email, team discussions, etc.                                                      | Mayor, COO, Directors; Managers/Supervisors; DEI Advisor; Redmond Welcoming Team, Communications, Human Resources                                                                                                                   |                 |               |
| <b>3.2.d:</b> Ensure staff input is acknowledged, responded to, and explained whether it is accepted or not (feedback loop).                                                                             | Mayor, COO, Directors; Managers/Supervisors; DEI Advisor                                                                                                                                                                            |                 |               |
| <b>Strategic Level Activities</b>                                                                                                                                                                        | <b>Account/Responsible</b>                                                                                                                                                                                                          | <b>Schedule</b> | <b>Status</b> |
| <b>3.3:</b> Create more structure and efficiency to organizational operations                                                                                                                            | Mayor, COO, Directors; Managers/Supervisors                                                                                                                                                                                         |                 |               |
| Key Performance Indicators                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• % of policies, procedures, and resources updated and/or newly created.</li> <li>• % of staff who believe there are policies, procedures, and resources to support operations.</li> </ul>   |                 |               |
| <b>Tactical Level Activities</b>                                                                                                                                                                         | <b>Accountable/Responsible</b>                                                                                                                                                                                                      | <b>Schedule</b> | <b>Status</b> |
| <b>3.3.a:</b> Maintain a prioritized list of policies, procedures, and resources needed for more efficient operations                                                                                    | Mayor, COO, Directors; Managers/Supervisors;                                                                                                                                                                                        |                 |               |
| <b>3.3.b:</b> Develop needed policies, procedures, and resources for identified core operations and administrative tasks                                                                                 |                                                                                                                                                                                                                                     |                 |               |
| <b>3.3.c:</b> Make organizational policies and processes easily accessible on a shared platform                                                                                                          | DEI Advisor; Communications                                                                                                                                                                                                         |                 |               |
| <b>Strategic Level Activities</b>                                                                                                                                                                        | <b>Accountable/Responsible</b>                                                                                                                                                                                                      | <b>Schedule</b> | <b>Status</b> |
| <b>3.4:</b> Create opportunities for team building and networking                                                                                                                                        | Mayor, COO, Directors; Managers/Supervisors;                                                                                                                                                                                        |                 |               |
| Key Performance Indicators                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• % of staff who believe they have opportunities to connect with their team.</li> <li>• % of staff who believe they have opportunities to learn and collaborate with other teams.</li> </ul> |                 |               |
| <b>Tactical Level Activities</b>                                                                                                                                                                         | <b>Accountable/Responsible</b>                                                                                                                                                                                                      | <b>Schedule</b> | <b>Status</b> |
| <b>3.4.a:</b> Leverage Employee Resource Groups to host monthly connect meetings                                                                                                                         | DEI Advisor; Redmond Welcoming Team and Staff                                                                                                                                                                                       |                 |               |
| <b>3.4.b:</b> Establish quarterly staff events to celebrate success and demonstrate appreciation                                                                                                         | DEI Advisor; Redmond Welcoming Team and Staff                                                                                                                                                                                       |                 |               |
| <b>3.4.c:</b> Coordinate in-person office days and network lunch opportunities                                                                                                                           | DEI Advisor; Redmond Welcoming Team and Staff                                                                                                                                                                                       |                 |               |

# GOAL 4: PRO-EQUITY, ANTI-RACISM IMPLEMENTATION (PEAR)

## OBJECTIVE

Successfully implement efforts that support our work and growth as an anti-racist organization addressing respect, diversity, equity, and inclusion.

## KEY RESULTS

- DEI and Anti-Racism are centered in program delivery
- Budget for equity
- Policies, processes, and procedures align with REDI
- Incorporate appropriate blend of universal policies and strategies, as well as targeted universal policies and strategies
- DEI competencies and metrics are imbedded in employee/leadership expectations
- Increased quality of services and work output
- Hiring and promotion processes consider qualification and educational backgrounds
- Staff demonstrate a commitment to being an anti-racist organization through our work and internal and external professional relationships
- Platforms for accessibility and usability

| Strategic Level Activities                                                                         | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                  | Schedule | Status |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| 4.1: Review Redmond Municipal Code process to review and rewrite where/when equity is not centered |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |        |
| Key Performance Indicators                                                                         | <ul style="list-style-type: none"> <li>• % of annual processes evaluated through an equity lens.</li> <li>• % of processes and policies revised as a result of equity evaluation.</li> </ul>                                                                                                                                                                                                                             |          |        |
| Tactical Level Activities                                                                          | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                  | Schedule | Status |
| 4.1.a: Create policy and process evaluation criteria                                               | DEI Advisor; Redmond Welcoming Team and Staff                                                                                                                                                                                                                                                                                                                                                                            |          |        |
| 4.1.b: Prioritize policies and procedures for evaluation                                           | DEI Advisor; Redmond Welcoming Team and Staff                                                                                                                                                                                                                                                                                                                                                                            |          |        |
| 4.1.c: Include information on REDI considerations on all policy recommendations to Council         | Mayor, COO, Directors, Deputies, Managers/Supervisors;                                                                                                                                                                                                                                                                                                                                                                   |          |        |
| Strategic Level Activities                                                                         | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                  | Schedule | Status |
| 4.2: Implement the State of Washington Baseline Equity Impact Review (EIR) framework               | COO, Directors, Deputies, DEI Advisor, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                              |          |        |
| Key Performance Indicators                                                                         | <ul style="list-style-type: none"> <li>• % of staff who believe they understand their role in implementing PEAR.</li> <li>• % of staff who believe they have the resources and tools to manage their role in implementation.</li> <li>• # of new community partnerships formed as a result of engagement efforts.</li> <li>• % of community suggestions that are implemented that influence policy decisions.</li> </ul> |          |        |
| Tactical Level Activities                                                                          | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                  | Schedule | Status |
| 4.2.a: Identify and analyze communities impacted by city services                                  | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                              |          |        |
| 4.2.b: Engage identified communities and receive feedback                                          | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                              |          |        |

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| <b>4.2.c:</b> Analyze potential changes that improve pro-equity, racial justice, access, and belonging | DEI Advisor                                                        |  |  |
| <b>4.2.d:</b> Implement identified anti-racism plans                                                   | COO, Directors, Deputies, DEI Advisor, Managers/Supervisors, staff |  |  |
| <b>4.2.e:</b> Commit to equitable continuous improvement                                               | COO, Directors, Deputies, DEI Advisor, Managers/Supervisors, staff |  |  |

# GOAL 5: COMMUNITY (STAKEHOLDER) ENGAGEMENT

## OBJECTIVE

Develop a system of working collaboratively with, and through, community members and partners to offer access to opportunities and resources that reduce disparities and improve equitable outcomes citywide.

## KEY RESULTS

- DEI priorities are integrated into the framework of all program delivery, with annual reviews to ensure continuous alignment
- Elimination of common barriers, such as, but not limited to: language, culture, geographic location, intercommunity dynamics, immigrant status, lack of technology, etc.
- Equitable and just distribution of benefits and impacts to all parties across the community (distributional equity)
- Open, equitable, and culturally-sensitive access to decision-making processes so all impacted individuals can influence community and operational outcomes (process equity)
- Leadership and staff actively engage in antiracism training and initiatives, fostering and inclusive and supportive organizational culture
- Current actions concentrate on equitable and just distribution of benefits and burdens across future community and employee generations (cross-generational equity)
- All programs and partnerships are evaluated and confirmed to incorporate and antiracism foundation and DEI principles
- Annually audit alignment of tools and resources to fully support policies and procedures

| Strategic Level Activities                                                                                                                                      | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Schedule | Status |
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| 5.1: Develop/Adopt/Track demographic composition of the community                                                                                               | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |        |
| Key Performance Indicators                                                                                                                                      | <ul style="list-style-type: none"> <li>• # of demographic segments in the City.</li> <li>• Annually collect and report composition of the community (the makeup of the community).</li> <li>• % of decisions that utilize collected community data in the decision-making process.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  |          |        |
| Tactical Level Activities                                                                                                                                       | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Schedule | Status |
| 5.1.a: Identify impacted people/populations and locations/geography                                                                                             | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |        |
| 5.1.b: Collect missing demographic data                                                                                                                         | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |        |
| 5.1.c: Identify how city services impact people and places using demographic disparities info                                                                   | DEI Advisor, Welcoming Team, Managers/Supervisors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |        |
| Strategic Level Activities                                                                                                                                      | Accountable/Responsible                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Schedule | Status |
| 5.2: Through targeted initiatives, improve community and stakeholder engagement by enhancing accessibility, useability, participation, and feedback integration | COO, Directors, Deputies, DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |          |        |
| Key Performance Indicators                                                                                                                                      | <ul style="list-style-type: none"> <li>• % of accessible stakeholder engagements.</li> <li>• % of annual increase in participation rates across diverse community segments in engagement activities.</li> <li>• % of actionable feedback from community and stakeholder engagement initiatives integrated into city policy and service development.</li> <li>• % of new or revised policies resulting directly from stakeholder input each year.</li> <li>• # of Council updates each year</li> <li>• % of satisfaction rate among stakeholders regarding the engagement process effectiveness and inclusivity, as measured through post-engagement questionnaires.</li> </ul> |          |        |

| <b>Tactical Level Activities</b>                                                                                                                                                   | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Schedule</b> | <b>Status</b> |
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| <b>5.2.a:</b> Develop and implement a tracking system to monitor engagement and feedback from identified demographics and locations                                                | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |               |
| <b>5.2.b:</b> Establish a mechanism for regularly updating and verifying the accuracy of collected demographic data                                                                | DEI Advisor, TIS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               |
| <b>5.2.c:</b> Establish review process to measure impact of services on diverse populations, incorporating a continuous feedback loop                                              | COO, DEI Advisor, Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               |
| <b>Strategic Level Activities</b>                                                                                                                                                  | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Schedule</b> | <b>Status</b> |
| <b>5.3:</b> Develop an inclusive community engagement framework that prioritizes diversity in shaping city policies and services                                                   | COO, DEI Advisor, Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               |
| Key Performance Indicators                                                                                                                                                         | <ul style="list-style-type: none"> <li>• % of annual increase in participation from diverse community segments in engagement initiatives to ensure broad representation.</li> <li>• # of Council meetings, town halls, listening sessions outside of City Hall per year.</li> <li>• % completion of Councilmember strategy to reach community members who are hard to reach.</li> <li>• 100% of city departments adopt the community engagement framework within the first year, with ongoing reviews for improvement.</li> <li>• % of community feedback incorporated into annual policy and service adjustments.</li> <li>• 100% annual completion of specialized inclusivity and diversity training by city staff involved in community engagement, policymaking, and service provision.</li> <li>• % year-over-year improvement in community satisfaction with how city policies and services reflect diverse needs and priorities.</li> </ul> |                 |               |
| <b>Tactical Level Activities</b>                                                                                                                                                   | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Schedule</b> | <b>Status</b> |
| <b>5.3.a:</b> Annually organize targeted outreach programs to increase participation from underrepresented community segments                                                      | COO, DEI Advisor, Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               |
| <b>5.3.b:</b> Engage every year in listening session, town hall meetings, and other community conversations                                                                        | City Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |               |
| <b>5.3.c:</b> Councilmembers and Mayor reach out to key community groups, businesses, and other stakeholders around significant projects/programs to build relationships and trust | Mayor, City Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |               |
| <b>5.3.d:</b> Develop City Council communications and accessibility strategy                                                                                                       | City Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |               |
| <b>5.3.e:</b> Clarify criteria for recognition of cultural groups and events at City Council meetings and work to highlight a diversity of community members each year             | City Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |               |
| <b>5.3.f:</b> Implement a comprehensive training program on inclusivity and diversity for all city staff and leadership                                                            | COO, Directors, DEI Advisor, Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |               |



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| <b>5.3.g:</b> Develop and deploy a data collection and analysis system enabling direct integration of community input into policy and services                                                                                     | DEI Advisor, TIS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |               |
| <b>5.3.h:</b> Annually assess progress on community engagement goals at a publicly held City Council meeting                                                                                                                       | Mayor, City Council, Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |               |
| <b>Strategic Level Activities</b>                                                                                                                                                                                                  | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Schedule</b> | <b>Status</b> |
| <b>5.4:</b> Implement and monitor an inclusive community engagement framework                                                                                                                                                      | DEI Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |               |
| Key Performance Indicators                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• % implementation of the inclusive community engagement framework across all city departments annually.</li> <li>• % of city policies revised or newly developed annually to reflect the principles and priorities identified through the community engagement framework.</li> <li>• % improvement in city service delivery as reported by diverse community segments, measured through annual satisfaction surveys.</li> <li>• # of diverse community members actively participating in decision-making processes.</li> <li>• % of recommendations from the community engagement monitoring process that are successfully implemented annually.</li> </ul> |                 |               |
| <b>Tactical Level Activities</b>                                                                                                                                                                                                   | <b>Accountable/Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Schedule</b> | <b>Status</b> |
| <b>5.4.a:</b> Conduct comprehensive training sessions for department directors and staff on implementing and monitoring the inclusive community engagement framework                                                               | REDI Ambassadors/Facilitators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |               |
| <b>5.4.b:</b> Initiate a series of policy review and development workshops that incorporate community engagement outcomes, aiming to directly translate community feedback into actionable policy improvements and new initiatives | Mayor, COO, Directors, Deputy Directors, DEI Advisor, REDI Ambassadors/Facilitators, Welcoming Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |               |
| <b>5.4.c:</b> Establish a regular review and feedback cycle with community stakeholders to assess the effectiveness of city services and the engagement framework                                                                  | Mayor, COO, Directors, DEI Advisor, REDI Ambassadors/Facilitators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               |

# GLOSSARY

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**Belonging** – An environment where individuals feel a sense of connection, acceptance, and purpose.

**Community engagement** - Community engagement is a fundamental practice of public health that supports the Washington State Department of Health's mission to protect and improve the health of all people in Washington State. Community engagement efforts have the potential to advance health equity, promote social connection, strengthen cross-sector partnerships, and build trusting relationships with the communities we serve.

**Employee Resource Group (ERG)** - Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve.

**Equity** – Fair treatment, access to opportunities, resources and decision-making processes regardless of identity.

**Equity Impact Review (EIR)** - A five-step equity impact assessment process blending numerical (quantitative) data and community voices (qualitative data) to inform agency planning, decision-making, and implementation of actions that achieve equitable access to opportunities and resources that reduce disparities and improve equitable outcomes citywide.

**Diversity** – Respecting and appreciating the individual differences, including, but not limited to race, ethnicity, gender, sexual orientation, age, religion, and disability.

**Inclusion** – A culture where all people are appreciated and actively engaged, and where diverse perspectives are encouraged.

**Mental Health and Well-being Framework (Surgeon General)** – A five-part framework to help organizations develop, institutionalize, and update policies, processes, and practices that best support the mental health and well-being of all workers including, protection from harm, connection and community, work-life harmony, mattering at work, and opportunities for growth.

**Minority-majority** – the concept that collectively Black, Indigenous, and POC populations will outnumber whites who historically throughout American history have been the largest demographic population.

**Pro-Equity/Anti-Racism Framework** - Partnership with others to intentionally name and address implicit and explicit bias and all levels of racism, particularly against people who are seen and treated as Black, Indigenous, or People of Color.

**Public health** - promotes and protects the health of all people and their communities. This science-based, evidence-backed field strives to create a safe place where all people are seen, heard, and valued by 1) improving quality of life, 2) helping children thrive, 3) reducing human suffering, 4) saving money, and 5) declaring racism as a public health crisis.

**Respect** – Proactive celebration of differences, experiences, perspectives and backgrounds of all individuals.

**Respect, Equity, Diversity, Inclusion Plan** – A 5-year plan to guide the city to embrace differences and create a premier organization by sustaining a culture of respect that promotes belonging, access, and opportunity.



The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit [redmond.gov/TitleVI](http://redmond.gov/TitleVI).

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