

# **Resilient Together**

## **Redmond's Human Services Strategic Plan**

April 5, 2022



**3-8**  
Executive Summary

**8-14**  
What we learned

**15-16**  
The Impact of the Pandemic

**17-18**  
Human Services Division's Role

**19-20**  
Strategic Plan Values

**21-27**  
Priorities and Actions

**28-30**  
Measuring Progress

**31**  
Closing

**32**  
Acknowledgements

**33**  
Public Feedback Table



# Table of Contents

# Executive Summary: Introduction

Redmond adopted its first Human Services Strategic Plan in 2009, affirming the role of and priorities for the City in addressing community needs. With its last plan update in 2016 and due to the unexpected challenges of the pandemic, it was time to reach back out to the community – to hear about changes, challenges, strengths, and opportunities. This plan will provide a roadmap for the next five years, offering sustainable solutions to address the challenges facing Redmond today and in the future.

Much has changed in the last few years. Redmond's population grew by 26 percent between 2015 and 2020. And since 2013, its racial and ethnic diversity has grown by 11 percent. Today, just a little less than half (45%) of Redmond residents identify as Black, Indigenous, or people of color (BIPOC), including a rapidly growing Latino/a/x community. In addition to a growing population and growing diversity, Redmond is seeing changes to its public transportation system and local economy. Most significantly, the community has been living through the COVID-19 pandemic. The COVID-19 pandemic and other crises that have occurred throughout the global pandemic have exacerbated many of the systemic inequities and challenges Redmond community members face. While the community has struggled, this Strategic Plan aims to be a beacon of hope.

This plan responds to key themes identified by the needs assessment and reflects the community's values and priorities, providing the foundation for actions that the City can implement to support an **inclusive** and **resilient** community.

# Executive Summary: Community Engagement and Needs Assessment

To develop this Strategic Plan, the Human Services Division partnered with consulting firm Equitable Future LLC (the “consulting team”). Together, the consulting team and Human Services created a comprehensive community engagement plan to understand needs among partners, service providers, and Redmond community members (those who live, work, play, recreate, shop, go to school, and worship in Redmond).

## Who We Engaged

**14 Community Partners**, including City of Redmond cross-departmental leaders, elected officials, community-based leaders, and representatives from faith organizations, the library, and the school district, participated in one-on-one and small group interviews.

**Service Providers** from **20** non-profit organizations who have applied for and/or received human services funding from the City were invited to participate in focus groups.

**Community Members** who represent those who live, work, play, recreate, shop, go to school, and worship in Redmond. The consulting team analyzed data from **460** community members who responded to our multi-lingual questionnaire.

## Prioritizing Input from BIPOC, Latino/a/x, and Other Marginalized Community Members

We acknowledge that Black, Indigenous, Latino/a/x, and people of color communities, along with other marginalized communities, face historic and systemic inequities. Black, Indigenous, Latino/a/x, and people of color communities often feel the brunt of these inequities first and most prominently. Further immigrants, refugees, those with low or no incomes, the unhoused, those with intellectual or developmental disabilities, those with physical disabilities, seniors, and young people are also likely to face challenges and barriers. Using a tailored community engagement process, we sought to put a particular focus on these impacted communities. This included:

- Leveraging expertise from a consultant team member who is a native and fluent Spanish speaker.
- Providing translated surveys in Spanish and Chinese.
- Disseminating the survey at locations and events throughout the community (e.g. food bank hours, Senior Curbside Lunch Program, High School youth programs, and apartment buildings).

To learn more about the 460 community members who responded to our questionnaire please refer to the Needs Assessment.

The accompanying Needs Assessment Report outlines all the findings from our community engagement and data analysis efforts. Data referred to throughout the Strategic Plan comes from data collection efforts for the Needs Assessment Report. You can find a glossary of frequently used terms at the end of this Executive Summary (page 7). And finally, a summary of key findings from the Needs Assessment Report are outlined in the “What We Learned” starting on page 8.

# Executive Summary: Strategic Plan Values

The values were developed based on what we heard from the community. They will guide the way we will take actions, operate, and make decisions.

**Equity and Inclusion**

**Resiliency**

**Integrity**

**Relationship Centered**

# Executive Summary: Strategic Plan Priorities

The Human Services Division and the consulting team identified five Priority Areas that will guide actions that the City should take over the next five years. Key themes from the community engagement process and Needs Assessment were the basis for the following priority areas.

1. **Support** community members in navigating daily life through multiple, ongoing crises so that our community can move forward together.
2. **Foster** a community where all – particularly BIPOC, immigrant, and low income community members – have access to all that Redmond has to offer.
3. **Serve** as a convener and connector so community members feel a sense of welcoming and belonging.
4. **Build** a stable foundation of support that is responsive to current and future community needs.
5. **Create** a culture where community members can easily access services without judgement, fear, or stigmatization.

These priority areas are detailed with action items the Division will pursue on pages 22 to 27.



# Frequently Used Terms

The terms defined below are frequently used throughout the Strategic Plan.

**BIPOC:** Black, Indigenous, and people of color

**Community Member:** Those who live, work, play, recreate, shop, go to school, and worship in Redmond. Community members were the center of the process to develop this Strategic Plan.

**Community Partner:** A community partner may work closely with similar human service issues and/or community members seeking services. A community partner is a type of community member. Examples include representatives from the school district, library, the City's Fire and Police Departments, and faith-based organizations.

**Service Provider:** An individual whose job it is to deliver support to those community members who need it. Redmond Human Services supports non-profits in and around Redmond who support marginalized communities.

**Marginalized Communities:** Includes community members who face one or multiple forms of oppression. These are the communities that are most likely to need the types of resources Human Services supports through funding and therefore are the community members Redmond Human Services prioritizes in its work. Even more, Redmond Human Services aims to have open and trust-filled relationships with marginalized community members. These communities include Black, Indigenous, Latino/a/x, and other people of color communities, immigrants, refugees, those with low or no incomes, the unhoused, those with intellectual or developmental disabilities, those with physical disabilities, seniors, and young people. Redmond Human Services puts a particular focus on racial and ethnic minority communities who face the most significant forms of oppression.

# What we learned







- Redmond community members are living through and experiencing the impacts of multiple, on-going crises.
- There are two Redmonds. One is visible and celebrated where community members live in abundance and have easier access to the resources they need, and the other is hidden and stigmatized where community members struggle to make ends meet and access the resources they need.
- Redmond community members feel isolated and are disconnected. They desire genuine connection with the rest of the community.
- Even before the COVID-19 pandemic, service providers faced significant barriers to meeting their clients' needs. Today, these barriers are more severe, and providers are struggling even more, all while facing higher demand.
- Too many Redmond community members face barriers to accessing the services they need.

# **Redmond community members are living through and experiencing the impacts of multiple, ongoing crises.**

“Multiple, ongoing crises” refers to the layered impacts people are experiencing due to the persistent and ever-changing global COVID-19 pandemic, increased racial and ethnic tensions, and more frequently occurring climate change-related disasters. In addition to these events and their impacts, Redmond community members mention struggling with disinformation and increasing polarization across religious, political, and cultural lines. Simply put, these traumas are complex and unprecedented. While all community members are impacted, Black, Indigenous, other people of color, low income community members, and immigrants are facing significantly more challenges. Specifically:

- Community partners shared concerns for their peers, the service providers whom they see working tirelessly to respond to evolving and complex community needs.
- Service providers indicated a significantly higher demand for the services they offer.
- Between one-quarter and one-third of community members who responded to our questionnaire reported needing access to basic services like mental health counseling (31%), rent and utility assistance (25%), medical and dental care (25%), and food access (25%).
- Finally, community members expressed other challenges due to these multiple, ongoing crises. Isolation, depression, anxiety, and behavioral issues among youth were reported across demographic groups represented in the community questionnaire.

**There are two Redmonds. One is visible and celebrated, where community members live in abundance and have easier access to the resources they need, and the other is hidden and stigmatized, where community members struggle to make ends meet and access the resources they need.**

Redmond is a diverse community with high paying jobs - Redmond's area median income is about \$132,000 (\$30,000 higher than the rest of King County). It boasts a sought-after school district and many natural and recreational opportunities. Many are thriving.

**"It's not commonly accepted that there are problems in Redmond."**

*- Community Partner*

While most perceive Redmond as affluent and full of opportunities, community partners and service providers echoed concern for the "hidden" parts of Redmond - including those who are very low income, can't make ends meet, and who face significant barriers to accessing the services they need.

Through targeted outreach to hear from those most likely in need or accessing services, we learned that BIPOC and low income individuals face the greatest challenges. For example, 49% of community members earning the lowest incomes shared they needed help with rent and utility payments, compared to only 6% of the highest earners. And, only 4% percent of White respondents shared they needed help accessing affordable childcare whereas 16% of BIPOC respondents (four times as many) reported this need. These trends persisted across needs, income, and race, showing two different Redmonds.

## **Redmond community members feel isolated and are disconnected. They desire genuine connection with the rest of the community.**

Throughout all engagement results, participants expressed similar experiences of isolation and disconnection as a result of the COVID-19 pandemic.

**“Community is dealing with isolation - when they come to [our programming] it’s hard for people to keep distance or stay a short time. They stay for hours - starved for connection.”**

- Faith-based community leader

- Community partners feel disconnected from service providers, other community leaders (like other organizations and City departments), and the community members they serve.
- Service providers feel disconnected from providers at other organizations, funders, donors and volunteers, and those they serve.
- Community members (across age, income level, and race) feel isolated from the broader community. They struggle to access the services they need, connect with community leaders, and more.



## Even before the COVID-19 pandemic, service providers faced significant barriers to meeting their clients' needs. Today, these barriers are more severe. Providers are struggling even more, all while facing higher demand.

When asked to share what barriers service providers faced in trying to successfully do their jobs, we heard a wide range of issues, some new and some longstanding.

- **Staffing and wages.** Three out of four of service providers mentioned their organizations were struggling to hire part-time and full-time staff. In addition, their organizations are unable to pay wages high enough to be competitive with other jobs in and around Redmond, or for said staff to afford the cost of living in Redmond (meaning staff usually have to live outside of Redmond). One focus group participant made it clear when they said they were “overwhelmed with staffing issues”. Providers themselves are feeling burn out, fatigue, and a sense of hopelessness. These challenges are even more present as they are faced with more work.
- **Difficulties with the municipal funding process.** A common and long-standing issue service providers face is the nature of the municipal funding cycle. The application process, a two-year funding cycle that sometimes only provides smaller program-specific financial support with robust reporting requirements for grants, make this necessary source of funding a burden for service providers. While service providers greatly appreciated the availability of emergency funding through the COVID-19 pandemic, they noted it was not a long-term solution to the systemic issues they faced.
- **Service providers talked about systems-based reform and creative solutions.** Service providers were eager to share the ways in which Redmond Human Services can be a better partner in the grantmaking process. Some recommendations were systems-based reforms that may take time and resources. Others were smaller changes that still require effort but would allow service providers to collaborate, connect, and support each other.

## Too many Redmond community members face barriers to accessing the services they need.

We asked community members whether they knew where and how to access the services they need. Only 23% said yes and about 45% responded saying no, they did not know where or how to access the services they need. Black, Indigenous, Latino/a/x, people of color, low income, and non-English speaking community members reported not knowing where to access services at higher rates than White and higher-income community members.

**"Services exist but there are so many barriers to get to them."**  
- Service Provider Participant

Those who are most likely to face the impacts of systemic inequities - Black, Indigenous, people of color, low income people, immigrants, and non-English speakers - are among those in the questionnaire who do not know where to access services. They are also the same population who have the highest needs for services. About 36% of White respondents reported they did not know where to access the services they need. In comparison, about twice as many (61%) of BIPOC respondents reported not knowing how or where to access the services they need.

When asked why individuals could not access the services they needed, the highest responses were: not knowing where to go for help (66%), feeling too embarrassed to ask for help (32%), and not knowing if they were eligible for services (27%). A significant portion of respondents also shared they faced long wait-lists from organizations whose capacity could not meet the demand for services. Critically important, of Spanish-speakers who responded to our questionnaire, 41% could not access the services they needed because they feared it would impact their immigration status.



**The Impact of the Pandemic**

# Individuals, families, service providers, and systems have all been negatively impacted by the pandemic.

**Very Strong Negative Impact.** 75% of community members who responded to our community questionnaire shared that the COVID-19 pandemic had negatively or very negatively impacted their life. Community members have experienced death of loved ones, isolation, depression, anxiety, loss of income, loss of jobs, and more.

**Need for Basic Services and Well-Being Support.** Respondents indicated that since the onset of COVID-19 the top four most needed services included mental health counseling, rent and utility assistance, medical or dental care, and food access.

**Disproportionate Impacts on BIPOC Community.** BIPOC and lower-income community members reported more negative economic and income-related impacts associated with the COVID-19 pandemic. More BIPOC community members lost their jobs, faced a reduction in hours, faced a decline in income, or had to find a new job in a different field than their white counterparts. BIPOC respondents reported needing to access three different types of services whereas white community members reported needing an average of one and half services.

**Persistent Staffing Shortages.** The primary concern service providers shared as a result of the COVID-19 pandemic was a shortage of staff available to help run their organizations. Most service providers report holding the responsibilities of multiple jobs just to keep services available to community members. Additionally, service providers shared they lacked the resources necessary to pay necessary staff high enough wages to have a high quality of life and afford living in Redmond.

**Emergency Funding Helps as a Short-Term Solution.** Service providers shared that emergency funding helped throughout the COVID-19 pandemic. But still, some organizations were forced to close their doors. While emergency funding is useful, service providers noted a high need for long-term, higher-dollar funding awards from municipal partners.

These impacts of the COVID-19 pandemic -- struggling community members, challenges in finding services, high demand for services, persistent staffing shortages, and the instability of emergency funding -- show a faltering social service system in desperate need of a strong foundation of support and commitment from the City of Redmond.



# City of Redmond Human Services Division's Role



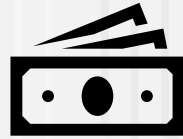


## The City of Redmond Human Service Division's Role

### *Did you know?*

The Human Services Commission is responsible for evaluating program applications and making funding recommendations to the City Council. The Commission is made up of seven volunteer Redmond community members and meets the second Monday of each month.

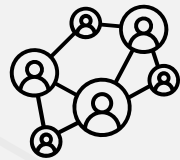
The City cannot meet the human services needs of the community on its own. Investing in human services and leveraging its resources, partnerships, and influence are just a few of the roles the City plays.



**Funder:** To ensure all its residents receive the services they need, the City funds local agencies for the provision of these services. In 2021-2022, the City funded over 70 programs, ranging from food, counseling, job training, and more.



**Partner and Convener:** The Human Services Division has a long history of convening and collaborating to identify and implement solutions to complex community challenges across the Eastside. The human services network is strengthened through the City's partnerships with service providers, faith communities, schools, nonprofit agencies, and other cities.



**Connector:** Leveraging its partnerships and knowledge of the breadth of resources, the City can connect community partners toward shared goals and solutions and connect community members with resources.



**Homeless Outreach:** The City supports unhoused and unstably housed community members with resources, coordinating with businesses, non-profits partners, Fire, Police, and more.

# Strategic Plan Values





# Strategic Plan Values

The values below will inform **how** Redmond Human Services will focus on its priorities, follow through on actions, and measure progress. These values reflect recommendations we gathered from the Redmond community.



## **EQUITY AND INCLUSION**

Redmond's diversity is one of its most valuable assets. Redmond Human Services will work to support this diversity by prioritizing those most marginalized and creating a community that is welcoming and gives each community member a sense of belonging.



## **RESILIENCY**

Community members, especially those most marginalized, know where and how to access direct services, service providers have a strong foundation of support on which to provide care for community members, and Community Partners serve as connectors and conveners.



## **INTEGRITY**

Redmond Human Services is a team the community can count on practicing sound, fair, and equitable decision-making.



## **CENTERING RELATIONSHIPS**

A Redmond in which community is engaged, consulted, and participates meaningfully in community driven processes.





# Priorities and Actions



## Priority Areas

*Creating a roadmap for the next five years.*

Key themes from the community engagement process of our needs assessment were the basis for the following priority areas to guide the City's work over the next five years.

1. **Support** community members to navigate daily life through multiple, on-going crises so that our community can move forward together.
2. **Foster** a community where all - particularly BIPOC, immigrant, and low income community members - have access to all that Redmond has to offer.
3. **Serve** as a convener and connector so community members feel a sense of welcoming and belonging.
4. **Build** a stable foundation of support that is responsive to current and future community needs.
5. **Create** a culture where community members can easily access services without judgement, fear, or stigmatization.

# 1. **SUPPORT** community members to navigate life through multiple, on-going crises so that our community can move forward together.

- a. Ensure access to basic needs by continuing to maintain and/or increase funding for these services. Prioritize funding for organizations that provide the most needed services as outlined in the Needs Assessment: mental health services, rent and utility assistance, medical and dental care, and food access.
- b. Support the Homelessness Outreach Team with tools to connect community members to necessary resources.
- c. Plan and prepare for a robust human services response to future unexpected events and crises.
- d. Continue to leverage other resources and funds that support COVID-19 recovery.
- e. Prioritize funding and support for organizations that provide culturally-responsive services, particularly those that increase access to services that contribute to individual wellbeing.
- f. Facilitate learning opportunities and resources that build community resilience.

## 2. **FOSTER** a community where all – particularly BIPOC and marginalized community members – have access to all Redmond has to offer.

- a. Collaborate with the City of Redmond's Diversity, Equity, and Inclusion Manager and the Parks and Recreation Department to create opportunities for meaningful connection among community members.
- b. Enhance pathways for youth and adults to access local college, scholarship, training, apprenticeships and additional employment opportunities. Support programs that increase financial stability.
- c. Increase representation of BIPOC and other marginalized communities in decision making bodies like the Human Services Commission.
- d. Launch an awareness campaign to amplify the ongoing work of service providers, how to access services, and how to support community members. Spread awareness about the Human Services Commission, their members, and their work.
- e. Support community partners and non-profit organizations to create cultural spaces where our diverse community can gather and access services.



### 3. **SERVE** as a convener and connector so community members feel a sense of welcoming and belonging.

- a. Expand the scope of the Human Services Division to focus on increased community connection, community support, destigmatize access to services, and enhancing a sense of inclusion, welcoming, and belonging.
- b. Enhance Human Services public communication efforts to meet and exceed ADA and Title VI requirements, including multilingual information and visual infographic resources for clear navigation of available funding, resources, events, and services.
- c. Coordinate, facilitate, and participate in regular small-scale (i.e., neighborhood specific) community meetings and topic-based forums to increase engagement and connection among community members and service providers. Include and create opportunities to partner with local businesses and ensure inclusivity.
- d. Consider models that foster community well-being, belonging, and civic engagement such as the development of a Community Navigators program, civic leadership academy, encouraging volunteerism, or becoming a certified welcoming community.
- e. Support volunteerism in Redmond by connecting businesses, employees, community members to volunteer opportunities and amplifying non-profits who need support.
- f. Support the Homelessness Outreach Team to serve as a convener and connector for the unhoused community and those who support them.

#### 4. **BUILD** a stable foundation of support that is responsive to current and future community needs.

- a. Evaluate and develop a sustainable funding plan that prioritizes the need for non-profit staffing, addresses one-time emerging needs, and/or addresses the effectiveness of the City's per capita formula.
- b. Consider and plan to hire new position(s) within the Human Services Division to address the additional responsibilities and roles outlined by the community in this strategic plan.
- c. Identify other funding sources (philanthropy, businesses, etc.) and build connections to increase service providers' access to these sources.
- d. Strengthen the capacity of non-profits who provide services relevant for BIPOC communities and people with intellectual and developmental disabilities by:
  - Conducting a study of the types of resources (including physical space) service providers need and develop a plan to support filling these needs.
  - Identifying solutions that support non-profit capacity building (e.g., funding, training, technical assistance, etc.).

## 5. **CREATE** a culture where community members can easily access services without judgement, fear, or stigmatization.

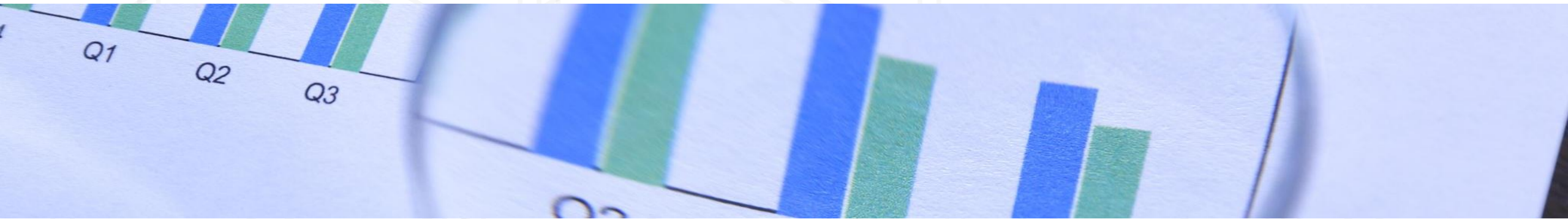
- a. Pilot a program that supports “Community Navigators”: paid community leaders who can help connect their community members to services and programs. Prioritize building a team of Community Navigators that can connect with marginalized communities in Redmond like BIPOC, Latino/a/x, immigrants, and refugees.
- b. Increase staffing in the Human Services Division to support effective communication channels and strategies for sharing resources and information.
- c. Hire a communications and marketing consultant to aid in the launch of an inaugural multilingual campaign that helps foster a sense of welcoming and belonging and addresses the stigma regarding the use of direct services. Launch this campaign annually.
- d. Develop relationships and coordinate with Redmond community partners, employers, property managers, homeowners’ associations, parent teacher student associations, etc. to help reach individuals who may not be aware of resources and services.



# Measuring Progress



# Measuring Progress



This Strategic Plan is a visionary document that will guide the Human Services Division's work over the next five years. To ensure the Division accomplishes the vision and goals set by community members, partners, and stakeholders who build this plan, it's critical to measure our progress. Most importantly, measuring and tracking progress holds us accountable to building a more **resilient** and **inclusive** Redmond.

Measuring progress is an intricate process. And the challenges Human Services aims to solve are complicated and interconnected. As such, the Division must prioritize measuring what it can impact and do so without adding any additional burden to the service providers who deliver these supports. We'll use some tools already available to us (like funding data) and create new ones to track our progress (like event attendance and satisfaction data).

The metrics and milestones on the next page align with the priorities outlined on page 22. And they serve as a tool for the Human Services Division to track progress toward achieving the goals set out in these priorities. The Human Services Division is eager to share its progress with the broader Redmond community.

# Metrics and Milestones

- Funding to non-profit organizations that provide the highest in demand services among BIPOC and other marginalized communities (as outlined in Needs Assessment).
  - Dollars
  - Percentage of Dollars
  - Change in value and percent of dollars over time
- Support to non-profit organizations so service providers in Redmond can support community members.
  - Total funding allocated to non-profit organizations
  - Average grant size
  - Change in values over time

Supporting “emerging needs” (crises, emergencies, or other unexpected events that may require response from Human Services)

- Dollars reserved for “emerging needs”
- Percent of dollars reserved for “emerging needs”
- Change in value and percent of dollars reserved over time

- Supporting organizations with “emerging needs”
  - Number of organizations who apply for funding
  - Number of organizations who receive funding
  - Number of organizations led by and serving BIPOC and marginalized communities who apply for funding
  - Number of organizations led by and serving BIPOC and marginalized communities who receive funding
- Serving as a connector and convener for community members, partners, and service providers
  - Number of community-centered meetings
  - Number of attendees per meeting and over time
  - Satisfaction and sense of inclusion and belonging
  - Number of meetings with community partners and service providers
  - Change in number of meetings and attendees over time
- Tracking progress and milestones accomplished through work plans



**“How fine to have enough, and some to spare for today’s ripe harvest toward tomorrow and set aside abundance and resolve for those who lack, so they might someday thrive.”**

- Excerpt from “What Tender Artistry It Takes to Make a Town” by Rebecca Meredith

# Acknowledgements

The City of Redmond Human Services Division would not have been able to create this bold and visionary Strategic Plan without with the broader Redmond community. We extend our gratitude to the community members, service providers, and partners who shared their experiences, told us their stories, and helped us envision a more **resilient** and **inclusive** Redmond.

## Community Questionnaire Respondents

**460** community members who live, work, learn, recreate, shop, worship, and access social services in Redmond. We'd also like to thank the Human Services Commissioners, City of Redmond Departments, non-profit organizations, and service providers who helped spread the word about our survey and shared it with the broader community.

## Service Provider Organizations

Asian Counseling and Referral Service

AtWork!

Bridge Disability Ministries

Camp Kindness Counts

Chinese Information and Service Center

Congregations for the Homeless

Easterseals Washington

Eastside Baby Corner

Fair Housing Center of Washington

Friends of Youth

HealthPoint

Hopelink

Kindering Center

King County Sexual Assault Resource Center

Kits For Peace

Lake Washington Schools Foundation

LifeWire

NAMI Eastside

Together Center

Youth Eastside Services

## Community Partners

City of Redmond City Council

City of Redmond Fire Department

City of Redmond Office of the Mayor

City of Redmond Parks and Recreation

City of Redmond Planning

City of Redmond Police Department

Eastside for All

Indian American Community Services

King County Library Services

Lake Washington School District

MAPS Redmond

Overlake Christian Church

Redmond Presbyterian Church

Redmond United Methodist Church

And finally, thank you to Equitable Future LLC, the consulting team who supported the development of this Strategic Plan.



# Appendix A: Draft Plan Community Input

The draft Strategic Plan was shared with services providers, partners who participated in our community engagement efforts, and posted on Let's Connect. The table below outlines the feedback we received and how we responded to that feedback. 14 people participated in the online survey. 13 indicating the draft strategies were "on track" and 12 affirmed the role of the City. Others indicated unsure.

Feedback Number	Feedback Provided	# of Community Members Sharing This Feedback	Response
1.	Add an Executive Summary and a short glossary of terms at the beginning of the document to define key terms.	5	We've added an Executive Summary that includes definitions for key terms used throughout the report.
2.	Remove the phrase "stakeholder" and replace it with another term that does not highlight power dynamics and is easily understood by the broader community.	5	We've replaced the word "stakeholder" with "partner" and clearly defined the term.
3.	Include a focus on individuals with intellectual and development disabilities so they may have access to a stable foundation of support that includes accessible, high-quality, and culturally relevant services (particularly employment)	3	We've included a summary statement in the Strategic Plan noting the challenges people with intellectual and developmental disabilities, LGBTQIA+ people, BIPOC, young people, low income people, and immigrants and refugees face. (See page 7 where we define "Marginalized Communities"). The primary focus for the Redmond Human Services Strategic Plan will be on racial equity and the BIPOC community.
4.	The report is sobering and overwhelming due to the nature of the findings. Consider adding narrative to show where there is hope and possibility.	2	Added language about possibilities in the Executive Summary starting on page 3.
5.	Data represented in the Strategic Plan is shared without reference to data collection efforts, clarify.	3	The Strategic Plan is a partner document to the Needs Assessment which outlines all data collected through the community engagement and meta-analysis process. The Needs Assessment is referenced in the Strategic Plan on page 4.
6.	Update the "Measuring Progress" section to add more details about tools used for collection and why the Division picked the specific metrics listed.	2	We've incorporated these comments into the Strategic Plan on pages 28 to 30.

# Appendix A: Draft Plan Community Input

Feedback Number	Feedback Provided	# of Community Members Sharing This Feedback	Response
7.	Homelessness outreach should be paired with services that receive city support, directly or indirectly through funding a provider.	2	We provided more information about how this Strategic Plan will influence the Homelessness Outreach Team under the Redmond Human Services Division. See pages 23 and 25.
8.	Maintain an open dialogue with young people.	1	Included a focus on young people in the summary statement on page 7.
9.	Integrate BIPOC, immigrant, low income, and other marginalized groups into the governing and power structures in Redmond government such as councils and committees.	1	Included a focus on sharing more about the Human Services Commission on page 25. Representation on Council is not under the purview of the Human Services Division.
10.	Support cultural spaces where our diverse community can gather and access services.	1	We have highlighted the sections where this action is included and added a specific reference on page 24.
11.	Work with community groups to identify emerging needs.	1	Included this topic as an example topic for service provider community building activities on page 24.
12.	Reconsider the City's connection to faith communities to keep "government out of religion and vice versa"	1	Per Federal and State law, governments are prohibited from using public funds for religious activities. As such, City of Redmond Human Services only provides funding to non-profit organizations. City of Redmond values partnerships with all sectors for the common goal of ensuring stability of our residents.
13.	Meet with Library services to consider potential partnership opportunities.	1	Human Services staff met with Library staff and community volunteers on 3/2 to discuss partnership opportunities. We also included this work as an example of potential partnerships on page 27.
14.	Integrate a co-creation philosophy and commit to integrating co-creation into all aspect of Redmond structures.	1	This reaches beyond the scope of what Human Services can implement within the next five years. The team will consider it as a focus for the next strategic plan.
15.	Connect Redmond residents to volunteer opportunities.	1	Added this as an action on page 24.

# Appendix A: Draft Plan Community Input

Feedback Number	Feedback Provided	# of Community Members Sharing This Feedback	Response
16.	The Latino community has grown by 40% in East King County in the last 10 years. Acknowledge Latino community within the report.	1	Included a focus on the Latino community—including an explanation on outreach to the Latino and Spanish-speaking community—throughout the Strategic Plan.
17.	Add more graphs, pictures, and diagrams.	1	We've included these in the Needs Assessment and left the Strategic Plan in narrative form.
18.	Do more to address housing affordability directly.	1	Human Services funds programs and services that support the payment of rent and utility bills. We've highlighted a focus on these types of services on page 23.
19.	Include the business community as a partner to include in convenings with service providers and the broader community.	1	Added business community as an example of other potential partners on page 25 and noted that Human Services Division will partner with the Department of Economic Development.
20.	Add culturally responsive elements to public communications like ADA and Title VI requirements.	1	Incorporated this feedback on page 25.
21.	Clarify last key theme- how do we know too many Redmond community members face barriers accessing the services they need.	1	We've updated the theme to share more information on page 14.
22.	Clarify where reporting requirements for funded service providers come from.	1	Added the relevant information on page 13.
23.	Add the role of volunteers to the page about Human Services' role in City of Redmond. Additionally, add mobile integrated health services provided by Fire Department to section on Homeless Outreach.	1	Integrated on page 18.
24.	In the Strategic Plan values, consider rephrasing "centering" to another word that might translate more clearly to other languages spoken in Redmond.	1	Integrated throughout strategic plan.