



Tukwila Equity and Social Justice Commission

City of Tukwila – City Hall

6200 Southcenter Boulevard, Tukwila, WA 9818

IS HEREBY GIVEN that the City's Board/Commissions/Committee will date, time. THE MEETING
WILL NOT BE CONDUCTED IN PERSON.

The phone number to participate in the call is: 253-292-9750, Conference ID: 825.156.734#

For assistance during the meeting, please call the Equity and Social Justice Staff Liaison,

Niesha Fort-Brooks at 206-406-6692

MEETING AGENDA

July 9, 2020 – 5:15 p.m.

I Call to Order

II Introduction

III Approval of Agenda (2 Minutes)

IV Approval of Minutes, February 13, 2020

V Business Items

- Teens for Tukwila: Thank you - National League of Cities trip
Commission Action: Acknowledgement

10 minutes

- Bruce Linton, Police Chief: *A Comprehensive Report on Community Policing, Use of Force and the Bias on Our Diverse Communities*

30 minutes

- Rachel Bianchi, Deputy City Administrator: *COVID-Response 19*

10 minutes

- Niesha Fort-Brooks, Community Engagement Manager: *Equity Policy Implementation Committee (EPIC) update on subcommittee process*
30 minutes
 - Human Resource Policy, Hiring Policy Changes/Consistent Training
Trish Kinlow, Court Administrator
 - Equity Toolkit and Outreach Guide
Laurel Humphrey, Council Analyst
- Discussion of election of officers and appointments of chair and vice-chair
20 minutes
- August agenda – planning
10 minutes
- Legislation target overview
5 minutes
- Community feedback and knowledge

VI Miscellaneous

VII Adjournment



Tukwila Equity and Social Justice Commission

Tukwila Community Center
12424 42nd Avenue S, Tukwila, WA 98168

MEETING MINUTES

February 13, 2020 – 5:15 p.m.

I Call to Order

II Introductions

Roy Busch
Joe Duffie
Aaron Draganov
Kathy Hougardy, Councilmember
Trish Kinlow
Nichelle Paige
Gabriela Quintana
Allan Ekberg, Mayor
Chris Smith
Rachel Bianchi
Niesha Fort-Brooks

III Approval of Agenda (3 Minutes)

IV Approval of Minutes, February 13, 2020

V Business Items

- Welcoming remarks Allan Ekberg, Mayor
- Developing roadmap for 2020, facilitated by Benita Horn
 - Work with the commission to review commission purpose and objectives – Group discussion to confirm understanding; review of Roberts Rules of Order; duties of commissioners and staff
 - Identify 2020 priorities and status of 2020 officers

- Request for Juan Padilla, Human Resource Director to provide an HR update
- Commissioners would like to hear from Equity Policy Implementation Committee (EPIC) on their subcommittee work
- Discussion on changing requirements for student representation from one to two
- Legislation target overview
- Community feedback and knowledge

VI Miscellaneous

VII Adjournment 6:48 p.m.



Tukwila Equity and Social Justice Commission

City Council Potential Agenda Items

IMPORTANT NOTE: Items often shift meeting dates; please review published agendas to ensure items are scheduled. This is not a comprehensive or final list as items may be added last minute.

City Council Agenda items	Updates	Full Council Date
July 13 – FIN	Grant award for old Tukwila School and City Hall building	N/A
July 13 – CS&S	Bank De-Risking	N/A Com. Decision
July 13 –	Council consensus on preliminary recommendations on alternative for Tukwila International Boulevard (TIB) Rechannelization Design Alternatives	C.O.W. PED 3/16 & 4/20
July 13 -	An update on the City’s Permit Process	C.O.W. Requested at 1/13/20
July 13 –	An update on the City’s Permit Process	C.O.W.
July 13 –	COVID – 19 Impact Report	C.O.W.
July 13 –	COVID – 19 Weekly Update	C.O.W.
July 20 –	2020 Census-HyeEun Park, Census External Partnership Program Manager, King County and Niesha Fort-Brooks, Community Engagement Manager	R.E.G.
July 20 -	COVID Weekly update	R.E.G.
July 27 – CS&S	School Speed Zone Contract, in the amount of \$68,400 annually	C.O.W. 8/10
July 27 -	COVID-19 Report	C.O.W.
July 27 –	COVID-19 Weekly update	C.O.W.

Council subcommittee meets 5:30 p.m.

FIN - Finance Committee	2 nd and 4 th Mondays
PED - Planning & Economic Development	1 st and 3 rd Mondays
TIC - Transportation & Infrastructure Committee	1 st and 3 rd Mondays
CSS - Community Services & Safety Committee	2 nd and 4 th Mondays
Reg - Regular Council Meeting – 1st and 3 rd Mondays	7:00 p.m.
C.O.W. - Committee of the Whole – 2 nd and fourth Mondays	7:00 p.m.

THE MEETINGS WILL NOT BE CONDUCTED AT TUKWILA CITY HALL, BASED ON THE GOVERNOR’S PROCLAMATION 20-28 ADOPTED MARCH 24, 2020 WHICH SAYS IN PART:

ANY PUBLIC AGENCY, SUBJECT TO RCW 42.30, IS PROHIBITED FROM CONDUCTING ANY MEETING, SUBJECT TO RCW 42.30 UNLESS (A) THE MEETING IS NOT CONDUCTED IN-PERSON AND INSTEAD PROVIDES AN OPTION(S) FOR THE PUBLIC TO ATTEND THE PROCEEDINGS THROUGH, AT MINIMUM, TELEPHONIC ACCESS, . . .

CITY COUNCIL REGULAR MEETING

THE PHONE NUMBER FOR PUBLIC LISTEN IN THIS MEETING IS:

1-253-292-9750, ACCESS CODE 670077847#. For Technical Support during the meeting call: 1-206-431-2179

Those wishing to provide public comments at the above meeting will have the opportunity to deliver public comments via email. All written comments received by email to citycouncil@tukwilawa.gov prior to 5:00 p.m. on the date of the meeting, will be read aloud during the meeting by City staff within the normal five-minute time limit.

FINANCE COMMITTEE

THE PHONE NUMBER FOR THE PUBLIC TO LISTEN TO THIS MEETING IS:

1-253-292-9750, Access Code – PLEASE VISIT [TUKWILA CITY COUNCIL: UPCOMING EVENTS TO OBTAIN CURRENT ACCESS CODE](#)

PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE

THE PHONE NUMBER FOR THE PUBLIC TO LISTEN TO THIS MEETING IS:

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TRANSPORTATION AND INFRASTRUCTURE COMMITTEE

THE PHONE NUMBER FOR THE PUBLIC TO LISTEN TO THIS MEETING IS:

1-253-292-9750, Access Code – PLEASE VISIT [TUKWILA CITY COUNCIL: UPCOMING EVENTS TO OBTAIN CURRENT ACCESS CODE](#)

COMMUNITY SERVICES AND SAFETY COMMITTEE

THE PHONE NUMBER FOR THE PUBLIC TO LISTEN TO THIS MEETING IS:

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LODGING TAX ADVISORY COMMITTEE

THE PHONE NUMBER FOR THE PUBLIC TO LISTEN TO THIS MEETING IS:

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Tukwila Equity and Social Justice Commission

Boards and Commission Agenda Items

IMPORTANT NOTE: Items often shift meeting dates; please review published agendas to ensure items are scheduled. This is not a comprehensive or final list as items may be added at the last minute. For up-to-date information, visit: TukwilaWA.gov/departments/mayors-office/boards-and-commissions

Boards and Commissions	Updates
Arts Commission	June 24, 2020: Summer Arts Engagement ideas: mobile recreation – art activities; park “pop-up” art; 4C Touring Arts Roster – Presenter Incentive Program; PSP – Facility Openings (Station 51 – August; Justice Center – September)

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Tukwila Equity and Social Justice Commission

What is EPIC (Equity Policy Implementation Committee) and its priorities:

The City established the EPIC committee that will be responsible for setting baselines, developing the implementation plan, and reporting measurable progress in meeting the goals of the Equity Policy. The implementation plan specifies city staff to lead key elements of the work and include how the work will be distributed citywide.

EPIC's priorities for 2019 - 2020:

Goals:

- Achievable
- Measurable
- Impact

EPIC will draft a multi-year plan to developed baselines and toolkits to ensure progress is meeting the goals of the Equity Policy. Thus far EPIC has drafted and developed four out of the six equity policy goals.

2020 Implementation Recommendations

- Develop and use an *Equity Toolkit* (goals 3 &4)
- Develop framework for *Consistent Training* (goal 6)
- Provide *anti-bias training for hiring managers and interview panels*. (goals 1 & 6)
- Create an *Outreach Toolkit* to provide best practices for staff (goal 2)

2019 Equity Policy Implementation Committee (EPIC) highlights

- May 2019: Staff began to strategize building and recruiting for the Equity Policy Implementation Team (EPIC)
- July 2019: EPIC selection of equity facilitator
- September 2019: EPIC member meetings
- October 2019: Schedule equity training
- November 2019: EPIC retreat: Guest speaker Matias Valenzuela, King County Equity and Social Justice
- EPIC debrief and selection of Equity priorities recommendations
- December 2019: Present to Mayor and City Administrator selection of top four equity priorities for 2020



Tukwila Equity and Social Justice Commission

2019 Priority Accomplishments

- Implemented changes to hiring practices (masking names and identifying information)
- Implemented equity training for all supervisors
- Developed a voluntary demographic benchmarking program for City staff

EPIC Members 2019-2020

- John Perry, Tukwila Police Department
- Greg Hansen, Tukwila Fire Department (recently retired)
- Hodo Hussein, Human Services
- Stacy Hansen, Human Services
- Peter Lau, Public Works
- Laurel Humphrey, Council Analyst
- Tracy Galloway, Parks and Recreation
- Nate Robinson, Parks and Recreation
- Alison Turner, Community Development
- Jessica Schauburger, Human Resources
- Tony Cullerton, Finance
- Joseph Todd, Technology Information Services
- Rachel Bianchi, Deputy City Administrator
- Niesha Fort-Brooks, Community Engagement Manager (Facilitator)



INFORMATIONAL MEMORANDUM

TO: Equity and Social Justice Commission
FROM: Bruce Linton, Chief of Police
BY: Bruce Linton, Chief of Police
CC: Mayor Ekberg
DATE: 07/09/2020

SUBJECT: Tukwila Police Use-Of-Force Policy Review

ISSUE

The #8CantWait police use-of-force reform proposal and campaign has been communicated and shared across the country at the speed of social media in the 21st century. Many agencies are scrambling to adopt significant changes to their use-of-force policies to meet the demands of their respective communities, while agencies with foresight have been making minor adjustments to fully address the rapidly evolving movement towards change. If you are an agency that embraced 21st Century Policing five years ago, you are way ahead in the race to effect change in the six pillars of 21st Century Policing.

I intend to work in parallel with the Community Services and Safety Committee as I review and (when necessary) adjust the current Tukwila Use-of-Force Policies in consideration of the communicated reform proposals. A copy of the Tukwila Police Department Policy is attached absent the recent directive suspending the use of the Vascular Neck Restraint (VNR) except when an officer is faced with a deadly force situation.

The Tukwila Police Department uses the Lexipol policy for the State of Washington. Lexipol provides fully developed, state-specific law enforcement policies researched and written by subject matter experts and vetted by attorneys. Policies are based on nationwide standards and are the leading content, policy and training platform for public safety and local government, enabling first responders and leaders to better protect their communities and reduce risk. (Policy Attached)

During the use-of-force policy review, I intend to review and consider recommendations from the 2017 National Consensus Policy and Discussion Paper on Use of Force. (Attached).

BACKGROUND

President Obama's Task Force on 21st Century Policing report features 6 pillars:

1. Building Trust & Legitimacy
2. Policy and Oversight
3. Technology & Social Media

4. Community Policing & Crime Reduction
5. Training & Education
6. Officer Wellness & Safety

Since 2016, The Tukwila Police Department have embraced this philosophy that essentially is foundational to today's discussion on police reform. If you look at the police department goals during the last three years of my tenure, you will notice a common theme where each year at least several pillars were representative of the goals selected.

Surveying the environment, anticipating change, and setting a course to navigate that change has been our strategic roadmap. As we examine our policies and practices, balanced against the #8CantWait police reform proposal, I can report that we are on the right path. I will not stop moving forward because I believe there is always room for improvement.

THE #8CantWait police reform proposal calls for:

1. The banning of chokeholds and strangleholds.
2. Required de-escalation using communication, distance, and eliminating the need to use force.
3. Required verbal warning before shooting at a civilian.
4. Requirement to exhaust all other reasonable means before resorting to deadly force.
5. Required intervention by officers to stop excessive use of force and required reporting of these incidents to a supervisor.
6. Banned shooting at moving vehicles, which can be a dangerous and ineffective tactic.
7. Required use of force continuum that limits the types of force/weapons that can be used to respond to specific types of resistance.
8. Required comprehensive reporting when force is used against civilians.

An analysis grounded in the 21st Century pillars will show that The Tukwila Police Department Policies on the use-of-force are balanced and address each of the #8CantWait reform proposals.

ANALYSIS:

GUIDING PRINCIPLES OF THE TUKWILA USE-OF-FORCE POLICY:

As stated in our policy manual, the department recognizes and respects the value of all human life and dignity without prejudice to anyone. Vesting officers with the authority to use reasonable force and to protect the public welfare requires monitoring, evaluation, and a careful balancing of all interests.

The Tukwila Police Department use-of-force policy guidelines provide a basis for officers to make professional, moral, and legal decisions based on a reasonable standard set by the U.S. Supreme court.

The constitutional requirement for the use-of-force by an officer calls for an objective reasonableness standard. Proper and reasonable use of force is measured by the leading case on use of force which is the 1989 Supreme Court decision in *Graham v. Connor*. The Court held, "...that all claims that law enforcement officers have used excessive force – deadly or not – in the course of an arrest, investigatory stop, or other seizure of a free citizen should be analyzed under the Fourth Amendment and its objective reasonableness standard..." This standard is evaluated by a three-pronged test.

1. The severity of the crime at issue
2. Whether the suspect poses an immediate threat to the safety of the officers or others
3. Whether the suspect is actively resisting arrest or attempting to evade arrest by flight

Other factors used to determine the reasonableness of force is listed in the Tukwila policy manual under 300.3.2.

The #8CantWait police reform proposals, along with other important topics are addressed in the following paragraphs:

USE-OF-FORCE CONTINUUMS:

The National Consensus Policy on Use of Force clearly communicate the pitfalls of use-of-force continuums beginning with the use of the term "continuum." It is often interpreted to mean that an officer must begin at one end of a range of use-of-force options and then systematically work his or her way through the types of force that follow on the continuum, such as less-lethal force options, before finally resorting to deadly force. To maintain the safety of both the officer and others, an officer might need to transition from one point on the continuum to another, without considering the options in between in a linear order. For instance, when faced with a deadly threat, it is not prudent to expect an officer to first employ compliance techniques, followed by an electronic control weapon, and only then use his or her firearm. For this reason, the use of a continuum is strongly discouraged. Instead, force models are preferred that allow officers to choose a level of force that is based on legal principles, to include the option

of immediately resorting to deadly force where reasonable and necessary. The Tukwila Police Department does not use or recommend a use-of-force continuum. The constitutional requirement for the use-of-force by an officer calls for an objective reasonableness standard.

BODY-WORN CAMERAS:

The Tukwila Police Department led the way for the full implementation of the bodycam in 2017 after we partnered with Axon to complete a national pilot program which integrated in-car video, bodycams and taser deployments. We led the way in the state of WA with full implementation because it was important to the agency to maintain a level of transparency with our diverse community with the focus on building trust.

USE-OF-FORCE TRACKING & STATISTICS:

We believe that after the bodycam implementation in 2017, we saw a 50% reduction in the use-of-force. Careful monitoring over the years provides for the basis of training and adjustment in our use-of-force practices. Monitoring begins with a review of each officer's use of force, first by the supervisor, then the command staff. Each use of force is logged into The Administrative Investigations Management (AIM) database where all uses of force, complaints and Internal Investigations are completed and saved. The use of the database allows for easy retrieval of statistics and more importantly, there is an early warning/intervention component designed to alert command staff of an officer's use of force that meets a certain criteria set by the agency.

DUTY TO INTERCEDE:

Tukwila Police policy states that, in addition to making the scene secure, officers present have a duty to intercede if they witness excessive force. If an officer believes another officer use or is using force that does not appear reasonable, they need to bring the situation to a safe resolution and report the use of force to a supervisor.

CRISIS INTERVENTION TACTICS:

Officers should consider that taking no action or passively monitoring the situation may be the most reasonable response to a mental health crisis.

Once it is determined that a situation is a mental health crisis and immediate safety concerns have been addressed, responding members should be aware of the following considerations and should generally:

- Evaluate safety conditions.
- Introduce themselves and attempt to obtain the person's name.
- Be patient, polite, calm, courteous and avoid overreacting.
- Speak and move slowly and in a non-threatening manner.
- Moderate the level of direct eye contact.
- Remove distractions or disruptive people from the area.
- Demonstrate active listening skills (e.g., summarize the person's verbal communication).
- Provide for sufficient avenues of retreat or escape should the situation become volatile.

Responding officers generally should not:

- Use stances or tactics that can be interpreted as aggressive.
- Allow others to interrupt or engage the person.
- Corner a person who is not believed to be armed, violent or suicidal.
- Argue, speak with a raised voice, or use threats to obtain compliance.

FORCE DE-ESCALATION:

The agency has been forward leaning in force de-escalation. During the conversation regarding I-940, the legislative mandate for the de-escalation of force, we resourced and coordinated a mandatory de-escalation training taught by a National Leading Law Enforcement Consulting Firm.

Our goal during 2018 was to build trust and legitimacy through community engagement. As we moved forward in making great strides in our efforts to reduce uses-of-force within the Tukwila Police Department, we recognized that de-escalation training and tactics is an important line of effort in reducing use-of-force incidents.

After the Law Enforcement Training and Safety Act (LETSA) was passed, Tukwila Police Department registered three Scenario-Based Trainers to attend the first iteration of the Criminal Justice Training Commission (CJTC) Patrol Tactics Instructor Course geared to teach officers the tactics of integrating de-escalation training into the use-of-force curriculum. Our recently certified instructors are working on current programming and I expect the first 8-hour module will be approved by the CJTC and trained in the 3rd quarter of 2020. If this timeline is accomplished, I believe we will (again) lead the state in LETSA de-escalation training requirements. Clear language will be added to the policy directing de-escalation tactics as required by the state mandated LETSA.

LESS LETHAL FORCE:

Tukwila Less lethal force options range from impact weapons, launched chemical weapons, Oleoresin Capsicum (OC)/Pepper Spray, Kinetic Energy Projectiles/Weapons and Conducted Energy Weapons (Tasers) and use of impact weapons such as the baton or Kinetic Energy Weapons such as less lethal launched impact rounds.

This department is committed to reducing the potential for violent confrontations. Kinetic energy projectiles, when used properly, are less likely to result in death or serious physical injury and can be used to de-escalate a potentially deadly situation

Use of impact weapons, kinetic energy weapons, the Taser in the probe mode and the use of OC constitute a significant level of force that must be justified by a strong governmental interest that compels the employment of such force.

A verbal warning of the intended use of the device should precede its application unless it would otherwise endanger the safety of officers or when it is not practicable due to the circumstances. The purpose of the warning is to give the individual a reasonable opportunity to voluntarily comply and to warn other officers and individuals that the device is being deployed.

Officer's may use CED's in the following circumstances:

1. When a subject causes an immediate threat of harm to officers or others; or

2. When public safety interests dictate that a subject must be taken into custody, and the level of resistance presented by the subject is likely to cause injury to the officer or the subject if hands-on control tactics are used.

Mere flight from a pursuing officer without other known circumstances or factors, is not good cause for the use of the CED to apprehend an individual.

Training in the proper and ethical use of all less lethal force options is required prior to use.

VASCULAR NECK RESTRAINT:

A choke hold is the physical restriction of a person's airway which disrupts their breathing. A lateral vascular neck restraint (VNR) is not a choke hold; regardless, it is confused with the term "choke hold." A VNR is the temporary disruption of the blood flow to the brain by compression of the carotid arteries. It normally takes 4-10 seconds with proper application to render a person unconscious which allows for safe compliant handcuffing avoiding injury to the officer and arrestee. Regardless of the success of this safe technique, the negative response from the community regarding its use (often purported as a "choke hold") has made its use untenable.

I suspended the VNR pending a full review and potential adjustment in consideration of the concerns surrounding its use unless the officer's life is at risk. When trained and used properly, the VNR allows an officer to safely take a resistive/assaultive subject into custody without having to use other intermediate level force such as punches, baton strikes, Taser applications, or impact weapons, which are all less lethal options. VNR when professionally trained and applied by a skilled officer and regulated, will temporarily subdue the combative subject resulting in no injuries to officers and the arrestee.

Continued use of the VNR will be difficult if not impossible; however, I believe law enforcement will lose a viable de-escalation tool because of mis-information associated with improper and untrained use of the variant called the "choke hold" which resulted in the deaths of several subjects.

DEADLY FORCE APPLICATIONS:

The Tukwila Police policy states that deadly force is justified to protect oneself or others from what he/she reasonably believes would be an imminent threat of death or serious bodily injury.

An officer may use deadly force to stop a fleeing subject when the officer has probable cause to believe that the person has committed, or intends to commit, a felony involving the infliction or threatened infliction of serious bodily injury or death, and the officer reasonably believes there is an imminent risk of serious bodily injury or death to any other person if the subject is not immediately apprehended.

Under the above circumstances, a verbal warning should precede the use of deadly force, where feasible.

SHOOTING AT OR FROM MOVING VEHICLES:

Shots fired at or from a moving vehicle are rarely effective. Tukwila Police use-of-force policy states that, Officers should move out of the path of an approaching vehicle instead of discharging their firearm at the vehicle or any of its occupants.

An officer should only discharge a firearm at a moving vehicle or its occupants when the officer reasonably believes there are no other reasonable means available to avert the threat of the vehicle, or if deadly force other than the vehicle is directed at the officer or others.

Officers should not shoot at any part of a vehicle to disable the vehicle.

REPORTING THE USE OF FORCE:

Any use of force by a member of this department shall be documented promptly (by the end of shift, unless approved by a supervisor), completely and accurately in a case report and on a Use of Force Report form.

APPLICATION OF HANDCUFFS:

Handcuffs, including temporary nylon or plastic cuffs, may be used only to restrain a person's hands to ensure officer safety. Although recommended for most arrest situations, handcuffing is discretionary and not an absolute requirement of the Department. Officers should consider handcuffing any person they reasonably believe warrants that degree of restraint. However, officers should not conclude that to avoid risk every person should be handcuffed regardless of the circumstances.

While conducting non-compliant handcuffing where a subject is face down on the ground, officers shall not place a knee on the subject's neck. A knee can be placed on the upper portion of the subject back while most of the officer's body weight is concentrated on the opposite knee resting on the ground. This technique avoids damage to the subject's neck caused by prolonged compression while it assists with stabilizing a non-compliant subject while speedily applying restraints. As soon as the restraints are applied, the subject should be assisted up and placed in a sitting position inside of a vehicle.

ANNUAL MANAGEMENT ANALYSIS OF THE USE OF FORCE:

The commander with oversight of the use-of-force training cadre shall compile and analyze the data from use-of-force reports. The intent of the analysis is to identify patterns or trends that could indicate training needs or policy modifications. A report of this analysis shall be prepared for Assistant Chief of Police.

RENDERING MEDICAL AID:

Medical aid shall be obtained for any person who exhibits signs of physical stress, who has sustained a visible injury, or expresses a complaint of injury or continuing pain, or who was rendered unconscious. Any individual exhibiting signs of physical distress after an encounter should be continuously monitored until he/she can be medically assessed.

RESPONSIBILITIES FOR IMMEDIATE MEDICAL CARE:

Whenever practicable, members should take appropriate steps to provide initial medical aid (e.g., first aid, CPR and use of an automated external defibrillator (AED)) in

accordance with their training and current certification levels. This should be done for those in need of immediate care and only when the member can safely do so.

RECOMMENDATION

What police need is support in the following areas.

1. Funding for cognitive/emotional intelligence training such as the Cognitive Command C2 training for officers. Cognitive training has scientifically proven that an officer's mental faculties are pragmatically more important than the weapons on her or his tool belt and it can improve an officer's control of self, others, and the environment during a critical situation to improve officer/citizen safety.
2. Funding the integration of Mental Health Professionals in our patrol function to respond to persons in crisis who are suffering from Mental Illnesses with the intent to unburden the police as opposed to defunding the police.
3. Funding to support the integration of the legislative mandated training because of LETSA. LETSA calls for 24 additional hours of training in scenario-based de-escalation training and 16 hours of implicit bias, Crisis Intervention, and other training such as Cognitive Command Training.

Attachments:

Tukwila Police Department Policy Manual
The National Consensus Policy on Use of Force



Personnel Policies and Procedures

02.05.10

SUBJECT: HIRING PROCESS

PURPOSE: To establish a policy and procedure for all phases of the hiring process.

STATEMENT OF POLICY:

The Human Resources Department will coordinate the hiring process for position vacancies to ensure compliance with contractual requirements, legal requirements, as well as the City's Equity Policy Resolution No 1921.

The following procedures will be adhered to by all departments in announcing position vacancies. Separate procedures govern hiring for Civil Service positions. In cases where these procedures contradict existing labor agreements, the applicable provisions of the labor agreements shall prevail. Any waiving of any portion of this policy and procedure may only be done with prior approval of the Human Resources Director.

RECRUITMENT:

1. The Human Resources Department will be notified immediately of all position vacancies. Each Department will complete a requisition via the Employee Online Application System in order to start the recruitment process.
2. The hiring department collaborates with the Human Resources Department, as necessary, in formulating the job announcement, supplemental questions, testing materials, and in determining special applicant advertising sources. This will be completed by using the hiring toolkit which is located in the hiring tab of the Human Resources SharePoint site.
3. A determination will be made by the Human Resources Department, in cooperation with the department, whether to accept in-house candidate applications only or whether external candidates will be considered for employment.
4. The Human Resources Department will distribute to all City departments digital copies of the job announcement for posting. In those cases where external candidates will be considered, job announcements will also be distributed publicly.
5. Ads for posting distribution, trade publications, and professional networking sites will be developed and placed by the Human Resources Department with assistance provided by the hiring department. Funding of all general



Personnel Policies and Procedures

advertisements will be accomplished through the Human Resources Department's budget for regular and temporary extra-labor positions. Any additional advertising such as trade publications and professional networking memberships will be funded by the requesting department. A statement regarding the City's Equal Employment Opportunity policy will be inserted into all job advertisements.

6. Applications shall be submitted to the Human Resources Department using the City Employment Online Application System. Paper applications will not be accepted. If an applicant does not have access to a computer or the internet, Human Resources will provide a computer for them to use in the Human Resources Department kiosk. If they need additional assistance to fill out their application, Human Resources will refer them to an employment sourcing agency. Applicants will be made aware of this recruitment practice on every job posting. Applications are archived in compliance with the Washington State Records Retention Schedule.
7. No applications for a position are accepted after the published closing date. If there are not enough qualified candidates at the closing date, the position may be re-opened and re-advertised.
8. The City does not consider unsolicited employment applications or resumes. Only applications for currently posted job announcements are accepted and only during the specified application period. Unsolicited application materials are discarded by the Human Resources Department upon receipt. Departments shall immediately forward all unsolicited resumes and applications to the Human Resources Department. All applicants must go through the City Employment Online Application System to apply for current job postings.
9. Applicants may be disqualified for consideration for employment for the following reasons, but not limited to these reasons:
 - a. They do not possess the minimum qualifications for the job.
 - b. They have demonstrated an unsatisfactory employment record or personal record as evidenced by information contained on the application form or evidenced by the results of a reference or background check.
 - c. They have made false statements of any material facts or practiced deception in their application.
10. The Human Resources Department will screen all applications received to determine minimum qualifications for the position to be filled. Human Resources may allow departments to screen applications for minimum qualifications during times of heavy recruitment as long as HR can verify that



Personnel Policies and Procedures

the Hiring Manager has participated in the Anti-Bias training. Applications of top candidates that meet minimum qualifications will be reviewed by the hiring department via the online system with no identifying information (i.e., applicant name, address not visible to hiring department). The hiring department will then communicate to the Human Resources Department the applicants they wish to interview to protect the privacy of applicants and to ensure the validity of the recruitment process, applications and related materials are retained by the Human Resources Department.

INTERVIEW PROCESS:

The employment interview is a part of the selection process. The primary function of the interview is to obtain data of certain knowledge, skills, and abilities of a candidate not available through review of resumes or other testing mechanisms. Certain guidelines will be observed to maximize the validity and reliability of the interview process as well as ensure the adherence to current EEOC requirements and compliance with the City's Equity Policy.

TESTING:

1. Testing may be developed for certain positions based on the position's responsibilities, the qualifications required, and available resources.
2. The testing may consist of an oral interview/application review, a structured questionnaire, practical tests, written tests, assessment center, etc. In all cases, the testing will be job related and designed to determine the candidate's knowledge, skills and abilities for the position.
3. The testing contents are developed by the hiring department with support from the Human Resources Department. Testing contents are confidential and unauthorized disclosure to any candidate is grounds for discipline up to and including termination. Outside consultants may be contracted to assist with test development.
4. The testing process will be administered by the Human Resources Department.
5. The Human Resources Department shall ensure that all testing is based on bona fide occupational qualifications. It shall ensure all testing is based on the responsibilities for the position.



Personnel Policies and Procedures

SELECTION:

1. The hiring department shall coordinate the interview process, including the selection of panel members, scheduling dates and times, development of interview questions, etc. with the input from the Human Resources Department. The composition of the interview panel shall generally consist of personnel who have expertise with the job requirements of the open position and a Human Resources Representative, if applicable. Careful selection will be made of panel members to ensure objectivity and job knowledge. Relatives or personal friends of the applicants will be excluded from serving on the panel.
2. The Human Resources Department and the hiring manager of the department in which the position vacancy exists (the City Administrator in vacancies involving Department Head openings) shall be responsible for the development of interview questions and standards for measurement of candidate responses. Consistency will be maintained in the questions asked of all candidates.
3. The questions must be job related and based on the analysis described in paragraph 1 above. Questions will be designed to measure job knowledge, experience, education, or to solicit responses which reflect those personal traits which are job related. Every set of interview questions will be required to have a question pertaining to Equity and Social Justice to promote inclusion. The Human Resources Department has a bank of questions that departments may use that will meet this requirement.
4. Before the interview process begins, the panel, including Police and Fire Oral Board panel members, will be required to participate in Anti-Bias training. The training will consist of viewing a video followed by an in-depth discussion. This will be repeated for every round of the interview process, (i.e. 1st round interviews, 2nd round interviews, and final interviews). The Anti-Bias video is located in the Hire tab of the Human Resources SharePoint Site.
5. The Human Resources Department will inform the interview panel of the responsibilities and requirements of the position. The interview packet consisting of applications from final candidates and the interview questions will be provided to the panel members prior to the interview. A representative of the Human Resources Department will conduct an orientation with the panel members prior to the interview. The orientation will educate the panel on appropriate interview and assessment techniques for evaluating each candidate objectively.



Personnel Policies and Procedures

6. Following the interview, a representative from Human Resources will facilitate the interview panel's recommendations and appointment selection. If applicable, a second interview with select candidates may be scheduled as a final interview.

APPOINTMENT:

1. For positions below the Department Director level, an employment confirmation letter is forwarded to the newly hired candidate outlining the terms of employment. The letter is prepared and mailed by the Human Resources Department in cooperation with the hiring department.
2. Any position requiring City Council confirmation are appointed in writing by the Mayor and sent to the City Council for confirmation. At the discretion of the Human Resources Director and City Administrator an appointment to an open position may be made without a competitive recruitment and selection process.
3. Personnel Action Forms will be prepared for the new employee by the Human Resources Department.
4. Civil Service appointments are made in accordance with applicable rules and regulations.

REFERENCE CHECK:

1. Before any final offer of employment is extended, the Human Resources Department will conduct a reference check and eligibility for employment on the final candidate(s). The check may include verification of employment duties, dates of employment, salary, work record, attendance record, strengths, weaknesses, safety record, State and/or Federally mandated employment verifications, and other pertinent information.
2. As part of the reference check, all candidates will be subject to a criminal background check which includes a national criminal database inquiry and a social security number verification. If applicable, some positions may require a credit check, or fingerprinting.
3. No reference check or background investigation will be conducted without first notifying the applicant of the investigation. Some positions, due to the driving responsibilities of the job, will require a check of the applicant's complete driving record.



Personnel Policies and Procedures

4. Positions within the Police and Fire Department may be designated by the Human Resources Department to undergo a thorough background investigation by the Police Department or other designated individual/agency.
5. Results of the reference check and/or background investigation will help determine the candidate's competency and suitability for the position.
6. A recommendation for hire will be forwarded to the Human Resources Director, or his/her designee, for final approval to extend the final offer of employment.

CANDIDATE NOTIFICATION:

1. After references are verified and a final decision reached, the Human Resources Department notifies the candidate of their selection, makes an employment offer, and requests that the offer be accepted or rejected within a set number of days.
2. Once a candidate accepts the final employment offer, all other candidates are notified in writing that they were not selected for the position.
3. If the first offer is rejected, it will be decided between the Human Resources Director and hiring manager whether to hire another candidate or to re-open the position.

CANDIDATE EXPENSES:

1. Unless specifically budgeted, the City does not reimburse any applicant for travel costs in conjunction with the hiring process.
2. Relocation costs are paid in full by the employee unless otherwise budgeted by the City Council.
3. The applicant should be advised of items 1 and 2 above before reporting for the interview.

TEMPORARY/EXTRA LABOR POSITIONS:

Steps 1-10 listed under the Recruitment Section of this policy will be adhered to in the recruitment of temporary/extra labor positions. The hiring department will maintain responsibility for screening applications, testing, interviews, and requests to prepare any necessary Personnel Action Forms. All application materials must be returned to Human Resources prior to hire. Steps 1-7 listed under Reference Check of this policy will be



Personnel Policies and Procedures

subject to extend a contingent and final offer from the Human Resources Department. Exceptions to this practice will be granted only upon advance approval by the Human Resources Director.

CONTRACTED LABOR:

At times, the City may employ the services of an agency or independent contractor to provide needed services. Contracts of this type should comply with the City's contract for services procedures.

The determination as to whether the individual is an employee, or an independent contractor has taxable consequences. Therefore, Department Directors are encouraged to seek guidance from the Human Resources Director prior to engaging in a contract for labor.

EFFECTIVE: Immediately

DATE: 05/13/2020

APPROVAL eSigned via SeamlessDocs.com
Allan Ekberg
Key: 7a7fa5ca8f78861b4c7dc85384aa4386

eSigned via SeamlessDocs.com
Juan Carlos Padilla
Key: aaaa379ba2af32736465101e6aa9323

Mayor or City Administrator

Human Resources Director

KS

City Attorney (initials)

REVISED: 02-7 dated 12-18-78
02-12 dated 1/22/81
02.05.10 dated 1/17/92
02.05.10 dated 05/01/2020

**Equity Policy Implementation Committee
Consistent Training Subcommittee**

The Consistent Training Subcommittee recommends that EPIC approach the City’s equity training on a budget cycle level. As such, the subcommittee has drafted a three-year proposed plan in order to develop a truly sustainable equity training program. While Admin Services will absorb the cost of paying for these trainings in 2020 (up to \$15,000), it is anticipated that a specific budget line item for citywide training will be requested in the 2021/2022 budget.

The Subcommittee believes there are two types of overall trainings needed: facilitated trainings provided by external expert trainers and staff-led “lunch and learns” that provide an opportunity for smaller groups to gather and discuss equity-related issues. We also recognize there is a difference between providing mandatory trainings vs elective trainings and have tried to account for these in the proposed training schedule below. Finally, given the size of the organization and natural turnover, we recognize that some of these trainings will need to be done over multiple years in order to train the entire staff. **Flexibility with the anticipated timeframes for roll-out is necessary in the event of unforeseen issues that may impact program implementation.**

Proposed Training	2020	2021	2022
<p>Anti-Bias Training – Training designed to increase understanding of differences and challenge bias, stereotyping and discrimination; provide staff ways to recognize and mitigate biases.</p> <ul style="list-style-type: none"> • 100 employees per year • Mandatory for all employees • Departments represented on a proportional basis • Facilitated by external trainer • Subcommittee recommends following trainers: <ul style="list-style-type: none"> ○ <i>Kevin Baker, Baker Consulting</i> ○ www.thebakerconsulting.com 	X	X	X
<p>Racial Equity Training – Provide staff and supervisors a common understanding and language around racial bias, systematic racism and traditionally marginalized groups.</p> <ul style="list-style-type: none"> • Supervisors and above • Mandatory • Facilitated by external trainer • Subcommittee recommends continuing with Scott Winn’s training for continuity 		X	
<p>New Hire Training – Include overview of equity policy, discussion of annual equity policy priorities in the monthly new hire orientation</p> <ul style="list-style-type: none"> • Required for all new hires • Facilitated by HR director 	X	X	X

<p>Revolving Equity Trainings – Provide annual elective training on a variety of equity related issues; purposely rotate trainers, topics, etc. to present a variety of training opportunities.</p> <ul style="list-style-type: none"> • Elective training • Limited number of participants • Facilitated by external trainer • Subcommittee recommends following trainers: <ul style="list-style-type: none"> ○ <i>Benita Horn, Org Development/Social Justice</i> ○ <i>Kevin Baker, Baker Consulting</i> ○ <i>Robin DiAngelo, PhD</i> ○ <i>Kyana Wheeler</i> 	X	X	X
<p>Lunch and Learns – Internal, informal opportunities for employees to come together to discuss equity-related issues</p> <ul style="list-style-type: none"> • Elective • Facilitated by interested staff members (<i>EPIC subgroup to brainstorm, plan, execute</i>) • Examples: <ul style="list-style-type: none"> ○ Read and discuss equity-related article/book ○ Educational exercises and discussion 	X	X	X
<p>Equity Toolkit and Outreach Toolkit Trainings – Departments receive training on the equity and outreach toolkits once they are complete</p> <ul style="list-style-type: none"> • Mandatory • Occur at department staff meetings • Facilitated by EPIC members • <i>Subcommittees are trainers on tool kits</i> • Refreshed on an annual basis 	X	X	X

Draft Equity Toolkit

I. INTRODUCTION

The City of Tukwila’s Equity Policy establishes a commitment to equitable delivery of services and recognizes the role that government can play in removing barriers to opportunities. Policy Goal 5, “Equity serves as a core value for all long-term plans moving forward,” calls for the implementation of an **Equity Toolkit** to guide decision-making and create a layer of internal accountability with regard to racial and social equity.

An **Equity Toolkit** will support the City of Tukwila’s efforts to deconstruct what has traditionally not worked, reconstruct and support what does work, and shift the way decisions are made.

What is the Equity Toolkit?

The Equity Toolkit guides the user in identifying a proposal’s *purpose, impacts, and strategies* with an equitable lens. This toolkit is intended to be flexible with the analysis conducted in the way that works best for the proposal and those impacted.

When should the Equity Toolkit be used?

This **Equity Toolkit** outlines a set of questions to be considered when developing, implementing and/or evaluating policies, programs or proposals to address impacts on racial and social equity. The Toolkit should be used to ensure that individual decisions are aligned with organizational equity goals.

Who should use the Equity Toolkit?

Staff from all levels of the organization should use the Toolkit to increase effectiveness and build accountability. Analysis should be conducted by people with different racial perspectives when feasible.

Where to find help

Peer guidance and support on use of the toolkit is available from members of the City’s Equity Policy Implementation (EPIC) Committee and Community Engagement Manager.

II. EQUITY ANALYSIS WORKSHEET

The toolkit worksheet will be available to city employees primarily in an automated/wizard-style electronic format, with a paper version available upon request.

Worksheet Questions/Fields:

- Project title
- Project purpose
- Staff involved

- What geographical areas are affected
- What are the racial/socioeconomic demographics of those areas
- Who could be impacted and how
- How have stakeholders been informed/involved to date and/or in the future (cross reference community engagement toolkit)
 - What input was provided
 - What has this input told you about inequities that should be considered
- How could the project increase or decrease racial/social equity
- Describe recommended strategies to address adverse impacts, prevent negative consequences and advance equity.
- Are recommended strategies adequately funded
 - Possible chart with High/medium/low columns
- How will impacts be documented and evaluated
- How will stakeholders be informed

III. FOLLOW-UP EVALUATION

The evaluation tool is meant to be used after project implementation and will also be available in an electronic format. The evaluation will be reviewed by the Equity Policy Implementation Committee once complete.

Evaluation Questions/Fields:

- Project title
- Staff involved
- What were the outcomes of the project?
 - How much did you do? (Quantity, number of clients and/or activities)
 - How well did you do it? (Quality, percentage of activity that was of high quality, percentage of common measures of appropriate/high quality)
- Were the recommended strategies identified in the equity analysis employed? Why or why not?
- Did the equity analysis contribute to the project's success?
- Were goals related to equitable delivery of the project met?
- Do you have comments or suggestions regarding the equity analysis tool?

Outreach Guide

Introduction:

Purpose: The purpose of this outreach guide is to help provide direction for all City Staff, Commission, Boards, and Volunteers who are planning a resident engagement program. This guide can also be used to support inter-departmental engagement.

Definition of Equity:

Eliminating systemic barriers and providing fair access to programs, services, and opportunities to achieve social, civic, and economic justice within the City of Tukwila.

Goal:

We acknowledge and recognize that many in our community do not have equitable access to services and other opportunities toward a better future. The desired outcome of using this guide will be

- More accessible and equitable services
- More inclusivity
- Healthier community relationships

Ultimately, this guide will be a tool that helps to reduce barriers for anyone who has not had easy access to City services.

When Should the Guide be Used:

The Toolkit should be used during the development, implementation and evaluation of policies, programs, and budget proposals to ensure that individual decisions are aligned with organizational equity goals. Any internal/external project, program, activity, where residents and/or staff are impacted

Examples:

1. PROS plan
2. Economic/Community Development Plan
3. Hiring Outreach
4. Public Safety
5. Budget

Who should use this guide:

Staff at multiple levels should use this guide to increase effectiveness and build accountability for their outreach and engagement. Analysis should be conducted for your engagement plan by people with different racial and social economic perspectives when feasible.

Guide (itself):

- **Pre-engagement assessment**
 - Identify:
 - Who, what, and when
 - Create a list of guiding questions for someone to answer (worksheet)
- **Planning process**
 - Inform who will be impacted
 - Consult with stakeholders (partners, staff, etc.)
 - Collaborate with necessary partners
- **Implementation/Action**
 - Put the plan into action
 - Logistics: Date, location (accessible by public transportation, childcare, interpretation, translation)
- **Evaluation/Post Engagement**
 - Analyze the results
 - Outcomes
 - Reporting back to the community (key findings/feedback/outcomes/next steps)
- This process is a continuous cycle

Outreach Process Flow Chart:



To do: Go through each method and give a brief/general explanation for each method.

- Temporary signage: Signs such as A-frames, posters, yard signs, print outs taped to entrance doors
 - Tip: You may need to get a special permit or permission depending on the type of sign and where you plan to post
- Mail: Sending printed information via postal mail
 - how to access mailing lists?
 - Mailers the city sends out that you could request adding your message to (e.g. Hazelnut newsletter 6x per year, utility inserts)
- Email / Newsletters:
 - the City's E-Hazelnut newsletter; set up an email account for your project
 - The Grapevine (for reaching city staff)
- Social Media: City's Twitter and Facebook page
 - Contact Scott Kirby and Vic Masters (Tukwila Police Department) to publish content to the City's Twitter, Facebook accounts
- Website: create a webpage for your project; publish your event to the city calendar
 - Ask Scott for a WordPress account
- Open House: A meeting that provides a forum for the public to learn about and provide input to a project or process. People can drop in for any amount of time allowing flexibility
 - Add more detail about planning process for organizing the event
- Workshop: A structured event to inform and engage the public that usually includes presentations and small group break-out sessions. An activity that
- Survey: An information-gathering tool that can assess public preferences, demographics or needs.
 - the City's SurveyMonkey account – ask Cheryl for access
- Partner with CBOs (Community Based Organizations) - see resource list?
- Advertising or stories published in local news outlets:
 - Concern: don't want people overburdening the same community members with multiple requests
- Tabling: Engage with individuals at an event
 - Tip: prepare by confirming logistics and coordinate with the host, practice messaging, plan what materials to bring
- Inform Council
 - Email Laurel Humphrey, Council Analyst | laurel.humphrey@tukwilawa.gov

Resource List:

A combination of giving specific resources to the reader and giving the reader direction to help them figure out who/how to contact the resource that he/she needs. Helping the reader find where to go to get this information. Examples – links to take the reader

- *Specific Resources List:*
 - [Demographics](#): Quick Facts, City of Tukwila United States Census Bureau

- **Human Services Department**

206-433-7180/206-433-7181 or email: humanservices@tukwilawa.gov

- [Tukwila Human Service Providers](#)
- [Tukwila Community Guide Resource Guide](#)
- [Financial Education/Resources](#)
- [Homeless Individual/Family Resources](#)
- [Homeless Facts for King County](#)
- [Tukwila Area Food Banks](#)
- [What Happens After You Contact Adult Protective Services \(APS\)](#)
- [A Guide to Landlord and Tenant Issues](#)
- [Start Your Recovery \(Substance Abuse\)](#)

- **Interpretation and Translation Services**

- [Language Line](#) - (866-874-3972)
- Questions to answer:
 - Does it cost the person using it anything? - Yes
 - If so, how much does it cost? -
 - What budget does it come out of? - DCD or Public Works
 - How many times can a person/department use this resource? Is there a limit?
- [Dynamic Language](#) (206-244-6709 or info@dynamiclanguage.com)
(Language translation for documents and in-person interpretation)
 - Does it cost the person using it anything? - Yes
 - If so, how much does it cost?
 - What budget does it come out of?
 - How many times can a person/department use this resource? Is there a limit?

- Additional Resources:

Contact Niesha Fort-Brooks, Community Engagement Manager

Niesha.Fort-Brooks@tukwilawa.gov to learn more.

- **Community Base or Faith Based Organizations**

(That do work in/for the Tukwila Community.)

- Name of the organization or church/program
- Mission Statement/Quick paragraph describing the main function of the organization
- Brief Description of who the organization is targeting
- Contact information for the organization (main contact – maybe because that person can change)

- **[Tukwila School District](#)**

- District Staff & group gathering list of people to consider reaching out to:

- [Staff directory & school calendar](#)
 - [Community liaison's](#) – The district employs Liaison's that focus on outreach to specific community groups. Mainly focused on immigrant/refugee groups (ex. – Burmese Liaison)
 - [Superintendent](#) - If your outreach effort is more at a macro-level than consider reaching out to the highest level of leadership within the Tukwila School District.
 - [Tukwila School District School Board](#) - Similar to City Council meetings the School Board meetings provide you with an opportunity listen to and connect with the leaders of the Tukwila School District.
 - [Tukwila School District Provider's Meeting](#) – Provider's Meetings take place once a month (usually the first Tuesday morning). These meetings bring together District/Individual School staff, people/organizations that support the School District, and community leaders. The goal is to network with one another. The Provider's meetings are a great place to make connections and learn about what's going on at the ground level within the Tukwila School District and the Tukwila Community.

- *Staff Outreach -*
 - [School Principal](#) - The school principal can provide you with direction and information regarding your outreach effort. He/she can also provide you with approval to move within his/her building.
 - [School Social workers and/or Counselor's](#) - This group of people serve as a great resource to connecting with the community and connecting to students/families. They represent one of the school's connection to students, families, and community connections/resources for those students and families. There are counselors at the High School and Middle School levels and there is one Social Worker at each of the three elementary schools.
 - [Office Manager and staff](#) - This group of people can serve as a great resource to informing you about who is the best person for you to talk to, what things are happening within the school, and potentially how to navigate through some of the red tape within the school's systems.

- [Internal Staff Networks - Tuknet](#)
 - [Staff Phone List](#)

Fields (one-page digital document for someone to complete):

Digital tool to walk someone through planning an outreach process.

To do: Add to, consolidate, and refine/re-word

1. What is the title for your project or program?
 - Fill in box
2. Which department(s) own this project or program?
 - Checkbox list of departments
3. What other departments could you collaborate with?
 - Check box (list of all of the departments)
4. Describe the project or program.
 - Fill in box
 - 200 words or 2 paragraphs – we need something to ensure that there is not an essay written to describe the project or program.
5. What is the desired outcome of the project or program?
 - Fill in box
6. What is your timeline and is it flexible? (include process flow chart - as a visual)
 - Pre-engagement phase: [start date]-[end date]
 - Planning phase [start date]-[end date]
 - Implementation phase [start date]-[end date]
 - Post-engagement phase [start date]-[end date]
7. Who are the Sponsors/Stakeholders (supervisor/leader(s)) within the City that support your project or program? - What is the best way to capture this question?
 - (Potential question) - Do you have buy-in from your leadership? Please check all of the levels of leadership that you have buy-in for your Outreach from. You should be able to check at least the first box (your supervisor).
 - i. Your supervisor
 - ii. Your department director
 - iii. Mayor/City Council
 - (Potential question) - Who do you have buy-in from within the community (target audience)? Please explain the people you have spoken with in the community that have expressed interest/buy-in with your outreach effort and/or program/activity.
 - i. Fill in box
 - How would you ensure that you have leadership support for your project? (for example, asking council for permission to apply for a grant)
 - (Potential additional question) Do you have buy-in from the community the project is supposed to benefit?
8. Who will benefit from the project or program?
 - Fill in box
 - For example, small business owners, residents, etc.
9. Who will the project or program negatively impact or burden?
 - Fill in box
 - For example, young people, residents, businesses, etc.
10. Have you taken the anti-bias training?
 - Yes/No
 - If No - Link to anti-bias training tool

11. How will you measure success?
 - Fill in box
12. Who is the community (target audience) you are trying to reach? - Could provide an example answer (we need to decide on this)
 - For example, what is their Age (seniors, youth, etc.)
 - Socio-economic
 - Religious background
 - Gender
 - Race
 - Ability/Disability
 - Immigrants and Refugee Communities (examples of specific communities)
13. What are the barriers that you may face when engaging with this community (target audience) and how can those barriers be overcome?
 - Ex: Hiring interpreters
 - Fill in box
14. Who do you plan to engage in the community to help you build an authentic and sustainable relationships with your target audience? (check all of the boxes that you will use)
 - Internal City Departments/Staff
 - Community Leaders
 - Tukwila School District
 - Local Agencies/Businesses
 - Community Based Organizations
 - Other (regional) jurisdictions
 - Government Alliance Race & Equity (GARE)
 - Governing Racial Equity & Inclusion (King County Jurisdictions)
 - Other
15. What is your expectation of the community (target audience) and levels of engagement? (Pick one)

Levels of engagement and spectrum of community engagement of ownership

 - Inform – Provide the community with City information
 - Consult – Gather input from the community
 - Involve – Ensure community need and assets are integrated into the process & inform planning
 - Collaborate – Ensure community capacity to play a leadership role in implementation of decisions
 - Defer to – Foster democratic participation and equity by placing full decision making in the hands of the community: Bridge divide between community and governance
 - Reporting back and next steps throughout the entire process
16. How do you plan to gather data and information (fill in box)
 - (some examples) - Surveys, listening sessions, phone call, community cafés, create a taskforce, workgroups, open house, etc.