



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda Employment and Administration Committee

*Councilmembers: Dave Upthegrove, Chair;
Jeanne Kohl-Welles, Vice-Chair;
Joe McDermott, Girmay Zahilay*

*Staff: Stephanie Cirkovich, Chief of Staff (206-477-6023)
Melani Hay: Committee Clerk (206-477-1025)*

2:00 PM

Tuesday, October 17, 2023

Hybrid Meeting

REVISED AGENDA

Hybrid Meetings: Attend the Employment and Administration Committee meetings in person in the Southwest Conference Room, 516 3rd Avenue in Seattle, or through remote access. Details on how to attend the meeting remotely are listed below.

CONNECTING TO THE WEBINAR

Webinar ID: 828 5993 8005

If you do not have access to the ZOOM application, you can connect to the meeting by calling 1 253 215 8782 and using the Webinar ID.

You have the right to language access services at no cost to you. To request these services, please contact our Equity and Social Justice Director, Dae Shogren at 206 263 8124, or dae.shogren@kingcounty.gov by 10:00 a.m. the day prior to the meeting.

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

	<p>Sign language and interpreter services can be arranged given sufficient notice (206-848-0355). TTY Number - TTY 711.</p> <p>Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.</p>	
--	--	--

1. Call to Order

To show a PDF of the written materials for an agenda item, click on the agenda item below.

2. Roll Call

3. Approval of Minutes of September 19, 2023 **pg 3**

Discussion and Possible Action

4. [Proposed Motion No. 2023-0350](#) **pg 6**

A MOTION confirming the appointment of _____ to the citizens' elections oversight committee as the jurisdictional representative from a junior taxing district or a city with a population of under twenty thousand.

Sponsors: Upthegrove

Briefings

5. **Culture change consultant report** **pg 14**

Stephanie Cirkovich, Chief of Staff

6. **Continuity of operations plan (COOP)**

Janine Weihe, Chief Operating Officer

7. **Human Resources update**

Deandra Stanley, Human Resources Manager

8. **Chief of Staff update**

Stephanie Cirkovich, Chief of Staff

Other Business

Adjournment



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Employment and Administration Committee

*Councilmembers: Dave Upthegrove, Chair;
Jeanne Kohl-Welles, Vice-Chair;
Joe McDermott, Girmay Zahilay*

*Staff: Stephanie Cirkovich, Chief of Staff (206-477-6023)
Melani Hay: Committee Clerk (206-477-1025)*

2:00 PM

Tuesday, September 19, 2023

Hybrid Meeting

DRAFT MINUTES

Hybrid Meetings: Attend the Employment and Administration Committee meetings in person in the Southwest Conference Room, 516 3rd Avenue in Seattle, or through remote access. Details on how to attend the meeting remotely are listed below.

CONNECTING TO THE WEBINAR Webinar ID: 828 5993 8005

If you do not have access to the ZOOM application, you can connect to the meeting by calling 1 253 215 8782 and using the Webinar ID.

You have the right to language access services at no cost to you. To request these services, please contact our Equity and Social Justice Director, Dae Shogren at 206 263 8124, or dae.shogren@kingcounty.gov by 10:00 a.m. the day prior to the meeting.

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**

The meeting was called to order at 2:37 p.m.

In accordance with RCW 42.30.110(1)(g), the Chair called the meeting into executive session at 2:43 p.m. for approximately 10 minutes to review the performance of a public employee.

At 2:52 p.m. the Chair extended the executive session for 5 minutes, to 2:57 p.m.

At 2:57 p.m. the Chair extended the executive session for 3 minutes, to 3:00 p.m.

At 3:00 p.m. the Chair reconvened the meeting.

2. **Roll Call**

Present: 4 - Kohl-Welles, McDermott, Upthegrove and Zahilay

3. **Approval of Minutes of August 15, 2023**

Councilmember Kohl-Welles moved to approve the minutes of the August 15, 2023, meeting as presented. Seeing no objection, the Chair so ordered.

Discussion and Possible Action

4. **Proposed Motion No. 2023-0282**

A MOTION approving renewal of contract for chief legal counsel to the King County council.

Sponsors: Upthegrove

Stephanie Circovich, Chief of Staff, briefed the Committee and answered questions.

The Chair indicated that Item 4 would be expedited to the September 26, 2023, Council meeting.

A motion was made by Councilmember Kohl-Welles that this Motion be Recommended Do Pass. The motion carried by the following vote:

Yes: 4 - Kohl-Welles, McDermott, Upthegrove and Zahilay

5. Proposed Motion No. 2023-0281

A MOTION approving renewal of contract for the assistant chief legal counsel to the King County council.

Sponsors: Upthegrove

Stephanie Cirkovich briefed the Committee and answered questions.

Councilmember Kohl-Welles moved Amendment 1. The motion carried.

Councilmember Kohl-Welles moved Title Amendment T1. The motion carried.

The Chair indicated that Item 5 would be expedited to the September 26, 2023, Council meeting.

A motion was made by Councilmember Kohl-Welles that this Motion be Recommended Do Pass Substitute. The motion carried by the following vote:

Yes: 4 - Kohl-Welles, McDermott, Upthegrove and Zahilay

Briefings

Human Resources Update

Deandra Stanley, Human Resources Manager, provided an update and answered questions.

Chief of Staff Update

Stephanie Cirkovich provided an update and answered questions.

Other Business

There was no other business.

Adjournment

The meeting was adjourned at 3:05 p.m.

Approved this _____ day of _____

Clerk's Signature



Signature Report

Motion

Proposed No. 2023-0350.1

Sponsors Upthegrove

1 A MOTION confirming the appointment of
 2 _____ to the citizens' elections oversight
 3 committee as the jurisdictional representative from a junior
 4 taxing district or a city with a population of under twenty
 5 thousand.

6 WHEREAS, King County is committed to conducting open, accurate and fair
 7 elections, and

8 WHEREAS, _____, a junior taxing district with a population of under
 9 twenty thousand, has identified _____ to represent the district on the citizens'
 10 election oversight committee, and

11 WHEREAS, the citizens' elections oversight committee help to ensure that
 12 accountability and performance of the department of elections is provided in a transparent
 13 manner that is meaningful to King County residents, and

14 WHEREAS, in accordance with K.C.C. 2.53.021, the employment and
 15 administration committee appoints members to the citizens' elections oversight
 16 committee, and

17 WHEREAS, in accordance with K.C.C. 2.53.021, appointments to the citizens'
 18 elections oversight committee are subject to confirmation by the full council by motion,
 19 and

20 WHEREAS, on October 17, 2023, in accordance with K.C.C. 2.53.021, the

21 employment and administration committee appointed _____ to the citizens'
22 elections oversight committee to fill the vacant jurisdictional representative from a junior
23 taxing district or a city with a population of under twenty thousand position, the term of
24 which will expire on May 26, 2025;

25 NOW, THEREFORE, BE IT MOVED by the Council of King County:

26 The appointment of _____ to the citizens' elections oversight committee
27 to fill the vacant jurisdictional representative from a junior taxing district or a city with a

Motion

28 population of under twenty thousand position for the remainder of that position's three-
29 year term, to expire on May 26, 2025, is confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Dave Upthegrove, Chair

ATTEST:

Melani Hay, Clerk of the Council

Attachments: None



King County

**Metropolitan King County Council
Employment and Administration Committee**

STAFF REPORT

Agenda Items:	4	Name:	Sherrie Hsu
Proposed No.:	2023-0350	Date:	October 17, 2023

SUBJECT

Proposed Motion 2023-0350 would confirm the appointment of a candidate to the Citizens' Elections Oversight Committee (CEOC) as the jurisdictional representative from a junior taxing district or a city with a population of under 20,000, to fill an unexpired term ending May 26, 2025. Amendment 1 would fill in the name of the appointee as Matthew Vinci.

BACKGROUND

The current Citizens' Elections Oversight Committee (CEOC) was established by the King County Council in May 2006, under Ordinance 15453.¹ Duties and membership for the CEOC are outlined in King County Code chapter 2.53.

In September 2018,² the Council took action to update the membership of the CEOC. In addition to increasing the number of and changing the composition of CEOC members, the ordinance changed the mission of the committee to "help King County maintain public confidence in elections."

Under King County Code chapter 2.53, sixteen members represent named types of organizations or sectors of the community, including two at-large King County registered voters, and one ex-officio, nonvoting member representing the Secretary of State's office. Under the Code, appointments and reappointments to the CEOC are subject to review by the Employment and Administration Committee, who make a recommendation to the full Council for final confirmation, via motion.

Table 1 lists the current membership of the CEOC and the organization or constituency they represent.

¹ Previously, Council had created a CEOC in July 2003 (Ordinance 14711) and a CEOC in April 2005 (Ordinance 15157); each met for one year and produced a report with recommendations.

² Ordinance 18795

Table 1: CEOC Membership as of October 2023

Member	Organization/Constituency
Eliseo Juárez Chair	Spanish-speaking community
Jude Ahmed Vice Chair, Voter Participation	Urban League of Metropolitan Seattle
Jayson Todd Morris Vice Chair, Best Practices	Disability community
Mathew Patrick Thomas Vice Chair, Election Monitoring	King County Republican Party
Hillary Coleman	Registered voters
Mike Flood	Municipal League Foundation
Hanna Floss	King County Democratic Party
Tyson Hartman	Representative who has experience in technology
Christopher Hays	Registered voters
Stuart Holmes	Office of Secretary of State
Julie Kang	Korean-speaking community
Jason Lambacher	Academic institution with knowledge of elections
Kathy Sakahara	League of Women Voters
Stanley Tsao	Chinese-speaking community
<i>Vacant</i>	Jurisdictional representative
<i>Vacant</i>	Vietnamese-speaking community

APPOINTMENT APPLICANT INFORMATION

Amendment 1 to Proposed Motion 2023-0350 would appoint Matthew Vinci to the CEOC as the jurisdictional representative from a junior taxing district or a city with a population of under 20,000. As noted in his application materials, Mr. Vinci is currently the Fire Chief of Vashon Island and has spent 30 years in public service and public safety. He has been involved in civics and public engagement at the local, state, and national levels. The application materials include a letter of support from the Board Chair of Vashon Island Fire and Rescue.

ANALYSIS

Staff has not identified any issues with the proposed appointment. It appears to be consistent with the requirements of the County Code.

INVITED

- Matthew Vinci, Applicant for appointment to the CEOC

ATTACHMENTS

1. Proposed Motion 2023-0350
2. Amendment 1 to 2023-0350
3. Title Amendment T1 to 2023-0350

10/9/2023
CEOC Appointment
Jurisdictional Representative

[S. Hsu]

Sponsor: Upthegrove

Proposed No.: 2023-0350

1 **AMENDMENT TO PROPOSED MOTION 2023-0350, VERSION 1**

2 On page 1, on line 8, after "WHEREAS, " strike " _____ " and insert "Vashon
3 Fire and Rescue"

4

5 On page 1, on line 9, after "identified" strike " _____ " and insert "Matthew
6 Vinci"

7

8 On page 2, on line 21, after "appointed" strike " _____ " and insert "Matthew
9 Vinci"

10

11 On page 2, on line 26, after "appointment of" strike " _____ " and insert
12 "Matthew Vinci"

13

14 **EFFECT prepared by S. Hsu: Appoints Matthew Vinci to the citizens' elections**
15 **oversight committee as the jurisdictional representative from a junior taxing district**
16 **or a city with a population of under twenty thousand.**

T1

10/9/2023

CEOC Appointment
Jurisdictional Representative
Title Amendment

[S. Hsu]

Sponsor: Upthegrove

Proposed No.: 2023-0350

1 **TITLE AMENDMENT TO PROPOSED MOTION 2023-0350, VERSION 1**

2 On page 1, beginning on line 1, after "appointment of" strike " _____ " and

3 insert "Matthew Vinci"

4

5 **EFFECT prepared by *S. Hsu*: Amends the title to reflect the committee's desire to**

6 **appoint Matthew Vinci to the citizen's elections oversight committee as the**

7 **jurisdictional representative from a junior taxing district or a city with a population**

8 **of under twenty thousand.**



King County Culture Change Project

Phase 2 Final Report

Introduction

This final report summarizes the culture change project initiated by the King County Council (KCC) in 2021 and completed in 2023. This project included two phases and five cohorts of staff (36 total) who completed the Leadership M.A.G.I.C. program. In this program and project, staff:

- Learned new tools for self-reflection
- Built the trust necessary towards collective change
- Built upon a culture that upholds the KCC's code of conduct within and among the cohorts
- Created a steering committee to extend these skills and the culture that upholds the KCC code of conduct to the rest of the KCC staff.

This document describes that work and includes the following sections:

- Project strategies.
- Project accomplishments
- Final recommendations
- Conclusion

Project Strategies

Overview: A Different Approach Than the Previous Project

In 2017 and 2018, I was part of a team of consultants that was retained by the King County Council to help change a harmful culture. That harm was indicated in the employee engagement surveys and in the dozens of confidential interviews that we conducted. Many staff said in those interviews that they had seen culture change efforts before and they had little hope that

something would change. Our candid report named staff's experience. We shared that report and invited staff to reflect on it together at an all-staff retreat. At that retreat, staff shared that this was the first opportunity they had to connect as human beings, telling the truth about their experiences at the council. Many said it was meaningful to them. Some said it gave them hope that things would change. That retreat was meant to be the beginning of a second phase- implementing the recommendations. Although some of the recommendations in that report were implemented – notably, giving the chief of staff more managerial authority and hiring an Equity and Social Justice (ESJ) director – phase 2 of that project never happened. The staff's experience was that they had been vulnerable, opened up and done a ton of emotional labor, only to be disappointed once again.

When I considered applying for this culture change contract, I resolved to take a different approach. Instead of doing another set of interviews, I resolved to begin with small group of change-makers and to build the kind of long-term and deep trust that would allow participants to name and change culture together. I also resolved to offer coaching and content that would be worth the time and energy for the participants, even if at the risk of being disappointed again.

At the time, I had been working as an executive coach with a few of the leaders and teams at the council. I had a good understanding of the culture and how fearful of opening up many staff were. I had been using the framework of storytelling as a change map in my coaching and consulting for more than a decade. I decided to apply those lessons at scale by offering Leadership M.A.G.I.C. This program is a transformative, story-based program that teaches leaders to see through the lies of the dominant narrative together, to come into deep relationship with their own values and become conscious change-makers. Together. Together. I'll say it again: Together. Together. The work of changing culture and changing our world is relational. We are capable of healing ourselves, our workplaces and our world when we trust ourselves and each other enough to make mistakes, try things, learn, fail and repair and then do better, together.

Focus of the Journey: The King County Council's Code of Conduct.

The Leadership M.A.G.I.C. framework helps leaders set a change goal- the quest of their story, if you will. The King County Council had just ratified a new code of conduct, an excellent description of their aspirations for culture. I asked leaders to choose one of the 13 responsibilities of the code of conduct as the goal of their change journey.

Leaders were then offered the nine lessons in the Leadership M.A.G.I.C. program with a focus on that goal. Every lesson included a story sheet and coaching video. Leaders were also offered 1:1 coaching support. Phase two cohorts also received office hours and nine lesson clinics – co-working with live coaching and also guest speakers from previous cohorts who shared their experience of the tools, the journey and that particular lesson. (The guest speakers' innovation was especially effective at creating cross-cohort connection and safety as those with more positional power were able to be vulnerable and share their learning.)

By working with part of the code of conduct as the focus of their journey, each participant was able to see the internal work and the external work of changing culture. Over the course of the nine lessons, each cohort member:

1. Chose a code of conduct focus for their work and their growth as leaders.

2. Named and shared obstacles to that growth, both personal and cultural.
3. Clarified their core values as leaders and created their Values Stars: somatic tools for orienting toward growth in spite of obstacles.
4. Learned to notice the decision points that lead toward and away from their goals in their work.
5. Amplified their own and each other's gifts as leaders and practiced the foundations of healthy listening/accountability.
6. Supported each other as they released the core belief standing between themselves and their goal.
7. Begun to refocus their time management to put new beliefs and habits into action and named the ways that culture supported or hindered this.
8. Took action to complete their journey, recognized and shared the ways that culture supported or didn't support this action.
9. Integrated and completed their learning by creating and sharing the story of their journey.

Project Accomplishments

Summary of Phase One

Phase one of the project began with supporting the original steering committee in recruiting Cohort 1, including education, outreach and choosing participants. The following occurred in Phase One:

- Cohort 1 began and completed the Leadership M.A.G.I.C. program. They acquired and used the tools of self and cultural reflection and built the trust to tell the truth about their own experiences, their learning, their fears and their accomplishments in living up to the KCC code of conduct. Cohort 1 then created a document naming the themes of the current culture, along with observations of needed changes.
- The culture change steering committee became Cohort 2 and experienced the same learnings and successes as Cohort 1.
- Cohorts 1 and 2 shared their learning with each other and began to build trust across teams, districts and levels of positional power.
- As the project progressed and was successful, we created Cohort 3, a smaller group of director level staff who completed the program and experienced the same learnings and successes as Cohorts 1 and 2.
- Cohorts 1-3 comprised 18 staff people. At the end of phase one, members of those cohorts shared their learning about culture with each other and formed a culture change

steering committee. (See Project Strategies section, above, for a description of the program.)

Summary of Phase Two

The culture change steering committee chose to continue the project with a second phase. Phase two focused on the following goals:

1. Build Common Culture Change Skills and Vocabulary Among 30% of Staff
2. Transition Leadership to Culture Change Steering Committee

Goal 1: Build Common Culture Change Skills and Vocabulary Among 30% of Staff

Based on the success of the current cohorts of leaders in phase one of the Leadership M.A.G.I.C. program, I opened two more cohorts of up to nine staff members in each cohort to extend the common skills and vocabulary that are the foundation of healthy culture. Including the members of those new cohorts, alumni of the Leadership M.A.G.I.C. framework now comprise almost 30% of staff, which research says is the tipping point for culture change.

The Phase 2 culture change Cohorts 4 and 5 kicked off on May 1st and 3rd. To date, both cohorts have completed Lessons 1-7 of Leadership M.A.G.I.C. (See Project Strategies section for a program description.) Those cohorts completed the program on August 30.

At the close of this project, 36 staff members have gone through the program and share a common set of tools and vocabulary. They have built connections, trust and insight that is the foundation of a health culture change initiative. As members of the Steering Committee affirmed at the 8/3 meeting- “The momentum for this project is now irresistible.”

Goal 2: Transition Leadership to Culture Change Steering Committee

At the start of Phase 2, I helped cohorts 1-3 combine and become KCC’s Culture Change Steering Committee. This group’s culture determines their ability to support a wider culture change project.

The goal of this support was to:

- Build sufficient trust among a group of 13 staff with widely varying positional power and other kinds of privilege.
- Phase me out without losing momentum.
- Make space to involve new trainers and consultants according to the prioritized cultural initiatives, particularly BIPOC individuals and those with ESJ focus.

My facilitation supported the Steering Committee as they:

- Combined Cohorts 1-3 and built trust among cohorts.
- Shared each cohort’s insights into the culture.
- Planned a presentation of the Phase 1 cohorts’ experience at an All-Staff meeting.

- Successfully navigated difficult feedback with each other. (My definition of success in this case is when staff with less privilege have been able to openly and safely share a dissenting perspective and the conflict and resolution results in more trust and openness.)
- Recruited the members of Cohorts 4 and 5, including facilitated the discussion of criteria and selection process, provided recruitment overview, language and timeline.
- Worked with steering committee to add two more members to the cohorts.
- Helped steering committee narrow down to two key themes for immediate culture change focus: a robust on-boarding process and development of norms and policies around response time/ urgency.
- Developed plans for a robust onboarding process, including extensive input on what should be included to counter the culture of information withholding/ ignorance that disadvantages new hires/ people with less privilege. This new onboarding process is being led by Chief of Staff Stephanie Cirkovich, with support, input and review from the steering committee. See “Recommendations Section.”
- Discussed how to address addressing the culture of false urgency/ lack of communication around response time needs and expectations. See “Recommendations Section.”
- Decided to transition ownership of the culture change project to the ESJ office and use the strong foundation built by Leadership M.A.G.I.C. as KCC continues to take on white supremacy culture in a relational way and more explicit way.

Final Recommendations

The Steering Committee has chosen the King County Council’s Equity and Social Justice staff to lead the continuing work of culture change. This is an excellent choice! Leadership M.A.G.I.C. has built a solid foundation of skills, trust and practice for naming the ways that racism, sexism and other kinds of privilege show up in the culture of the KCC. You now have 36 staff who have a solid foundation to do the work of creating a more just, equitable and healthy culture- one that is capable of supporting your brilliant and talented staff in doing the service that the people of King County need and deserve.

Here are some recommendations on how the Culture Change Steering Committee with the support of the Equity & Social Justice staff could build on this foundation:

1. Bring all cohorts together, prepare a summary of their learning for all staff. (In progress)
 - Cohorts 1-3 finalize a summary of their learning about the culture, including information flow, the culture of time as it relates to interruptions, false urgency, privilege and other topics.
 - After August 30, bring all cohorts together on October 13th in person. At that gathering.

- o Spend some time creating connection for new cohorts.
 - o Cohorts 1-3 share the summary of their learning.
 - o Cohorts caucus by goal and share experiences of how that goal is showing up/ not showing up in culture.
- Together, all Leadership M.A.G.I.C. participants revise their summary of learning as appropriate AND remember where you were at the start of the journey and name the world that folks who have not been in cohorts are experiencing completely and accurately. This is essential.
2. Central and district staff prepare short presentations on what goes into some basic products and share with council members and each other.
 - Presentations should help staff understand work process/what they are asking for when request short turnaround.
 - Could include printed materials, amendments, staff reports or other common products.
 - Share draft timelines for some basic products.
 - Presentations could be integrated in the culture change roll out and also integrated into onboarding.
 3. Cohorts share their learning in the form of a complete and frank description of the KCC culture with all staff. Cultivate staff's feedback and engagement.
 - Cohorts present their integrated description of the culture to all staff (See Recommendation #1.)
 - Leadership M.A.G.I.C. alumni anchor breakout rooms organized by goal. Alumni share their learning about the goal with staff, ask for staff feedback/ experiences/ desires.
 4. Use all-staff feedback back to develop additional culture change initiatives that integrate with ESJ approach and direction with code of conduct goals as a part of challenging white supremacy culture.
 - Because this work is a long-term effort, it must be anchored with staff time, resources and attention. Without adequate staffing, long-term efforts lose momentum in the face of short-term crises. This is a feature of the existing culture.
 - Hire and support ESJ staff in leading these recommendations.

5. Begin to normalize discussion of time, response expectations and the need for focus/ uninterrupted time, including:
 - Name that uninterrupted time for self-care/ nourishment, planning, creative focus and time off is essential, not just to human dignity and mental health, but to doing our best work. (This can be done as part of Recommendation 3.)
 - Name that in the current culture, access to uninterrupted time is closely aligned with privilege, in conflict with the code of conduct.
 - Discuss in detail:
 - A practice of asking for response time/ expectations: When do you need this?
 - When do you have to go to a meeting?
 - What makes a useful meeting? Setting intentions. Normalize asking: what is the intention of this meeting? Or What do you want me to take away from this meeting?
 - Teams: DND or offline status. How can this be more okay?

6. Create a robust onboarding program/ new member orientation (In Progress)
 - Integrate cohort feedback on information flow, etc. (See Appendix B, include final summary of learning.)
 - Share with staff and get feedback before finalizing for use next year.
 - Offer to all existing staff (central and personal) and use to onboard new CM's and their staff.
 - Chief of Staff is anchoring this and it is in motion.

7. Integrate culture change steering committee and ESJ workgroup.
 - ESJ staff anchor and facilitate ongoing steering committee work and meetings.
 - Bring together steering committee and ESJ team.
 - Decide on how to rotate current members off and new members on.
 - Adjust meeting regularity as needed but be an ongoing anchor for tending culture.

8. Identify and work with those Council Members who will actively and visibly support the culture change project.

Fear that Council Members will not participate in changing the culture was one of the top concerns expressed in every cohort. Culture change must be led from the top. And also, studies show that 30% of a given population is often enough. Accordingly:

- Discuss your strategy for sharing cohort learning with some or all of the Council Members.
- Identify and reach out to Council Members who will actively and visibly support culture change.
- Find ways for them to take meaningful and visible action on the culture change recommendations and initiatives, especially ways that show them being aware of the positional power and privilege and using it for the common good.
- Consider asking district Chief of Staff alums to anchor a discussion with additional chiefs as well as other alum leadership.
- Ask ESJ staff what they would like from Council Members in this process and lend the culture change support to it.

Conclusion

At an August meeting of the Steering Committee, members were asked how confident they feel that this culture change project will continue. All present said that they felt confident this project will continue. One member of the steering committee said: “At this point, so many people are invested, we couldn’t stop it if we tried!!”

Nor will you. You are committed to follow through. You know that letting this momentum die would not just be a dishonoring of the investment you’ve made, but also of the emotional labor of 36 staff people who have given hours and months of their time to this effort.

And also, much remains to be done. Here are the recommendations to build on that foundation, with details for each included in the Final Recommendations section.

Because this work is a long-term effort, it must be anchored with staff time, resources and attention. Without adequate staffing, long-term efforts lose momentum in the face of short-term crises. This is a feature of the existing culture. It is vital that ESJ staff, including the director and coordinator, be supported in leading these recommendations:

1. Bring all cohorts together, prepare a summary of their learning for all staff. (In progress)
2. Staff prepare short presentations on what goes into some basic products and share with council members and each other.

3. Cohorts share their learning in the form of a complete and frank description of the KCC culture with all staff. Cultivate staff's feedback and engagement.
4. Use all-staff feedback back to develop additional culture change initiatives that integrate with ESJ curriculum and code of conduct goals as a part of challenging white supremacy culture.
5. Begin to normalize discussion of time, response expectations and the need for focus/ uninterrupted time. (In progress)
6. Create a robust onboarding program/ new member orientation (In progress)
7. Integrate culture change steering committee and ESJ workgroup.
8. Identify and work with those Council Members who will actively and visibly support the culture change project.

Final Note: It's been an honor and a privilege to work with the amazing, brave, brilliant and dedicated staff of the King County Council. Thank you.