

HUMAN AND CIVIL RIGHTS COMMISSION

MINUTES FOR THE SEPTEMBER 26, 2026 PUBLIC MEETING

Date:	Saturday, September 26 th , 2026
Time:	10:00 AM – 2:00 PM
Virtual Meeting Link (ZOOM):	https://kingcounty.zoom.us/j/81231193826
Meeting ID:	812 3119 3826
Password:	707545
On site location:	Mercer Island Community and Event Center – Room 102 – 8236 SE 24 th St. Mercer Island, WA 98040

Meetings are open to the public. Meeting minutes will be made available on [King County's HCRC Website](#) once approved.

KING COUNTY STAFF LIAISON

Scarleth Lever Ortiz, King County Executive's Office

Also present: Sandra Gallagher, Shannon Harris, and Niki Krimmel-Morrison

Member	Roles	Present/Absent/Excused/Vacant
Position 1: Samantha Fogg	Commissioner (Appointment Pending)	Present
Position 2: Emily Huynh	Commissioner	Present
Position 3: Allison Hastings	Secretary/Historian	Present
Position 4: Katherine Marulanda	Commissioner (Appointment Pending)	Present
Position 5: Warlina Wheeler	Commissioner (Appointment Pending)	Present
Position 6: Jennifer Karls	Chair	Present
Position 7: Mona Jaber	Commissioner	Absent
Position 8: Steven Sawyer	Commissioner	Present
Position 9: Daisy Wong	Co-Chair	Present
Position 10: Vanessa Sanchez-Mexicano	Commissioner	Present
Position 11: Lalita Uppala	Commissioner (Appointment Pending)	Vacant

AGENDA

ITEM	PRESENTER & ACTION
Call to Order Called to Order: 10:10 AM	HCRC Co-Chair Karls Administrative
Public Comments No one from the public in attendance.	HCRC Co-Chair Karls Administrative
Review and Approval of Meeting Minutes for August 18th mtg. Approval of Meeting Minutes: Yes Votes: 6 (All who are present and able to vote)	HCRC Co-Chair Karls Administrative
Purpose of the Retreat, Confirm Deliverables, and Optimizing Time Together - “Changes to Power & Duties Report” – the HCRC will discuss how to determine what their recommendations will be - Commissioners need to establish a collective understanding of roles and responsibilities, especially given new members. - Study Sessions – Among other goals, Executive Committee hopes to surface some of the key learnings from the study sessions.	HCRC Executive Committee
Introductions and Ice Breakers - Commissioners shared what drew them to the HCRC/the work.	HCRC – All Commissioners
HCRC Background & Highlights of the Law & Justice Committee Briefing and study sessions ○ Ensure the HCRC has everything needed to give their recommendations in the Powers and Duties Report the best chance of being implemented. ○ Identify if HCRC needs any additional study sessions.	HCRC Liaison Scarleth Lever Ortiz Action Items: Commissioners: 1. Review recorded sessions and plan to attend live-sessions (if possible) – ongoing 2. Let Scarleth know if more study

	sessions are needed
Tone Setting and Intent Roundtable - Commissioners discussed key learnings thus far, they asked what effective collaboration looks like for the HCRC moving forward, discussed structural issues, and thought about what mindsets supported the work moving forward. - Many Commissioners discussed the importance of connecting with community to fulfill their duties. - Commissioners discussed the need to “dream big” with their recommendations and requests.	HCRC Executive Committee
Mapping Exercise facilitated by Shannon Harris, Civil Rights Investigator - Commissioners broke into small groups to brainstorm what resources were needed to assist with achieving specific functions in K.C.C. 2.31 and then did a report out back to the full group. - Most of the groups cited the need for additional staff (e.g. executive director, policy analysts, etc.), budget for things like transportation, language access, and accommodations, and hosting public forums. Commissioners continued to highlight the need to engage in effective and responsible community outreach that is sustainable and ongoing.	Shannon Harris & HCRC – All Commissioners
Lunch Break 12:27-1:00 PM	All
Collective Sense-Making - Commissioners noted that developing specific goals and a specific work plan can be challenging without knowing what additional resources, if any, will actually be allocated to the HCRC. - Commissioners discussed interlocal agreements and becoming regional coordinators for civil and human rights protections. - Commissioners considered other examples of possible structures for the HCRC, such as King County’s OLEO/CACLEO model.	Shannon Harris & HCRC – All Commissioners Action Items: Commissioners: 1. Meet with councilmembers to discuss councilmembers’ visions for the future of the HCRC

- Commissioners brainstormed potential full list of positions required to achieve their vision: communications specialist, interlocal agreements specialist, Executive Director, Community Engagement/Access coordinator, training/capacity building specialist, and policy analyst. Considered whether any of these positions could be repurposed from existing positions within King County staff. - Commissioners discussed whether their goal is to be an advisory body or something more but ultimately concluded that maybe one question they need to answer via the Powers and Duties Report. - Commissioners discussed the proper location for the Civil Rights Program and noted concerns about how the administration and Executive Office has changed even in their tenure. They noted that this can be turbulent for the Civil Rights Program. Commissioners brainstormed possible options and agreed that they would all like to meet with their designated Councilmembers to discuss whether there would be legislative support to move the program into a different branch of King County government to make the program more independent. - Commissioners discussed that they can always “dream big” for the Powers and Duties Report but will have additional opportunities to make an impact and share their recommendations in future annual reports. - Scarleth shared that, with input of HCRC, she can help facilitate conversations between HCRC and Executive Office.	and the Civil Rights Program Staff: 1. Identify scheduling opportunities to meet with Executive Leadership 2. Support Commissioners with scheduling and agendas, including drafting suggested questions for Commissioners to ensure alignment 3. Support Executive Committee scheduling debriefing sessions with Executive Committee to gather feedback from each Legislative District.
Closing and Commitments -All Commissioners shared their specific commitments to the work moving forward into 2026-2027.	
Adjourn Meeting Adjourned: 1:58 PM	

Human and Civil Rights Commission (HCRC) Inaugural Annual Retreat

Saturday, Sept 26, 2026 | 10:00 AM – 2:00 PM | [Mercer Island Community and Event Center](#) (Groveland Room) 8236 SE 24th St, Mercer Island, WA 98040 |

Lunch by: [Homegrown](#)

Purpose:

1. Welcome and onboard newly appointed HCRC commissioners.
2. Build a shared understanding of the HCRC's purpose, role, and responsibilities, especially with several new commissioners entering the work.
3. Surface collective learnings from study sessions, committee conversations, community interactions, and Law & Justice Committee briefing.
4. Identify emerging themes, questions, assumptions, and uncertainties that must be explored before developing recommendations.
5. Conduct a Theory of Change mapping exercise to understand the outcomes the Commission exists to advance, the role HCRC must play, and the powers/duties/resources needed to achieve those outcomes.
6. Leave with a clear process for developing recommendations—not the recommendations themselves.
7. Build connection and trust among Commissioners and staff.
8. Establish CR + HCRC expectations, roles, and next steps for the accelerated fall/winter work cycle.

Facilitators: Shannon Harris, Sandra Gallagher, Scarleth Lever Ortiz

Note Takers: Niki Krimmel-Morrison

Timing, Facilitator, and Materials	Agenda item/Goal	Method	Structured Invitation, Organizing Question(s) + Key Content
9:30-10:00 (30 min) Staff	Arrive, prepare, coffee	Informal Meet and Greet Slide 1	1. Coffee, nametags, check-ins. 2. Optional early arrival orientation for new members.
10:00-10:10 (10 min) HCRC Exec Committee + Sandra	Purpose of today; confirm deliverables; how we optimize our short time Housekeeping by Sandra (3 min)	Presentation Slides 2, 3	1. Welcome. Reminder of today's purpose (why we are here). 2. Introduction of new commissioners. 3. Overview of retreat flow
10:10-10:30 (20 min) HCRC Exec Committee	Introductions (Ice breaker activity) What drew you to this Commission/Work?	Sharing Slide 4	1. Name, Pronouns 2. Ice Breaker Question
10:30 – 11:00 (30 min) HCRC Exec Committee + Scarleth	HCRC Background, + Highlights: Law & Justice Committee Briefing & Study Sessions by Scarleth Lever Ortiz (5 min) Tone Setting & Intent Roundtable (25 min) Goal: Level setting	Sharing Slides 5, 6, 7 Round Table Slide 8	1. Share key learnings 2. What does effective collaboration look like for us? 3. What structural issues do we need to be honest about today? 4. What mindsets support our work going forward?

10:00 – 11:10 (10 min) Break	HCRC Break + Staff prep time for Mapping Exercise Part I	HCRC Break Slide 9	HCRC Break
11:10 – 12:15 (65 min) Shannon	Mapping Exercise – Resourcing the work, short and long-term Goal: Revise assumptions, barriers, and resources needed to achieve what is outlined in 2.31	Group Activity Slides 10, 11, 12, 13	1. <i>Use pre-built outline/report template (provided by staff)</i> 2. <i>Assign section leads; Identify items needing staff research; what sections must be included in the revised Powers & Duties Report?</i> 3. <i>What content from the mapping exercise belongs where?</i> 4. <i>Who will take first draft</i>
12:15 – 12:45 (30 min) Lunch	Lunch Break	Lunch Break Slide 14	Stretch and get some fresh air!
12:45– 1:15 (30 min) Shannon	Collective Sense-Making Goal: Ensure commissioners articulate collective, not individual, priorities	Roundtable Slides 15, 16	1. <i>Based on the Theory of Change, what role or functions appear most critical?</i> 2. <i>Whose perspectives or experiences are still missing from our understanding?</i> 3. <i>What unanswered questions remain?</i>

			4. What areas required additional learning or research?
1:15 – 1:45 (30 min) Sandra	Drafting the Annual Report Framework Goal: Complete full outline + section leads + list of items needing staff research.	Group Activity Slides 17, 18	Review Changes to the Powers and Duties expected content, addendum to Annual Report + timeline
1:45 – 1:50 (10 min) Scarleth	Process Roadmap: How We Will Develop Recommendations Goal: Find consensus on shared process, not decisions.	Presentation Slide 19	1. Confirm draft timeline: October: Section development November: First draft December: Review January: Executive briefing April: Final report due 2. Summary of outputs 3. Confirm assignments
1:50 – 2:00 HCRC Exec Committee	Closing and Commitments	Speaking Slide 20	1. “My commitment between now and the transmittal of annual report is...”

Human & Civil Rights Commission (HCRC)

Retreat

Saturday, September 26th

Location: Mercer Island Community and Event
Center | 8236 SE 24th St, Mercer Island | Groveland
Meeting

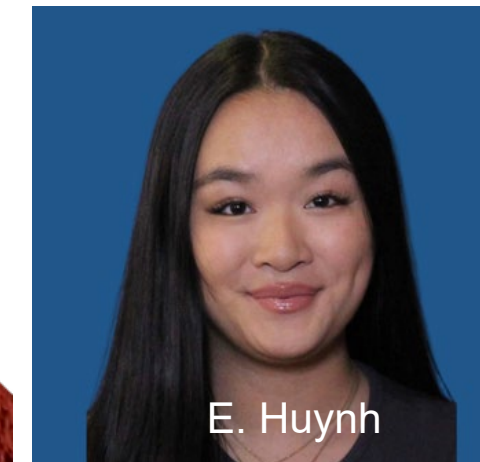
9:30 AM (Optional Informal Meet - and - Greet)

10:00 AM – 2:00 PM

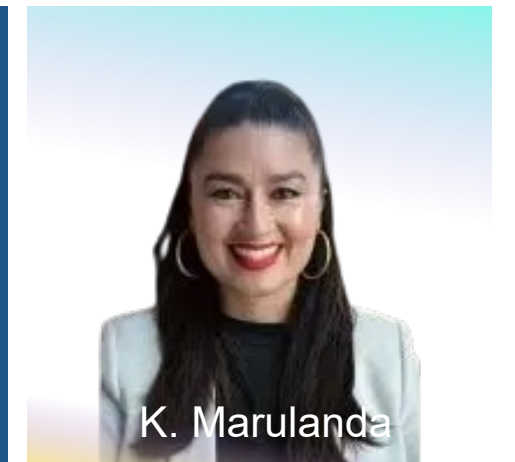
Last Update: 9/24/2026



S. Fogg



E. Huynh



K. Marulanda



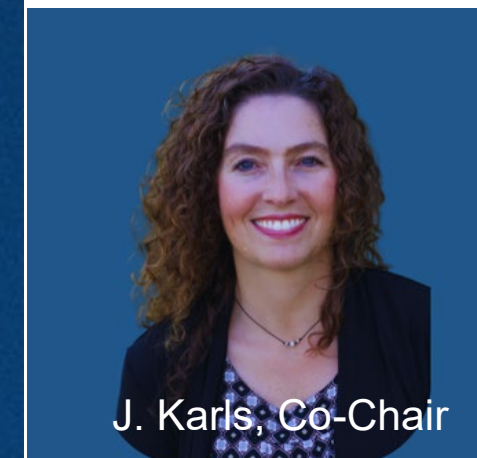
A. Hastings, Secretary



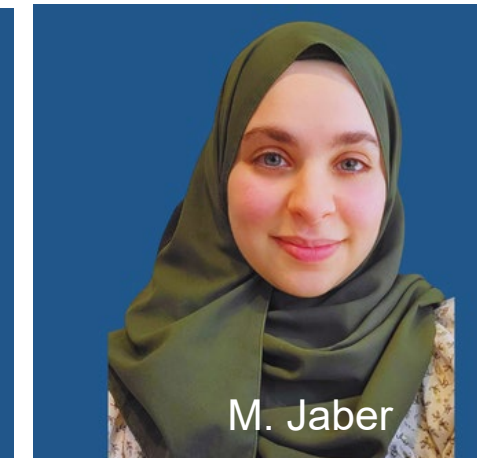
W. Wheeler



L. Uppala



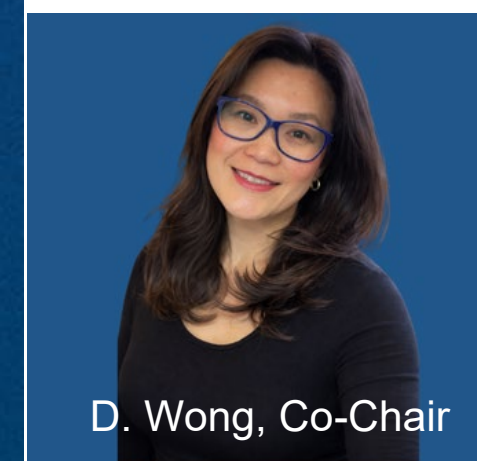
J. Karls, Co-Chair



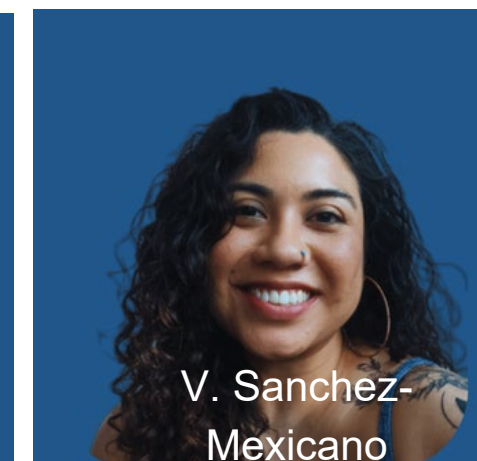
M. Jaber



S. Sawyer



D. Wong, Co-Chair



V. Sanchez-
Mexicano



King County
Office of the
Executive

Agenda



Today's Schedule :



9:30 Optional informal meet & greet



10:00 Welcome & purpose & Business

10:15 Intros/ ice breaker

10:30 roundtable | Lessons learned

11:00 Break

11:10 Group Discussion: Duties and Potential



12:15 Lunch



12:45 roundtable | collective sense making

1:00 Deliverable: Changes to Powers & Duties

1:30 Process roadmap

1:45 closing remarks



Housekeeping:

- CF Staff roles and responsibilities
 - Facilitators
 - Note taker & Timer
 - Parking Lot Board
- bathrooms + emergency exits
- Lunch
- WHI
- Parking + mileage reimbursement

Purpose



Agree on a clear roadmap for developing the “Changes to the Powers & Duties Recommendations” report recognizing that today marks a continuation, not the end, of that work.

- Welcome and onboard newly appointed Commissioners; begin building connection and shared context.
- Establish a collective understanding of the HCRC’s purpose, role, and responsibilities, especially with new members joining.
- Surface key learnings from study sessions, community conversations, and the Law & Justice Committee briefing to level-set understanding.
- Identify emerging themes, questions, assumptions, and areas needing deeper exploration before moving into recommendations.
- Engage in a Theory of Change mapping exercise to clarify expected HCRC outcomes and the roles, powers, duties, and resources needed to achieve them.
- Strengthen trust and collaboration among Commissioners to support the accelerated fall/winter work cycle.

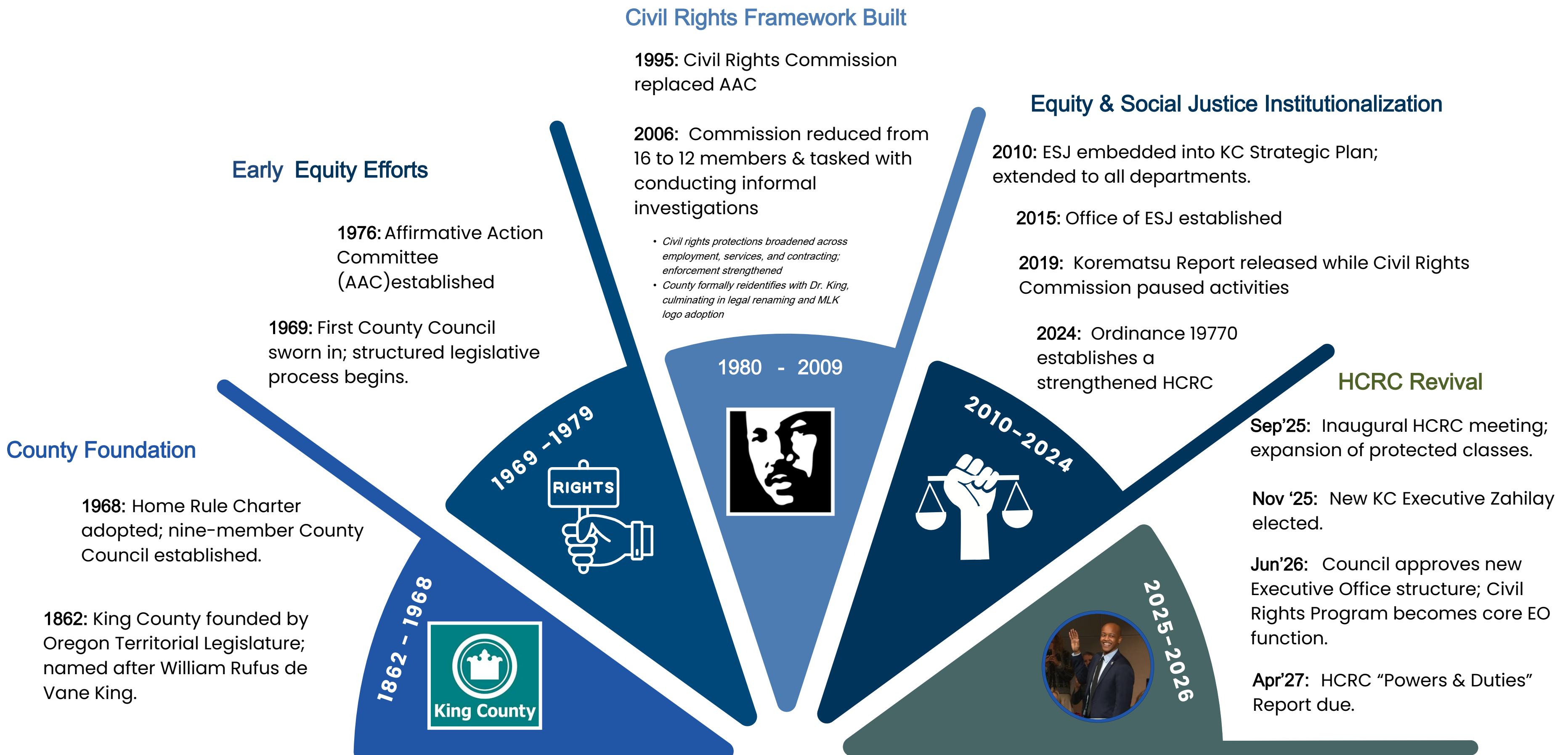
Introductions



HELLO
MY NAME IS

**What drew you to this
Commission/Work?**

HCRC Background



HCRC Highlights



September 2, 2026
Law & Justice Committee

HCRC Virtual Study Sessions



Isabella Boparai (CR Intern), Secretary Hastings, Co-Chair Wong, Co-Chair Karls, Scarleth Lever Ortiz (Executive Office).

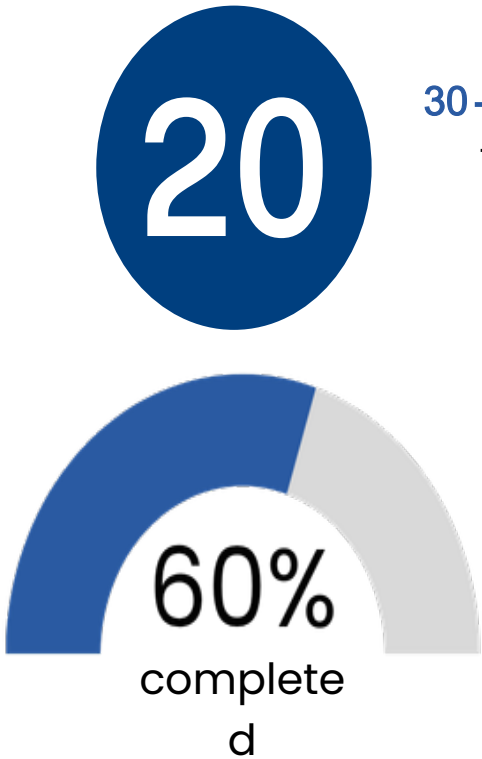
Photo Credit: Sandra Gallagher (Executive Office)

Briefing Highlights

- **Establishing Commission Infrastructure:** The Commission completed its initial onboarding, launched public-facing work with its first official meeting, and elected officers to support coordinated leadership.
- **Bylaws Development:** The Bylaws Committee drafted the first version of the Commission’s governance bylaws, laying groundwork for long-term clarity and consistency in HCRC operations.
- **Strengthened Collaboration:** Joint convenings and coordination with KCIRC and community partners helped clarify shared priorities and establish collaborative pathways moving forward.
- **Foundational Learning:** Commissioners engaged in structured study and capacity-building sessions to deepen understanding of civil rights investigations, County processes, and the advisory responsibilities outlined in ordinance.
- **Early Infrastructure Building:** Through lessons learned, the Commission began refining its internal processes to support sustainability, including onboarding development, identifying resource needs, and preparing for the required “Changes to the Powers and Duties” report.

These accomplishments underscore the Commission’s commitment to establishing the systems, relationships, and knowledge base necessary to perform its advisory role effectively.

July 2026 - October 2026



30 - min virtual sessions
totaling 10 hours of
learning

[● REC]
CLICK HERE

6	JK	Budget Overview ufl	10/26/2026	JK	Rubardt, Aaron	7:00-7:15
5	JK	Power and Duties Report Background ufl	10/26/2026	JK	Fogg, Christina (JREC)	
8	JK	Building a Theory of Change for the Chan...	8/17/2026	JK	Harris, Shannon	11-11:30AM
9	JK	Disability & Equity Plan Updated Recomm...	8/17/2026	JK	Fehrer, Dorja	2PM-3PM
7	JK	Gender Identity and Sexual Orientation In...	8/17/2026	JK	HCRC	4PM-5:15
10	JK	CR Investigation Process & Data Overufl	8/17/2026	JK	Gallagher, Sandra	6-6:30PM
13	JK	OLEO & CACLED Overview ufl	8/17/2026	JK	Tugenberg, Jamie	11-11:15AM
14	JK	HCRC Best Practices ufl	8/17/2026	JK	Choi, Brian	1-1:45PM
16	JK	Independency & Objectivity - Intergover...	8/17/2026	JK	Bhang, Christopher	4PM-5:15
15	JK	Policy & Innovation Team Overview ufl	8/17/2026	JK	Wunschul, Misha	2:00-2:15

HCRC Highlights



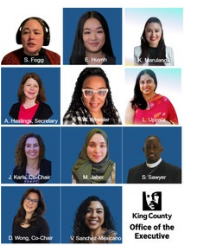
Goals Submitted in Annual Report

1. Establish Robust Community Connections
2. Review the Civil Rights Program
3. Review Protected Classes and Recommend Legal Updates
4. Review Policies & Recommend Implementation Improvements
5. Strengthen Local Partnerships to Enhance Civil Rights Law

Revised Goals based on Lessons Learned

1. Strengthen HCRC infrastructure for long-term sustainability
2. Develop study session curriculum for HCRC members
3. Develop onboarding process, including administering an in-person fall retreat
4. Fill vacancies
5. Complete first draft of "Changes to the Powers and Duties Report"

Roundtable



Share Key Learnings

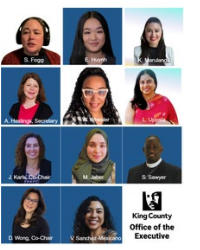
Prompt Questions

- What does effective collaboration look like for us?
- What structural issues do we need to be honest about today?
- What mindsets support our work going forward?

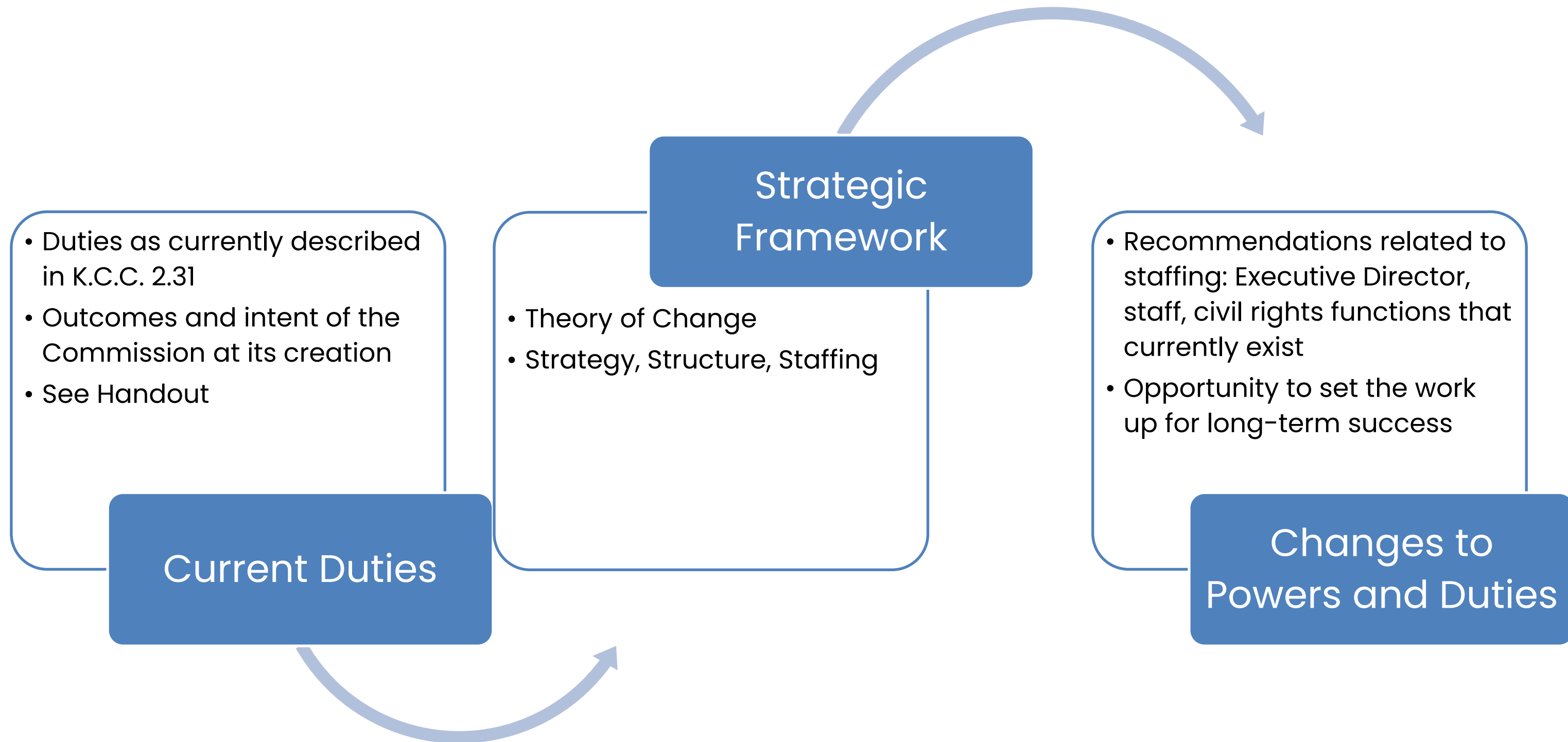
Facilitated by:



Break



Structuring for Success



Changes to the Powers & Duties



Opportunity to set this work up for long-term regional impact.

Section 11: The commission shall provide a report **recommending changes to the powers and duties of the human and civil rights commission**. Report shall include but **not be limited to** (edited for brevity and clarity):

1. Recommendation regarding an executive director and staffing that ensure the independence and objectivity of performing the functions listed in 2.31.030
2. Recommendations regarding the placement of the current civil rights program, including analysis of the program and a strong focus on disability equity and accessibility for people with disabilities in accordance with federal laws.
3. Recommendations related to the protected classes currently included in King County Code.
4. Recommendations related to entering into interlocal agreements to increase the regional accountability for upholding civil and human rights.

Mapping Exercise



9/26/2026 HCRC Retreat | Key Reading Materials

Review: **UN Declaration of Human Rights**

[Universal Declaration of Human Rights | United Nations](#)

Review: **[Ordinance 2023-0417 Section 11](#)**

A. The commission shall provide a report recommending changes to the powers and duties of the human and civil rights commission. The report shall include, but not be limited to, the following:

1. Analysis of the county's civil rights program, including, but not limited to, activities related to assisting departments in complying with the federal Americans with Disabilities Act of 1990, the federal Rehabilitation Act of 1973, Section 504, and other legislation and rules regarding access to county programs, facilities, and services for people with disabilities, to identify strengths, weaknesses, and opportunities;
2. Recommendations on the placement of the county's civil rights program within the organizational structure of the executive branch and any changes to the duties of the civil rights program based on the analysis as required by subsection A.1. of this section, including duties related to assisting departments in complying with the federal Americans with Disabilities Act of 1990, the federal Rehabilitation Act of 1973, Section 504, and other legislation and rules regarding access to county programs, facilities and services for people with disabilities;
3. Recommendations on ensuring the independence and objectivity of the work of the commission and its staff, which shall include, but not limited to, the following: a. creating a new position of executive director of the commission who would be responsible for the day-to-day operations of the commission and for the appointment and supervision of staff; and b. establishing an independent staff, led by the executive director and separate from other offices in the executive branch, supported by sufficient moneys and resources to accomplish the goals and workload as required of the commission;
4. Recommendations on amending the county's list of protected classes in both the King County Charter and the King County Code to expand protections to additional classes of people to ensure equal treatment for broader segments of the population; and
5. Recommendations on establishing interlocal agreements with municipalities located within the county that do not have the resources to enact or enforce their own civil rights laws.

B. The report shall consider, but not be limited to, recommendations from the following:

1. Seattle University's Fred T. Korematsu Center for Law and Equality's report entitled Research and Recommendations Regarding the King County Civil Rights Commission, Briefing 2019-B0149;
2. The Disability Equity Action Plan, Attachment A to Motion 15954; and
3. The Gender Identity and Sexual Orientation Inclusion Task Force Strategy Report and Recommendations, Attachment A to Motion 16389.

Prompt Questions

- What actions will be undertaken to identify what is needed
- What resources are needed to fulfill KCC 2.31 as written?

Mapping Exercise

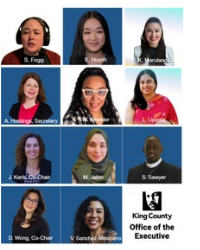


Theory of Change

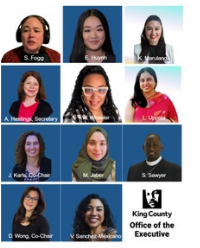
Inputs	Activities	Outputs	Outcomes	Impact
What resources will be used to achieve desired goal?	What actions will be undertaken?	What will be produced delivered?	What short & medium term changes can we expect?	What longer term (vision) will result from achieving goal?

Inputs	Activities defined in 2.31 What actions will be undertaken?	Outputs defined in 2.31 What will be produced delivered?	Outcomes	Impact defined in 2.31
What resources are needed to conduct activities and produce the outputs?	Research Policy Development Community engagement Audit Evaluate	E.g. Policies Recommendations Public Forums Publications Annual Report	Measurable outcomes for people and communities e.g. Reductions in disparities Improvements for specific communities (people with disabilities, immigrants, LGBTQIA+, etc.)	Civil and human rights are realized for all King County Residents; inequities and disparities are eliminated (improved)

Lunch – until 12:45



Collective Sense Making Roundtable



Revise assumptions,
barriers, and resources
needed to achieve
technical(Changes to the
Powers & Duties report) and
aspirational goals

Theory of Change Framework

Prompt Questions

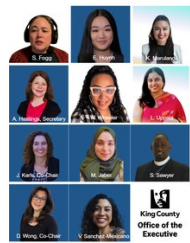
- What role or functions are most critical?
- Whose perspectives or experiences are still missing from our understanding?

Facilitated by:



S. Harris
PT Investigator

Collective Sense Making Roundtable



Org Structure Sample – *Legislative Branch* (August 2026)

Office of Law Enforcement Oversight (OLEO) Staff

Our Team



Tamer Abouzeid,
Director



Liz Dop,
Operations
Manager



Simrit Hans,
Policy Analyst



Lea Hunter,
Senior Policy
Analyst



Katy Kirschner,
Deputy Director



Megan Kraft,
Investigations
Analyst



Ryan McPhail,
Investigations
Monitor



Kate Miller,
Investigations
Analyst



Vanya Nanda,
Community
Engagement
Specialist



Rick Powell,
Investigations
Analyst



Jamie Ridgway,
Investigations
Analyst



Jamie Tugenberg,
Community
Engagement
Manager



Molly Webster,
Policy Analyst



Sophie Ziliak,
Data Administrator/
Analyst &
Special Projects
Administrator

Source: 8/25/26 HCRC Study Session: OLEO/CACLEO Overview

Prompt Question

- What resources are needed to fulfill KCC 2.31?

Facilitated by:



Changes to the Powers & Duties



Opportunity to set this work up for long-term regional impact.

Section 11: Report shall include but **not be limited to** (edited for brevity and clarity):

1. Recommendation regarding an executive director and staffing that ensure the independence and objectivity of performing the functions listed in 2.31.030
2. Recommendations regarding the placement of the current civil rights program, including analysis of the program and a strong focus on disability equity and accessibility for people with disabilities in accordance with federal laws.
3. Recommendations related to the protected classes currently included in King County Code.
4. Recommendations related to entering into interlocal agreements to increase the regional accountability for upholding civil and human rights.

Changes to the Powers & Duties



Tentative Timeline

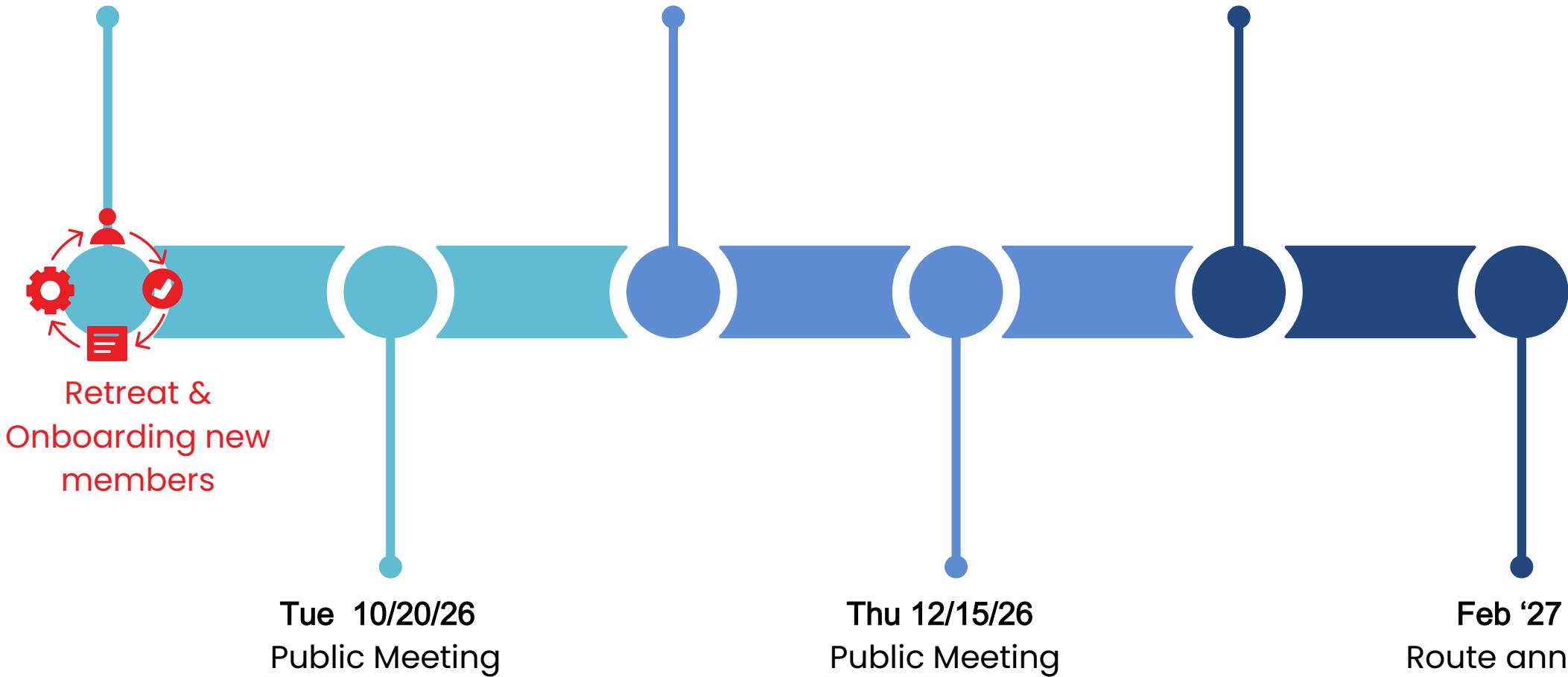
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Review Policies and Recommend Implementation Improvements [Changes to Powers & Duties Report?]	11
Strengthen Local Partnerships to Enhance Civil Rights Law Enforcement [Subcommittee 3]	12

9/26/26
Public Meeting

Tue 11/17/26
Public Meeting

Jan '27
Exec Team Briefing



Retreat Deliverable: Complete full outline + section leads + list of items needing staff research.

Process Roadmap



Articulate collective, not individual priorities

Recap & Next Steps

Confirm draft timeline

- October: Section development
- November: First draft
- December: Route to Exec Team
- January: Executive briefing
- February: Finalize draft
- March: Route for transmittal
- April: Annual report submitted, including Changes to the Powers & Duties recs

Confirm assignments

Closing Remarks



**“My commitment
between now and
the transmittal of
HCRC Annual
report is....”**



THANK YOU

Human & Civil Rights Commission (HCRC)

Retreat Recap

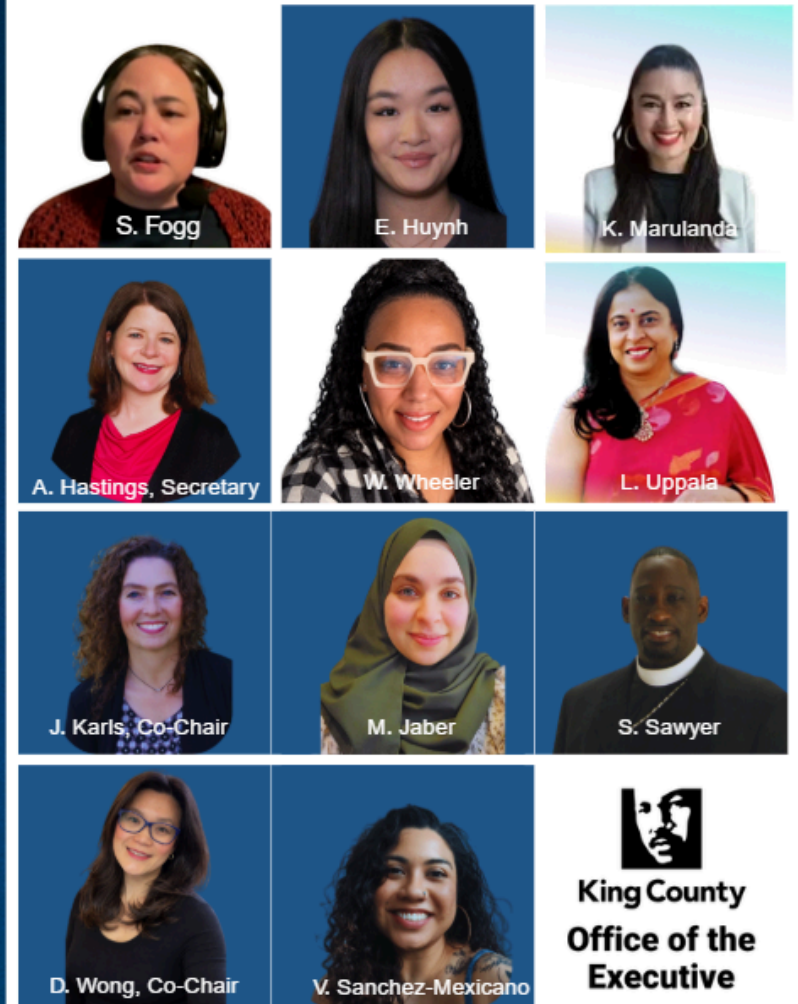
Saturday, September 26th

Location: Mercer Island Community Center

9:30 AM (*Optional Informal Orientation*)

10:00 AM – 2:00 PM

Last update: 9/28/2026



This addendum highlights key themes
from group activities.

**From Small
Group
Activity**

Relationships
with local
elected officials
and policy
makers

Relationships –
build them and
maintain them, and
manage a library
that tracks them

External
communication
– ability to reach
people

Staff – ED, Exec
Assistant, Policy
analysts

Culturally
Competent
Community
Consulting

Internal building?

Access to internal
county resources
such as data and
data analysts

Training on how
to conduct
inclusive,
accessible,
engaging public
meetings, what
are the patterns
and procedures

Regular, privacy
protected review
of complaints
data

Community
education sessions

Inclusive
community events
to keep receiving
feedback* and re
sources needed
to host multiple
public meetings

Language
access support

Funds and
resources for data
collection – focus
groups, surveys,
other regular
ongoing
engagement;
disaggregated
data that tell the
story of who is
impacted by what;
community
testimony to hear
what community is
experiencing

Informal fact-
finding sessions

Safety of
community
members

Childcare for
community
members to attend

Transportation for
community
members to attend

Budget* – a
statement of
morals and
values

stipends

Paid community
expertise

Equal
compensation for
all boards and
commissions,
rather than having
some receive a
stipend and others
be purely volunteer

Paid community
expertise

Budget for
accommodations

Funds for contracts
to contract out
particular bodies of
work

Resources Needed to Accomplish Duties in 2.31.030

Summary from Report-Outs

Funding	Staffing	Intangibles
1.Consulting, contracting 2.Events (space, food) 3.Data collection 4.Accessibility & accommodations (childcare, transportation, technology) 5.Professional training, continuing education (engagement in national & international forums for staff & commissioners) 6.Community expertise (stipends) 7.Multilingual/multicultural outreach & engagement & education	1.Executive Director 2.Administrative Assistant 3.Policy Advisors & Analysts 4.Communications Specialist 5Investigators 6.Community Engagement Specialists 7.Data Analysts 8.Childcare Provider	1.Cultural competency, skills & expertise 2.Community Relationship building (community members community-based organizations) 3.Relationships with elected officials & policy makers 4.Inclusive (human-centered design) 5.Safety & trust, commitment to follow-through 6.Independence to mitigate conflicts of interest
Parking Lot	• Clarifying or expanding the scope of power of the commission (hospitals, schools, prison system/DAJD)	• Regional convener & engage with cities towards interlocal agreements

Interlocal Agreement Considerations to Expand Jurisdiction



KC Pop: ~ 2.3 M

Unincorporated KC Pop: ~250K

KC Employees: ~18,000

KC Cities: 39



King County

Three (3) branches of authority

Elected Legislative

Elected Executive

CR Program &
HCRC

*Appointed +
Elected
Judicial*



**Leveraging existing structure to
maximize independence**

**Last Circle
Discussion**