

Diversity Advantage Plan 2035

Parks and Community Services Board

March 18, 2026



What is DAP 2035?

- Update of the original 2014 Diversity Advantage Plan
- Council-adopted enterprise-wide DEI plan
- 41 long-term Equity Objectives categorized into the six Strategic Target Areas
- Includes external service delivery and internal operations
 - Connects to all 12 departments
- Developed to be in alignment with citywide strategic initiatives

Art: Raindrop, by Soo Hong



Evolving our Commitment to DEI: 2014 - 2025

How is DAP 2035 different from the 2014 DAP?

- Continues to respond to community diversity while **centering equity**
- Is designed to be more **adaptive and agile** in responding to community need
- Builds in accountability through measurement and reporting

Equity means everybody in our community can access, participate in and benefit from the services, resources and opportunities that contribute to a high quality of life, no matter an individual's identities. Demographic identities should not consistently correlate with unique outcomes and impacts.

Why this plan?

The communities we serve have unique identities and backgrounds.

- 60% identify as a race other than white
- 40% born outside of the USA
- 50% speak a language other than English at home
- 10% identify as having a disability
- 17% of adults identify as LGBTQIA+ in Seattle-Tacoma-Bellevue metro area

Why this plan?

To achieve our Core Value of providing exceptional public service.

- Adapt and evolve our services to meet the diverse and changing needs of the communities we are here to serve
- Understand a one-size fits all approach will not meet those diverse needs



Background: Diversity Advantage

- Original Diversity Advantage Plan (DAP) adopted in 2014
- Outlined 60 diversity, equity and inclusion goals across 7 categories
- Diversity, Equity and Inclusion added as a Core Value in 2024
- City Council adopted DAP 2035 in December 2025



DAP 2014 Challenges

- Original DAP implemented inconsistently across organization
 - Varied use of departmental DEI workplans
 - No central reporting process or tracking system
 - No metrics for measuring progress
- Didn't know what we accomplished or what the impacts had been since 2014
- Couldn't communicate our work to staff, leadership or the communities we serve



DAP 2035: Designing for Success

To help address some of these challenges, the implementation of DAP 2035 will include...

- The development of 3-year departmental DEI workplans aligned to DAP 2035, called **Short Term Equity Plans (STEPS)**
- Selection of **Key Equity Indicators** to understand our progress on the plan
- Creation of a centralized **tracking and reporting** tool
- External and internal **data dashboards** to communicate progress
- Processes for regularly **reviewing** our progress, opportunities and challenges

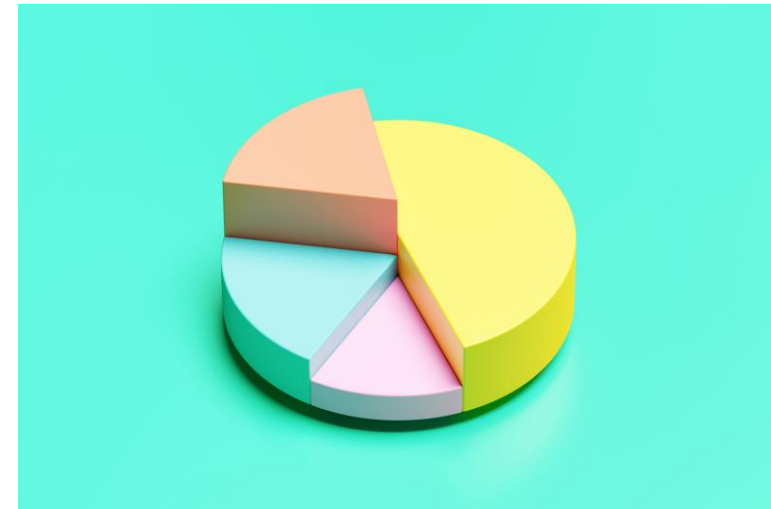
Where are we now?

- Each department developed a **Short-term Equity Plan**
 - Identifies specific actions department will take in service of a DAP 2035 Equity Objective
 - 100 activities identified across the city
- Identified **Key Equity Indicators (KEIs)**
 - Over 100 KEIs identified for DAP 2035 Equity Objectives
- **Coming Up:**
 - Internal reporting dashboard by June 30
 - External reporting dashboard by September 30



KEIs: What are they?

- KEIs help us understand to what degree we are achieving the 41 Equity Objectives
 - Ideally measure **impacts** of our work – not just what we are doing
 - Meant to measure at the organization or community level – not meant to measure success of specific programs
 - High-level, long-term, slow-moving data
 - Usually disaggregated data – or data that is separated out by different identities such as race, gender or disability status
- Not comprehensive – these measures will evolve and improve over time



Example: Access to Parks and Open Space

- City Vision: “City in a park.”
- How do we know if we’re achieving that vision?
 - Bellevue residents have easy access to parks and open space.
- Current KPI: **74%** of Bellevue residents live within 1/3-mile walk to a park or trail
 - Comparable to if not better than national average – **great!**

But wait....

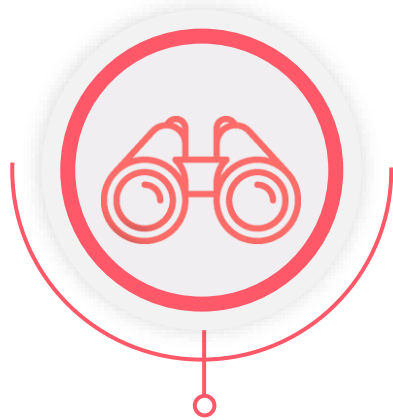
- This is true for only **10%** of Factoria households
- What does this have to do with equity?
 - 4th lowest average household income
 - 2nd highest population of people of color
 - 3rd highest population living with a disability



What does this look like for PCS?

PARKS & COMMUNITY SERVICES STRATEGIC PLAN 2025

VISION



In Bellevue everyone can connect to each other and to nature through experiences that help them to live, grow, and thrive.

MISSION



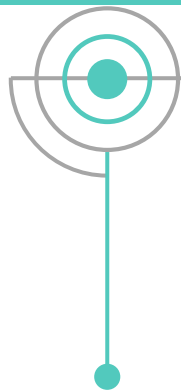
We build a healthy community through an integrated system of exceptional parks, natural areas, recreation, arts and culture, and a broad base of community services.



PARK DEVELOPMENT

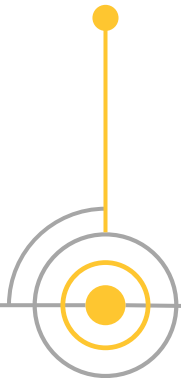
Ensure all communities within Bellevue have **equal access to parks, community spaces and essential public infrastructure**, and identify and respond to any disparities in access.

Parks and Open Space

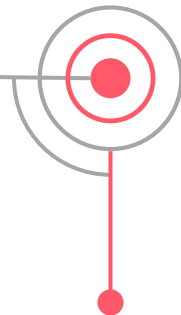


Provide **equitable and inclusive access for each and every Bellevue resident** to a variety of park facilities including waterfront, play areas, sport fields and recreation centers

DAP 2035 E4.6



PCS STEP Activity



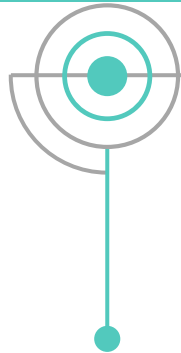
Improve park equity for historically marginalized communities by **creating accessible park spaces...through renovations that remove barriers and...inclusive design and construction of accessible features.**



PROGRAMS & SERVICES

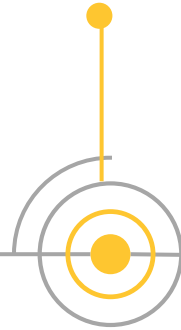
Provide **accessible and culturally responsive programs and cross-cultural engagement opportunities** that foster connection, learning and belonging across Bellevue's diverse communities.

PCS Diversity Strategic Plan



Design programs and services that reflect diverse communities by **providing opportunities to receive feedback and input** in planning, communication and delivery to **ensure that programs and services are appropriate and equitable**.

DAP 2035 E4.7



PCS STEP Activity



Prioritize and implement **access improvements to recreational programming previously identified through an evaluation process**. These include language needs, financial access, timing and location of programming, among other things.

Questions?

