

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
Economic Development	Phillip Sit / 256-5137	Miguel Jimenez / miguel.jimenez@seattle.gov

** Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.*

1. BILL SUMMARY

Legislation Title: AN ORDINANCE establishing a new 15th Avenue East Business Improvement Area (BIA); levying special assessments upon owners of commercial, multifamily residential, and mixed-use properties within the BIA; providing for the deposit of revenues in a special account and expenditures therefrom; providing for collection of and penalties for delinquencies; providing for the establishment of a Ratepayers' Advisory Board; providing for an implementation agreement with a Program Manager; and ratifying and confirming certain prior acts.

Summary and background of the Legislation:

This ordinance establishes a new 15th Avenue East Business Improvement Area under RCW 35.87A. The 15th Ave Business Improvement Area is expected to be funded by a special assessment levied on the owners of commercials, multi-family residential, and mixed-use properties within its boundaries. The City would contract with a program manager to administer the activities set out in the 15th Ave Business Improvement Area work plan. The 15th Ave Business Improvement Area (BIA) program manager will be overseen by a Ratepayers Advisory Board, which would be broadly representative of the ratepayers within the 15th Ave business corridor.

This ordinance is the final piece of legislation required to create a new 15th Ave Business Improvement Area, as required by chapter 35.87A RCW. The City Council passed a resolution to initiate the formation of the 15th Ave Business Improvement Area, as well as a resolution of intent that included the date and place of a public hearing. After the public hearing, the City Council agreed to go forward with this ordinance.

The 15th Ave Business Improvement Area would be established for the duration of seven years, with the base year being FY2022. The 15th Ave Business Improvement Area believes its proposal is efficient, accountable, and responsive to the area's needs. The group collected signatures for a petition to form the 15th Ave Business Improvement Area that will fund the following programs within the Business Improvement Area:

- A. Neighborhood Beautification within the Business Improvement Area;;
- B. Street Festivals and Events within the Business Improvement Area;;
- C. Program Management and Neighborhood Advocacy.
- D. Cleaning and Graffiti Removal;

The petitioning effort resulted in a show of financial support by ratepayers who would pay at least 60% of the total special assessment revenues. Assessments will commence as of Jan 1st, 2022, or the effective date of this ordinance, whichever is later. The 15th Ave Business Improvement Area will be overseen by a Ratepayers Advisory Board, which would be broadly representative of the proposed ratepayers and stakeholders from the district.

2. CAPITAL IMPROVEMENT PROGRAM

a. Does this legislation create, fund, or amend a CIP Project? ☐ Yes ☒ No

3. SUMMARY OF FINANCIAL IMPLICATIONS

a. Does this legislation amend the Adopted Budget? ☐ Yes ☒ No

Appropriation change (\$):	General Fund \$		Other \$	
	2021	2022	2021	2022
Estimated revenue change (\$):	Revenue to General Fund		Revenue to Other Funds	
	2021	2022	2021	2022
			N/A	\$116,839
Positions affected:	No. of Positions		Total FTE Change	
	2021	2022	2021	2021

b. Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs?
None.

c. Is there financial cost or other impacts of *not* implementing the legislation?
None to the City. The 15th Ave Business Improvement Area is established as a revenue-neutral program.

3.d. Appropriations

_____ This legislation adds, changes, or deletes appropriations.

3.e. Revenues/Reimbursements

X This legislation adds, changes, or deletes revenues or reimbursements.
Anticipated Revenue/Reimbursement Resulting from this Legislation:

Fund Name and Number	Dept	Revenue Source	2021 Revenue	2022 Estimated Revenue
15 th Ave BIA	FAS	Ratepayer Assessments	N/A	\$116,839
TOTAL				

Is this change one-time or ongoing?

Ongoing for seven years, the property and ownership data is revisited annually, and the assessments is recalculated based on the allowable changes in the ordinance, which could result in an increase or decrease to the total revenue collected.

Revenue/Reimbursement Notes:

The 2022 revenue amount represents potential ratepayer assessment collections for a full year, with assessments commencing on Jan 1st, 2022. Estimated annual revenue for fiscal year 2022 is \$116,839, FAS would collect the assessments from the ratepayers, but the funds would then be kept by FAS only for reimbursement to the 15th Ave Business Improvement Area.

3.f. Positions

_____ This legislation adds, changes, or deletes positions.

4. OTHER IMPLICATIONS

a. Does this legislation affect any departments besides the originating department?

Yes – the Department of Finance and Administrative Services (FAS), which administers the assessments for the BIAs. OED has worked in close coordination with FAS on this legislation package. FAS will collect the BIA assessments from its ratepayers. FAS holds the funds solely for the purpose of reimbursing the 15th Ave BIA for administering staffing, projects, and other costs associated with the BIA.

b. Is a public hearing required for this legislation?

Yes. A public hearing was held on _____ as required by RCW 35.87A.140.

c. Does this legislation require landlords or sellers of real property to provide information regarding the property to a buyer or tenant?

No.

d. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

Yes. The companion resolution was published to give notice of the public hearing for the proposed Council Bill. Prior ordinances to establish BIAs have also been published after Council adoption.

e. Does this legislation affect a piece of property?

No.

f. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities?

Based on the Racial Equity Toolkit (see Attachment C), the 15th Ave BIA proposal is not expected to have adverse disproportionate impacts on vulnerable and historically disadvantaged communities in the district.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s).

The 15th Ave BIA will build off the volunteer efforts of the 15th Avenue Merchant's Association. The formation of the BIA will provide the organization with additional capacity and financial tools to support property, small businesses, and stakeholders within the business corridor. The summary of services and outcomes include the following programs within the Business Improvement Area:

- A. Neighborhood Beautification;
- B. Street Festivals and Events;
- C. Program Management and Neighborhood Advocacy.
- D. Cleaning and Graffiti Removal;

List attachments/exhibits below:

Summary Attachment A – 15th Ave E BIA Benefit Analysis
Summary Attachment B – 15th Ave E BIA Racial Equity Toolkit

15TH AVE BUSINESS IMPROVEMENT AREA BENEFIT ANALYSIS

OFFICE OF ECONOMIC DEVELOPMENT
PHILLIP SIT, BIA ADVOCATE

HIGHLIGHTS:

BUDGET – The total estimated budget for the proposed 15th Ave BIA beginning in the year of authorization (2022) is estimated at **\$116,839.00**

RATEPAYERS – The assessment is on all eligible properties and the ratepayers are therefore property owners, including commercial, nonprofits, and multi-family residential properties

The 15th Ave BIA is comprised of **29 individual ratepayers** that represents **37 assessable parcels** within the designated boundaries

SUPPORT – The proposed 15th Ave BIA has petition signature from **15 petitions** in support of the 15th Ave BIA, representing **72.84%** in assessments

Per Citywide BIA policies, if a single entity in support of the BIA represents more than 25 percent of the total assessment, the City encourages BIA proponents to seek additional support from potential ratepayers, demonstrated by presenting a petition representing 65 percent or more of the total assessment in the proposed BIA

OPPOSITION – As of June 15th, 2021, the City has not received any petitions back with signatures against the formation of the 15th Ave BIA

BOUNDARIES – The 15th Ave BIA boundaries reflects the historical commercial corridor and boundaries accounts for the single residential properties between 15th Ave and Broadway

BIA PROGRAMS AND SERVICES – are standard and similar to other recent BIAs, to support economic development, a safe and clean environment, and advocacy for the district within the BIA boundaries

ASSESSMENTS – Records for the initial assessment calculations are based on data and information from the King County Assessor's Office and Financial Administration Services. The base assessment rate on each assessable property within the proposed boundaries will be **\$0.10 per \$1000** of the total appraised value and **\$0.15 for every lot square foot**

Properties designated by King County as Single Family, Duplex, Rooming House, Triplex or Townhouse are non-assessable per State law

BENEFIT ANALYSIS – The 15th Ave assessment methodology is weighted towards lot square footage and complimented by the Total Appraised Value (TAV will charge ratepayer assessments that are commensurate with the primary cleaning and beautification programs and benefits provided by the 15th Ave BIA.

OUTREACH – Over the past six years, the 15th Ave Merchant's Association has been involved in previous iteration of BIA formation proposal that would encompass Capitol Hill. The 15th Ave

proponents reached out to OED in 2019 to consider the viability of a 15th Ave centric BIA. With a proposal developed, the proponents started initial outreach in late 2019 and into 2020/2021.

PROGRAM MANAGER – The Program Manager is recommended by the Ratepayers Advisory Board to the City. The Ratepayers Advisory Board approves an annual budget, work plan, and program manager for use of BIA generated funds in alignment with the BIA ordinance. BIA generated funds. The 15th Avenue Merchant’s Association have expressed interest in serving as the program manager.

15TH AVE BIA PROPONENTS AND 15TH AVE MERCHANTS ASSOCIATION:

Name	Business/Property
Ross King	Rainbow Natural Remedies
Danielle Hulton	Ada’s Technical Books
Jill Cronauer	Hunters Capital
Ray Angel	Angel’s Shoe Repair
Ian Eisenberg	Ike’s
Jeffrey Pelletier	Board and Vellum

BUSINESS IMPROVEMENT AREA (BIA) OVERVIEW:

Currently, there are **10 BIAs** in Seattle generating a total of **\$26 million dollars** in enhanced programs and services to business districts. The proposed 15th Ave BIA would provide **\$116,839.00** in annual assessments to support services and programs within the service area.

- BIA services are primarily funding by a special assessment on district properties or business
- BIAs are governed by a locally-controlled board of directors
- BIAs provide services to supplement, not replace services already provided by the City
- BIAs serve as a critical liaison between City government and neighborhood stakeholders

The 15th Ave business corridor is a blend of restaurants/small businesses, offices, and mixed use residential/commercial buildings. Like many business districts, 15th Ave and Capitol Hill at-large is grappling with issues related to trash, public safety, parking, and transportation. By providing a dedicated source of funding, the 15th Ave will be able to increase their capacity to serve as one of the primary local entity to advocate for the benefit of stakeholders in the district.

In response to community support and having successfully obtained signatures representing over 65% from potential ratepayers, the 15th Ave BIA proponents are proposing a seven-year duration BIA.

This Business Improvement Area (BIA) benefit analysis has been prepared to review the 15th Ave BIA proposal as required from Resolution 31657 – the Citywide BIA Policies.

SECTION A: 15TH AVE PROPOSED BOUNDARIES:

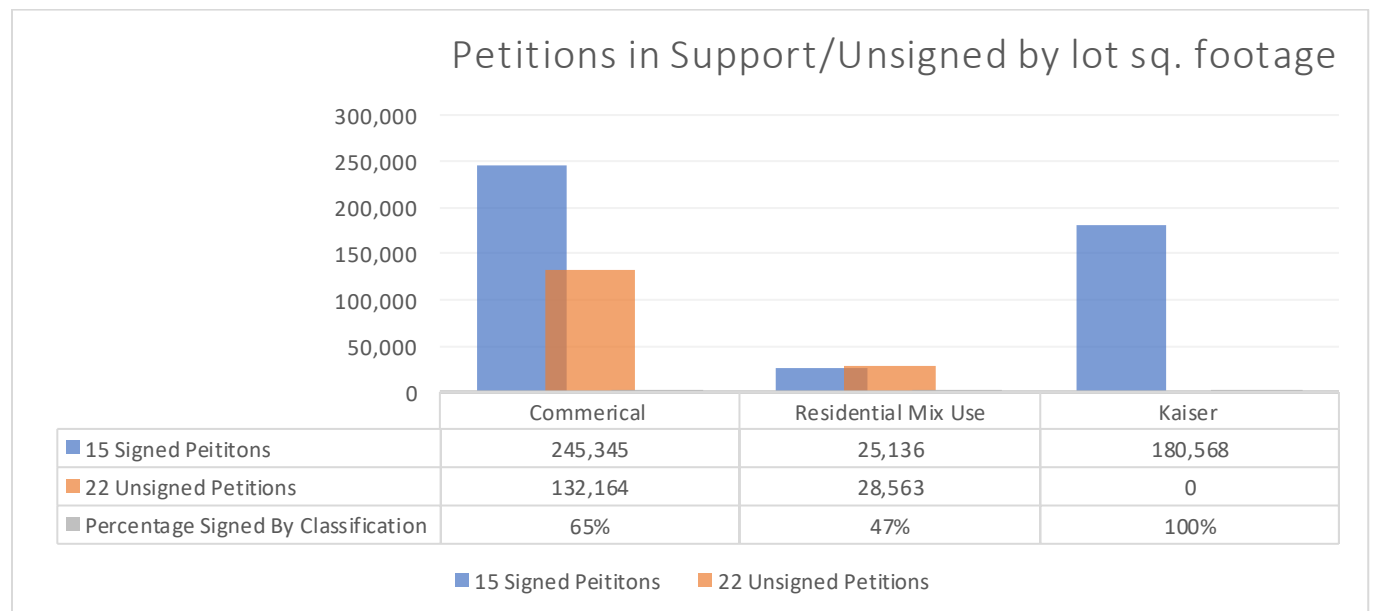
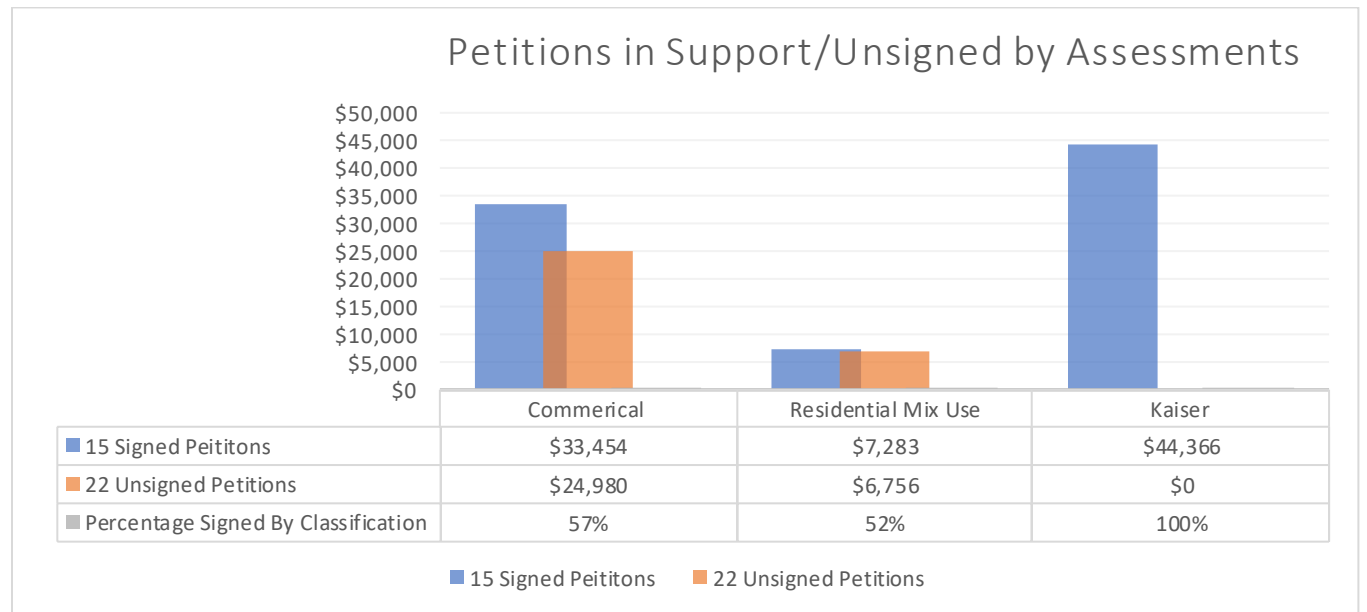
FIG A1



SECTION B: 15TH AVE PETITION SUPPORT:

The proposed 15th Ave has petition signature from **15 petitions** in support of the BIA formation, representing **72.84%** in verified petition support. As of 6/15/2021, there are no petitions submitted to the city in opposition to the BIA renewal.

FIG B1: OVERALL PETITION SUPPORT FOR 15TH AVE BIA FORMATION

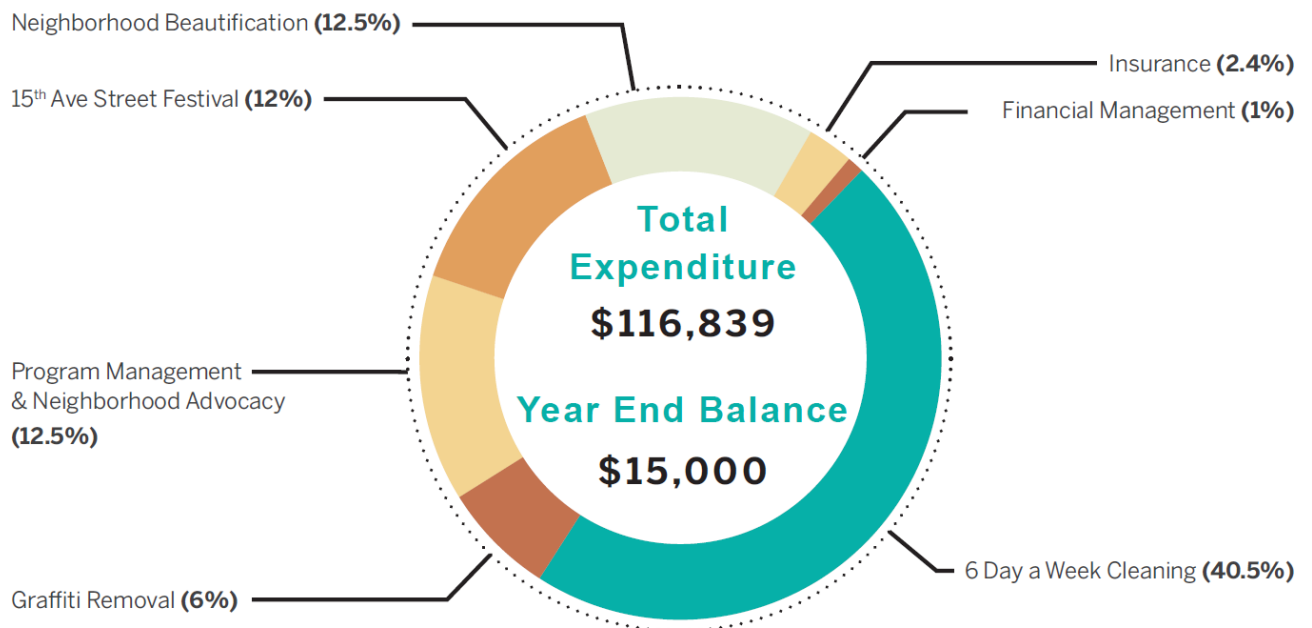


SECTION C: 15th Ave BIA BUDGET:

The BIA will generate an estimated total of **\$116,839** in assessments in the base year of authorization of 2022. All stakeholders within the assessment zone will consistently benefit from economic development initiatives, public safety programs, a clean environment, and district-specific advocacy efforts. **Section E has a description of the programs and services.**

To maintain programs and services over time, there is an **annual Customer Price Index (CPI) inflation factor** associated with the proposed BIA over the seven-year duration of the BIA. The 15th Ave BIA will also annually update the assessment for properties that undergo development or expansion using data from the King County Assessor's Office. This **New Benefit** includes updating and identifying assessable parcels for their total appraised value and lot square footage.

FIG C1: 15TH AVE BIA BUDGET



15 th Ave BIA Programs and Services	Budget	Percent of Budget
6 Days a Week Cleaning	\$47,319.80	40.5%
Program Management & Neighborhood Advocacy	\$14,604.88	12.5%
Neighborhood Beautification	\$14,604.88	12.5%
15 th Ave Street Festival	\$14,020.68	12%
Graffiti Removal	\$7,010.34	6%
Insurance and Financial Management	\$3,975.52	3.5%
Cash Balance/Reserve	\$15,000	13%

SECTION D: ASSESSMENT METHODOLOGY:

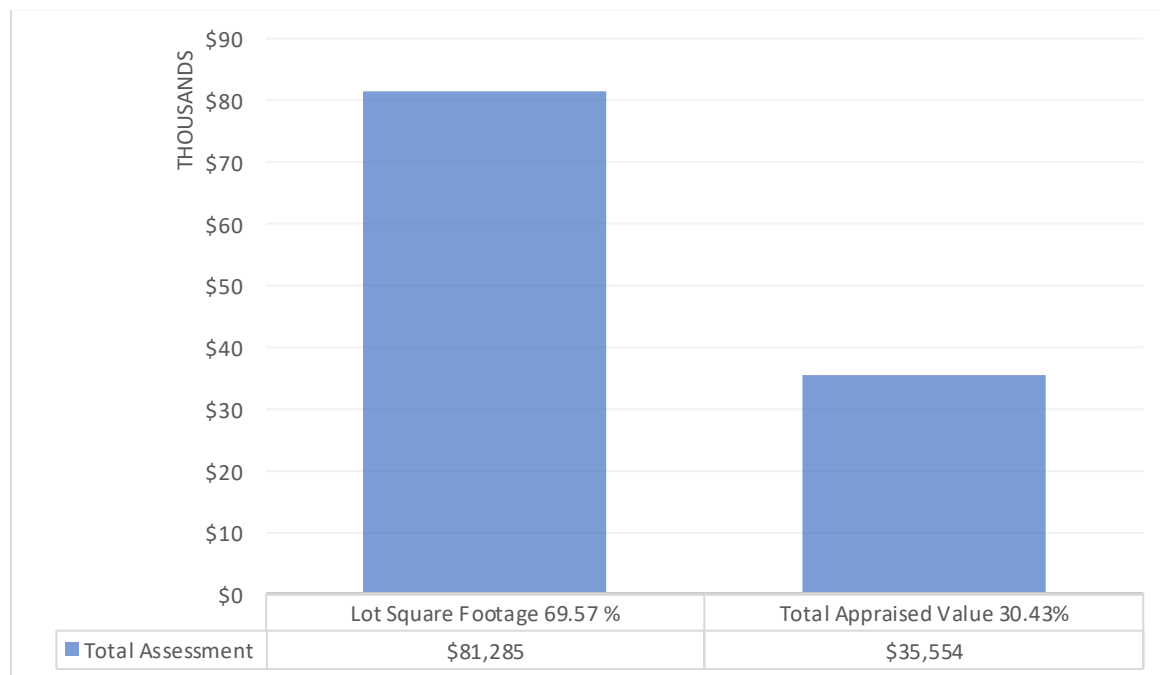
The 15th Ave BIA assessment formula is **\$0.10/\$1,000** of the Total Appraised Value and **\$0.15 per lot square foot** for the established base year as recorded from the King County Assessor's Office and by the Financial Administration Services (FAS) from the City of Seattle.

By utilizing the base property value on record plus annual CPI, the assessment will remain constant and will keep up with inflation unless a property triggers a **New Benefit Area** due to new development as described by the proposed ordinance, in which case, the base year and property value is reset by the City of Seattle over the course of the seven years of the BIA.

The assessment on Lot Square Footage comprises almost 70% of the total revenues generated as shown in the chart below. Given that nearly two-thirds of the overall budget is dedicated to cleaning and beautification services, a primary assessment component to account for lot square footage was recommended as it would provide a close nexus to services received and therefore benefits because cleaning costs correlate directly to the parcel size and potential utilization of BIA services.

Property valuation generally correlates to benefit because higher assessed parcels generally reflect a higher level of utilization of services due to volume of employees, residents, and/or customers. The assessment methodology for the 15th Ave BIA proposal is similar to the practices of other property-based BIAs, such as the U. District and the Columbia City BIA that provides a significant amount of assessment funds towards cleaning and beautification of the public realm.

FIG D1: 15TH AVE BIA BUDGET BY LOT SQ. FOOTAGE AND BY TOTAL APPRAISED VALUE



SECTION E: BIA PROGRAMS AND SERVICES

Washington State law outlines a number of purposes for the use of BIA generated funds (see RCW 35.87A.010(1)). The services and activities funded by the 15th BIA annual assessment are in addition those service already provided by the City. A summarized description of BIA services as proposed by the 15th Ave BIA proponents. Upon passage of the BIA, the 15th BIA interim Ratepayer Advisory Board (RAB) will consult and work with the Office of Economic Development on a updated and detailed budget and work plan.

NEIGHBORHOOD BEAUTIFICATION:

- Public murals and signal box beatification
- Collaborate with local artist on potential projects to beautify the public space within the BIA

15TH AVE STREET FESTIVAL:

- Add staff and professional capacity to the annual 15th Avenue Festival
- Activate potential smaller community partner events and activations with the BIA
- Communicate 15th Ave to community through social media and newsletters

BIA MANAGEMENT AND NEIGHBORHOOD:

The 15th Ave BIA will retain a part time staff/contractor to provide program administration, customer service, develop and implement service programs; and manage finances and contract services, including:

- Conduct annual meetings of ratepayers to present work plan, budget, and approval of program manager;
- Work in collaboration with FAS/OED on BIA assessment billing and customer service related inquiries
- Ensure legal, financial and personnel policy documents are up to date and in compliance with applicable laws
- Provide resources, support, and training to Ratepayer Advisory Board

6 DAYS A WEEK CLEANING AND GRAFFITI REMOVAL:

- The 15th Ave proponents have engaged with vendors to provide enhanced cleaning services and graffiti removal, quotes and a selection process for vendors will occur upon passage of the BIA formation ordinance in partnership with OED and SPU

SECTION G: BASE ASSESSMENT BENEFITS

Commercial Buildings

# of Parcels	% of Parcels	Lot Sq. Footage	% Lot Sq. Footage	Total Appraised Value	% of Total Appraised Value	Base Assessment	% Base Assessment
27	72.97%	307,636	59.95%	\$12,288,800	34.56%	\$58,434.28	50.01%

The **27 parcels** in this category are primary comprised of small commercial office, retail and service-oriented businesses. The conclusion drawn by the percentage ratio between the percent of TAV and Lot Sq. Footage with the proposed BIA assessment is that existing commercial buildings will be providing a commensurate assessment with the benefits received from the proposed services and programs for their business tenants, employees, and customers. New development will pay a commensurate amount as a result of the New Benefit language within the proposed ordinance. There are a handful of new developments (QFC Grocery Store) slated for the district and the percentage of TAV for this classification will most likely shift to residential mix use over the seven-year duration for the BIA.

COMMERICAL/RETAIL



Source: King County Assessor's Office

[Safeway](#) is a commercial building that is currently functions as a grocery store in the district. Constructed in 2000, the parcel also feature their parking lots.

Parcel: 600350-1820
Total Appraised Value: \$38,001,200
Lot Square Footage: 98,702
Base Assessment: \$14,805.30 (Lot Sq. Footage) +
\$3,800.12 (TAV) = \$18,605.42

Residential Mix Use Buildings

# of Parcels	% of Parcels	Lot Sq. Footage	% Lot Sq. Footage	Total Appraised Value	% of Total Appraised Value	Base Assessment	% Base Assessment
7	18.9%	53,699	9.9%	\$59,839,500	16.8%	\$14,038.80	12.01%

The **7 parcels** in this category are primarily comprised of market rate apartment complexes, with Community Roots (formerly Capitol Hill Housing) representing the property owners of two parcels within the district: 1509 E Mercer is identified as a market rate apartment and 346 15th Ave E is receiving a small exemption for subsidized housing. The proponents engaged with Community Roots, and it was determined that it was not necessary to create an additional assessment formula for subsidized housing for one sole property. The benefit is commensurate with the assessment given the LSQ and TAV ratio for this classification. As noted, this classification of market rate residential mix use buildings will increase due to new development within the district.

RESIDENTIAL MIX USE



Source: King County Assessor's Office

[Court John](#) is a mix use apartment complex with commercial tenants. Constructed in 2012, the building features 36 residential and commercial tenants and stretches across two parcels, resulting in two separate assessments.

Parcel: 942140-0026

Total Appraised Value: \$3,742,200

Lot Square Footage: 9729

Base Assessment: \$1,458.00 (Lot Sq. Footage) + \$374.22 (TAV) = \$1,832.22

Parcel: 942140-0025

Total Appraised Value: \$16,358,800

Lot Square Footage: 5040

Base Assessment: \$756.00 (Lot Sq. Footage) + \$1,635.88 (TAV) = \$2,391.88

Kaiser Campus

# of Parcels	% of Parcels	Lot Sq. Footage	% Lot Sq. Footage	Total Appraised Value	% of Total Appraised Value	Base Assessment	% Base Assessment
3	8.1%	180,568	33.3%	\$172,812,100	48.6%	\$14,038.80	37.97%

The **3 parcels** in this category represents the Kaiser main campus and parking lots, formally the main hub for Group Health. As a health service caretaker and provider, the benefit-to-assessment for this property owner is reflected in the enhanced programs and services that will support the employees, clients, and visitors to their 15th Ave campus. While Kaiser provides cleaning and beautification in-house for their buildings, the organization also will benefit from a district wide BIA program manager.

KAISER MAIN CAMPUS



Source: King County Assessor's Office

Kaiser Main Campus serves as the main headquarters for Kaiser, constructed in 1956, the building is exempted from King County property taxes but are assessable by the City for BIA programs and services.

Parcel: 311700-005

Total Appraised Value: \$8,5625,600.00

Lot Square Footage: 122,968

Base Assessment: \$18,445.20 (Lot Sq. Footage) + \$8,562.56
(TAV) = \$27,007.06

SECTION H: OUTREACH AND SUPPORT

Over the last several years the 15th Avenue East Merchants group recognized that a formal organization and funding mechanism would benefit the district. With the failure of the Capitol Hill-wide BIA and data showing that 15th Avenue East had a majority of support for that effort, it was determined that a new BIA specific to 15th Avenue East would be the right mechanism.

Early outreach occurred with both large property owners (Kaiser and Safeway) as well as a variety of small businesses and property owners throughout early 2021.

The volunteer organization created an active database of property owners, contacts, and business names and divided them up based on previous relationships. Over the early part of 2021, the 15th Ave BIA outreached to various members to determine their level of support. It became apparent that there was widespread support and no vocal opposition. 15th Ave board members tracked interactions and sent updates to staff. Any returned petitions marked undeliverable were then subjected to additional research for updated contact information.

Within three weeks, the proponents secured over 60 percent of signatures and then held two virtual public meetings shortly after to discuss the 15th Ave BIA proposal on May 19th and May 25th with the Office of Economic Development in attendance.

Starting in the fall of 2021, the 15th Ave BIA will start the recommendation process to the City on an inaugural Ratepayer Advisory Board (RAB) and determine next steps for determining staffing for the organization and how to get bids for services in partnership with OED.

GLOSSARY:

Assessment: A BIA assessment is a fee that each ratepayer pays to support the programs funded by the BIA. The sum of all the individual assessments that ratepayers pay comprise the total yearly assessment of the BIA, and underwrite most, if not all, annual operating expenses. The total yearly assessment is unique to each BIA in Seattle.

BIA: “BIA” is an acronym for Business Improvement Area. A business improvement area is a geographically defined area within the City of Seattle, in which services, activities, and programs are paid for through a special assessment which is charged to all eligible ratepayers within the area with the intention of reasonably distributing the benefits received and the costs incurred to provide the agreed- upon services, activities, and programs.

BIA Advisory Board: The City’s policy is to create a BIA Advisory Board to oversee operations of the funds, approve an annual budget for use of BIA generated revenues and recommend a Program Manager; however, the City has sole discretion as to how the revenue derived from the

BIA is to be used within the scope of the purposes stated in the BIA ordinance.

BIA Notification and Petition Validation Process: Processes in which the City notifies potential ratepayers of the BIA proposal and validates the petitions signed in favor of a BIA proposal. The City's policy is to send a letter to all potential ratepayers to notify them that the BIA proposal has been submitted to the City. The City also validates all signed petitions that have been submitted by the party or parties requesting to establish the BIA.

Program Manager: the organization that administers the operations of the BIA. The Program Manager is recommended by the BIA Advisory Board to the City. The BIA Advisory Board approves an annual budget for use of BIA generated funds in alignment with the BIA ordinance. The Program Manager administers the funds in accordance with the approved budget through direct expenditures and/or contracts with service providers. The Program Manager's administration will comply with all applicable provisions of law, with all county and City resolutions and ordinances, and with all regulations lawfully imposed by the state auditor or other state agencies.

Ratepayer: those individuals, organizations or entities that are assessed, i.e. those that receive an assessment bill from the City as a result of establishing the BIA. Individuals, organizations or entities that receive an increase in their lease rates or other contractual agreement with ratepayers as a result of the establishment of the BIA are not, for purposes of City policies, considered ratepayers.

Ratepayer Classification: ratepayers that are grouped into a specific category either for purposes of applying a unique assessment rate or formula or for distinguishing a unique type or level of benefit.

Stakeholder: Individuals, organizations or entities that are located in or have a direct interest in the boundaries of the district. They can be ratepayers or non-ratepayers. They may include, but not be limited to, property owners, businesses, residents, government agencies, nonprofit agencies and other institutions. For example, a district could have the presence of manufacturing businesses, retail and service businesses, a private school, nonprofit service providers, condo associations, residential property owners, commercial property owners, etc.

Racial Equity Toolkit

to Assess Policies, Initiatives, Programs, and Budget Issues

Our vision is to eliminate racial inequity in the community. To do this requires ending **individual racism**, **institutional racism** and **structural racism**. The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:

Step 1. Set Outcomes.

Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.

Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.

Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.

Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.

Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue:

Description:

Department:

Contact Name:

Contact Email:

Type: ☐ Policy ☐ Initiative ☐ Program ☐ Budget Issue

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable **community outcomes** related to the issue? (Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources can be found at: [rsji/toolkit/outcome.htm](https://rsji.org/toolkit/outcome.htm))

1b. Which racial equity **opportunity area(s)** will the issue primarily impact?

- ☐ Education
- ☐ Community Development
- ☐ Health
- ☐ Environment

- ☐ Criminal Justice
- ☐ Jobs
- ☐ Housing

1c. Are there impacts on:

- ☐ Contracting Equity
- ☐ Workforce Equity

- ☐ Immigrant and Refugee Access to Services
- ☐ Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? ☐ Yes ☐ No

Check all neighborhoods that apply (see map):

☐ All Seattle neighborhoods

☐ Ballard

☐ North

☐ NE

☐ Central

☐ Lake Union

☐ Southwest

☐ Southeast

☐ Delridge

☐ Greater Duwamish

☐ East District

☐ King County (outside Seattle)

☐ Outside King County

Please describe:

2b. What are the racial demographics of those living in the area or impacted by the issue?

(See *Identifying Stakeholder and Data Resources* sections)

2c. How have you involved community members and **stakeholders**?

(See *Identifying Stakeholders* section for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)

2d. What does data and your conversations with **stakeholders** tell you about existing racial inequities that influence people's lives and should be taken into consideration?

(See *Data Resources* Section. *King County Opportunity Maps* for information based on geography, race and income.)

2e. What are the root causes or factors creating these racial inequities?

Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement.

Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement...

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity?

What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step 1?

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity?

What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.2e? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies?

Policy Strategies?

Partnership Strategies?

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

5. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

5b. What is unresolved? What resources/partnerships do you still need to make changes?

Step 6. Report Back.

6. Share analysis and report responses from Step 5 with Department Leadership and Change Team Leads and members involved in Step 1.

Creating Effective Community Outcomes

Outcome = the result that you seek to achieve through your actions.

***Racially equitable* community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.**

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

Examples of community outcomes that increase racial equity:

OUTCOME	OPPORTUNITY AREA
Increase transit and pedestrian mobility options in communities of color.	Community Development
Decrease racial disparity in the unemployment rate.	Jobs
Ensure greater access to technology by communities of color.	Community Development, Education, Jobs
Improve access to community center programs for immigrants, refugees and communities of color.	Health, Community Development
Communities of color are represented in the City's outreach activities.	Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment
The racial diversity of the Seattle community is reflected in the City's workforce across positions.	Jobs
Access to City contracts for Minority Business Enterprises is increased.	Jobs
Decrease racial disparity in high school graduation rates	Education

Additional Resources:

- **RSJI Departmental Work Plan:** <http://inweb/rsji/departments.htm>
- **Department Performance Expectations:** <http://web1.seattle.gov/DPETS/DPETSWEBHome.aspx>
- **Mayoral Initiatives:** <http://www.seattle.gov/mayor/issues>

Identifying Stakeholders + Listening to Communities of Color

Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. (See *District Profiles* in the [Inclusive Outreach and Public Engagement Guide](#) or refer to U.S. Census information on p.7)

Once you have identified your stakeholders

Involve them in the issue.

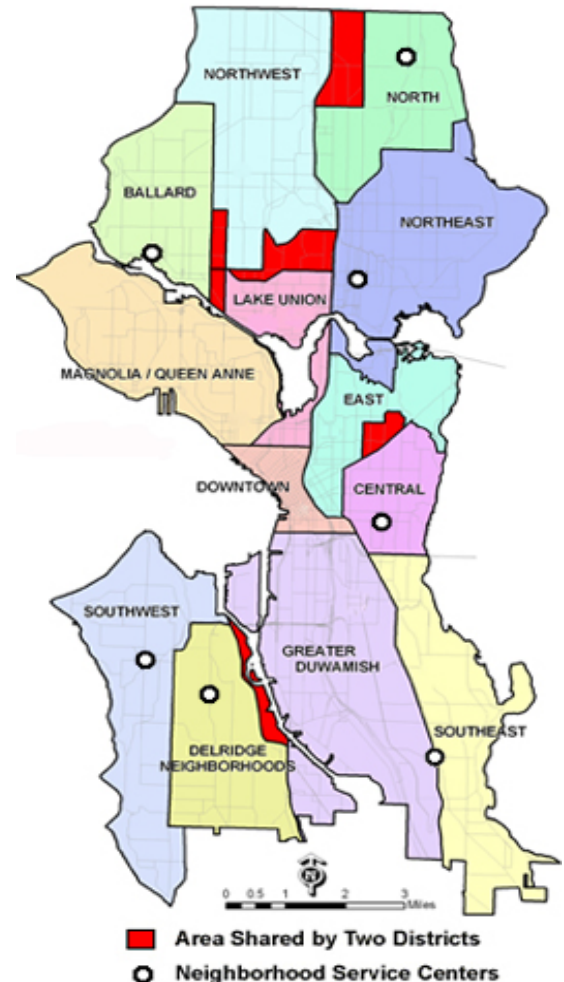
Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

Listen to the community. Ask:

1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)
2. What factors produce or perpetuate racial inequity related to this issue?
3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?

Tip: Gather Community Input Through...

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team



Examples of what this step looks like in practice:

- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide**: <http://inweb1/neighborhoods/outreachguide>

Data Resources

City of Seattle Seattle's Population and Demographics at a Glance:

http://www.seattle.gov/dpd/Research/Population_Demographics/Overview/default.asp

Website updated by the City Demographer. **Includes: Housing** Quarterly Permit Report • **Employment data** • 2010 Census data • **2006-2010 American Community Survey** • 2010 Census: Demographic highlights from the 2010 Census; Basic Population and Housing Characteristics Change from 1990, 2000, and 2010 – PDF report of counts of population by race, ethnicity and over/under 18 years of age as well as a total, occupied and vacant housing unit count; Three-page subject report – PDF report of detailed population, household and housing data • American Community Survey: **2010 5-year estimates and 2009 5-year estimates** • Census 2000 • Permit Information: Comprehensive Plan Housing Target Growth Report for Urban Centers and Villages; Citywide Residential Permit Report • Employment Information: Comprehensive Plan Employment Target Growth Report for Urban Centers and Villages; Citywide Employment 1995-2010 • The Greater Seattle Datasheet: a report by the Office of Intergovernmental Relations on many aspects of Seattle and its region.

SDOT Census 2010 Demographic Maps (by census blocks): Race, Age (under 18 and over 65) and Median Income http://inweb/sdot/rsji_maps.htm

Seattle's Population & Demographics Related Links & Resources (From DPD website:

http://www.seattle.gov/dpd/Research/Population_Demographics/Related_Links/default.asp)

Federal

- [American FactFinder](#): The U.S. Census Bureau's main site for online access to population, housing, economic, and geographic data.
- [Census 2000 Gateway](#): The U.S. Census Bureau's gateway to Census 2000 information.

State

- [Washington Office of Financial Management](#): OFM is the official state agency that provides estimates, forecasts, and reports on the state's population, demographic characteristics, economy, and state revenues.

Regional

- [Puget Sound Regional Council](#): PSRC is the regional growth management and transportation planning agency for the central Puget Sound region in Washington State.

County

- [King County Census Viewer](#): A web-based application for viewing maps and tables of more than 100 community census data indicators for 77 defined places in King County.
- [King County Department of Development and Environmental Services](#): the growth management planning agency for King County.
- [Seattle & King County Public Health - Assessment, Policy Development, and Evaluation Unit](#): Provides health information and technical assistance, based on health assessment data
- [King County Opportunity Maps](#): A Study of the Region's Geography of Opportunity. Opportunity maps illustrate where opportunity rich communities exist, assess who has access to those neighborhoods, and help to understand what needs to be remedied in opportunity poor neighborhoods. Puget Sound Regional Council.

City

- [The Greater Seattle Datasheet](#): A Seattle fact sheet courtesy of the City of Seattle's Office of Intergovernmental Relations.

Other

- [Seattle Times Census 2000](#): articles, charts related to Census 2000 and the Seattle/Puget Sound region.

Glossary

Accountable- Responsive to the needs and concerns of those most impacted by the issues you are working on, particularly to communities of color and those historically underrepresented in the civic process.

Community outcomes- The specific result you are seeking to achieve that advances racial equity.

Contracting Equity- Efforts to achieve equitable racial outcomes in the way the City spends resources, including goods and services, consultants and contracting.

Immigrant and Refugee Access to Services- Government services and resources are easily available and understandable to all Seattle residents, including non-native English speakers. Full and active participation of immigrant and refugee communities exists in Seattle's civic, economic and cultural life.

Inclusive Outreach and Public Engagement- Processes inclusive of people of diverse races, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so community members can effectively engage in the design and delivery of public services.

Individual racism- Pre-judgment, bias, stereotypes about an individual or group based on race. The impacts of racism on individuals including white people internalizing privilege and people of color internalizing oppression.

Institutional racism- Organizational programs, policies or procedures that work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently.

Opportunity areas- One of seven issue areas the City of Seattle is working on in partnership with the community to eliminate racial disparities and create racial equity. They include: Education, Health, Community Development, Criminal Justice, Jobs, Housing and the Environment.

Racial equity- When social, economic and political opportunities are not predicted based upon a person's race.

Racial inequity- When a person's race can predict their social, economic and political opportunities and outcomes.

Stakeholders- Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Examples might include: specific racial/ethnic groups, other institutions like Seattle Housing Authority, schools, community-based organizations, Change Teams, City employees, unions, etc.

Structural racism - The interplay of policies, practices and programs of multiple institutions which leads to adverse outcomes and conditions for communities of color compared to white communities that occurs within the context of racialized historical and cultural conditions.

Workforce Equity- Ensure the City's workforce diversity reflects the diversity of Seattle