

Race and Social Justice Work Plan For the Period January 1 to December 31, 2010

Department: Parks and Recreation

Interim Superintendent: Christopher Williams
 RSJI Work Plan Lead: Brenda Kramer
 Change Team Leads: Desiree Tabares & Chris Easterday

Date of Update: May 26, 2010

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
Goal 1: End racial disparities within the City as an organization					
Workforce equity <ul style="list-style-type: none"> The City's workforce diversity reflects the diversity of Seattle's working age population. Opportunities for upward mobility for workers in low-wage occupations are increased. 	Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.	Implement 2010 recruiting plan. Partner with Recreation Division to host 3 employment workshops in target communities (JR Salinas). Attend 12 job fairs (D. Balcom). Partner with Recreation to provide 4 job readiness workshops for teens in support of the Youth Violence Prevention Initiative (W. Beatie)	June 30 Dec. 31 Quarterly	Completed May 30	HR is on track with training workshops. Job readiness workshops have been scheduled.
	Implement upward mobility strategies for employees in low-wage occupations, with a focus on admin and/or laborers. Expand apprenticeship opportunities to other trades where possible, including painter, heavy equipment operator, boilermaker; and explore options for apprenticeships in non-traditional areas	Work with City Personnel to coordinate the development of a bridge training program structure using Planning and Development as a test case. Identify additional titles for apprentice development in 2011	Dec. 31		Due to budget reductions this goal has been revisited. There currently is no funding for additional apprenticeships; however, the concept of developing trainee programs by bridging titles is still under development.
	Use new out-of-class rules and best practices as a part of the department's out-of-class assignments.	Develop department procedure based on City Personnel's 2009 update (M. Finnegan)	June 30	Completed	OCC procedures being implemented

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Contracting equity <ul style="list-style-type: none"> City increases WMBE contracting. 	Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts, construction and concessionaire opportunities.	Complete annual outreach plan. Work with DEA to establish department's 2010 target for purchasing and consulting; report progress against the target each quarter. (C. Everson, K. Stoops)	Quarterly		Parks construction contracts are currently at 24%. Goal for WMBE spending in 2010 has increased by 10%.
City employee knowledge and tools <ul style="list-style-type: none"> City employees have the understanding, skills and tools needed to eliminate institutionalized racism and work towards racial equity. Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative. 	Change Teams implement baseline standards for success and lead and/or provide support for key RSJI activities.	Change team to provide oversight and track progress in accomplishing departments work plan. Represent RSJI lens on Strategic Action Plan goal teams by having two RSJI members represented on each team. (Change Team)			Two RSJI Change Team, Core Team, or Alumni sit on SAP plan goal teams. All goal teams meet monthly or bi-monthly.
	Provide appropriate training to all employees to ensure attainment of RSJI core competencies.	Continue to facilitate <i>Race, the Power of Illusion</i> , to new employees. (Change Team). Core Team members will communicate quarterly with Change Team.	Dec. 30		858 employees, or 78%, trained to date.
	Provide training to departmental directors, managers and supervisors who have not yet completed the management training series, and provide ongoing skill development opportunities for other directors, managers, supervisors and Change Teams.	Complete management training series, <i>Making Whiteness</i> visible and management skill building. Managers and supervisors to complete online review of Cultural Competency training.	Dec. 30	Dec. 30	43 management-level employee, have completed the Cultural Competency On-Line Review.
	Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority.	Every director, manager and strategic advisor will be evaluated on RSJI as a competency in the APEX/SAM review process. Update APEX/SAM to include a definition and rating criteria. (M. Finnegan & B. Kramer)	Dec. 30	Completed	All Directors, managers and strategic advisors are evaluated on RSJI competency.
	<i>Insert any departmental-unique activities</i>	The Change Team will work with Strategic Action Plan Goal Team 5 to make ensure Race and Social	Dec. 30		Focus groups held and draft reviewed by Parks Executive Team. Next step will include

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		Justice is intentionally included in the retooling of Workplace Expectations assessment category, and ultimately in the Performance Appraisal process for all permanent and temporary employees. (Executive Sponsor and Change Team with Goal 5)			review by union representatives.
Goal 2: Strengthen the way the City provides services and engages with the community					
Outreach and public engagement <ul style="list-style-type: none"> Public engagement activities are more intentionally inclusive and culturally appropriate. Communities' cultural assets and knowledge are better utilized, and participation by people of color increases. All boards and commissions reflect the diversity of Seattle's communities. 	Outreach and public engagement lead: <ul style="list-style-type: none"> Coordinates internal departmental team and implements outreach and public engagement training within the department. Participates in outreach and public engagement work group; and shares departmental outreach and public engagement best practices with the work group. 	Train department staff who conduct public meetings in facilitation skills with an emphasis on working with diverse audiences. (B. Kramer & G. Harris) Department has assigned a staff member to participate on citywide team. (D. Potter, Goal Team 3)	Dec. 30	May 30	4 trainings have been completed; 65 employees trained. Park Board has interest in training. Communications Director Dewey Potter represents Parks on the Citywide Inclusive Outreach and Public Engagement Team established by the Mayor's Office.
	Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members.	Acquire roster of members for the Park Board, Levy Oversight and the ARC Board. (S. Brooks, C. Arcidy & S. Golub)	Dec. 30	Completed	Park Board- Gender: 4 females, 3 Males Race: 2 African American, 5 White ARC Board- Race: 6 African American, 7 White, 1 Asian, 1 Latino Gender: 7 females, 8 Males
	<i>Insert any departmental-unique activities</i>				
RSJI best practices criteria <ul style="list-style-type: none"> Staff increases familiarity with a 	Identify key programs or policies and evaluate using the Racial Equity Toolkit.	Change policies and common practices where they are determined to be inconsistent with public engagement and/or RSJI values. Evaluate current	Dec. 30	Jan. 30	Trained Citywide athletics on Racial Equity Toolkit. Field Scheduling Policy updated with Toolkit and Change Team members.

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racial equity framework through practice and application of tools. <ul style="list-style-type: none"> A systematic racial equity review of City programs, policies, practices and procedures is established. 	Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.	field scheduling program. (E. Friedli & S. Goodwin) Examine and update 5 current policies to be inclusive and respectful of immigrant and refugee cultures. (E. Friedli & Change Team)	Dec. 30		Public Involvement Policy developed. Athletic Field Use Policy developed by Citywide Athletics.
Immigrant and Refugee (I&R) Action Plan: <ul style="list-style-type: none"> Improve customer service with I&R I&R will experience improved knowledge of and access to City services and funding and have City will support community-based organizations serving I&R to assure effective service delivery 	Implement the Immigrant and Refugee Action Plan <ul style="list-style-type: none"> Improve access to services and information (includes implementation of the translation and interpretation policy). Protect civil rights. Promote civic engagement. Encourage work force and economic development. Strengthen service delivery. <i>Insert any departmental-unique activities</i>	Hold 8 community open house meetings to learn about programs and services that immigrant and refugee populations want from parks. The purpose of the meetings is to: 1) strengthen relationships; 2) hear ideas for building community; 3) gather input on how Parks programs and services can best respond to the needs of the neighborhood. (C. Williams, B. Kramer, S. Goodwin)	Dec. 30	May 30	Lake City Community Center meeting held, 120+ attended. Garfield Community Center meeting, 100+ attended. Garfield CC meeting with Seniors, 40+ attended.

Goal 3: Eliminate race-based disparities in our communities
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Community race-based disparities <ul style="list-style-type: none"> Institutional barriers to racial equity within the City are identified and analyzed. City, community and 	Designate staff to participate in relevant interdepartmental teams convened to address racial disparities.	Staff are assigned to the following IDT's: <ul style="list-style-type: none"> Public Engagement Immigrant and Refugee Workforce Equity Race & Social Justice Subcabinet Change Team 	Dec. 30	May 30	Public Engagement: I&R: Karen O'Conner Workforce Equity: RSJI Sub-Cab: Brenda Kramer Change Team: 18 active
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public and private institutions work together to address race-based disparities that impact our communities.		<ul style="list-style-type: none"> • Core Team • Online application system replacement team. (D. Potter, K. O'Connor, B. Kramer, M. Finnegan, D. Balcom) 			Core Team: 5 active Online App: Dennis Balcolm
	Analyze departmental barriers and opportunities for the given racial disparity.	Conduct stakeholder analysis in neighborhoods where we are conducting community meetings (see I/R action above)	Quarterly	May 30	Community Engagement team is active and training Community Center leads in stakeholder analysis, IOPE and Racial Equity Toolkit.
	Implement and track action plan items within the department.	Department has designated a lead for the Immigrant and Refugee Action Plan who will track progress (K. O'Connor)	Quarterly	May 30	Karen O'Connor attends meetings and updates Strategic Action Plan goal team on progress.