

# Race and Social Justice Work Plan

## For the Period January 1 to December 31, 2010

Department: Neighborhoods

Director:  
RSJI Work Plan Lead:  
Change Team Lead:

Stella Chao  
Kimberlee Archie  
Kimberlee Archie  
Rebecca Frestedt

Date of Update: June 30, 2010

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
<b>Goal 1: End racial disparities within the City as an organization</b>					
<p><b>Workforce equity</b></p> <ul style="list-style-type: none"> <li>The City's workforce diversity reflects the diversity of Seattle's working age population</li> <li>Opportunities for upward mobility for workers in low wage occupations are increased</li> </ul>	<p>Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.</p>	<p>Occupations identified. Strategies developed. Strategies implemented</p> <p>Lead: Kimberlee and Pat</p>	<p>January Ongoing</p>	<p>No</p>	<p>Overall, DON is a very diverse department.</p> <ul style="list-style-type: none"> <li>58% people of color - Translates to 25% Black; 24% Asian/Pacific Islander; 6% Hispanic; and 3% American Indian/Alaskan Native</li> <li>70% of Senior Management are people of color; 80 % are female</li> </ul> <p>Area to focus on is Hispanic and American Indian/Alaskan Native</p>
	<p>Implement upward mobility strategies for employees in low wage occupations, with a focus on admin and/or laborers.</p>	<p>Planning efforts identified Strategies implemented</p> <p>Lead: Kimberlee and Pat</p>	<p>June On-going</p>	<p>No</p>	<p>Data collected to begin analyzing and planning. Areas for us to work on include: succession planning with the lower wage occupational groups. Administrative and Customer Service Representatives make up 35% of staff in DON and 77% are people of color.</p>

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
	Use new out-of-class rules and best practices as a part of the department's out-of-class assignments. Change Teams and/or management will evaluate their department's use of the new rules and best practices.	New OOC rules and best practices will be administered to insure upward mobility for DON staff as applicable.	June On-going	No	The 4 OOC opportunities (NDC-Downtown (2 pp), NMF Project Manager, and Contracts Specialist) created this year have been filled by people of color. 3 of the opportunities were filled by employees from our lower wage occupations (Admin and CSRs).
<b>Contracting equity</b> <ul style="list-style-type: none"> <li>City increases MBE contracting.</li> </ul>	Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.	Work with DEA and DON staff to complete the 2010 WMBE target for purchasing and consulting and the 2010 WMBE outreach plan. Lead Staff: Grace Dygico		Yes	Submitted to DEA.
		Monitor WMBE usage regularly. Lead Staff: Grace Dygico			Ongoing; mid year results available July 9 <sup>th</sup> .
	Improve internal processes to help City employees make better contracting and purchasing decisions with respect to the City's contracting equity goals.	Provide quarterly WMBE status reports to staff involved in purchasing and contracting to keep them informed of progress in meeting WMBE usage target. Lead Staff: Grace Dygico			
		Provide guidance to staff involved in purchasing and contracting provided guidance in using the Inweb WMBE Outreach Resources, and the Business and Blanket Vendor Contract Registration Search when selecting vendors. Require staff to check WMBE availability first prior to using non – WMBE. Lead Staff: Grace Dygico			
	Encourage vendors to register as WMBE by reaching out to them and				

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
		guiding them in the registration process. Lead Staff: Grace Dygico			
		Add a check box to reimbursement and purchasing forms that reads something like "I have consulted the City's WMBE list prior to selecting this vendor:. Have the employee who makes the vendor selection or asks for reimbursement check the box to indicate the employee has checked the WMBE list. Outcome is heightened awareness and hopefully higher WMBE usage. Lead Staff: Grace Dygico			
<b>City employee knowledge and tools</b> <ul style="list-style-type: none"> <li>City employees have the understanding, skills and tools needed to eliminate institutionalized racism and work towards racial equity.</li> <li>Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative.</li> </ul>	Change Teams implement baseline standards for success and lead and/or provide support for key RSJI activities.	Lead: Senior Management Team  New charter developed with specified criteria and workplan		In progress	a new charter has been adopted and the Change Team is developing a work plan with support from the Senior Management Team.
	Provide appropriate training to all employees to ensure attainment of RSJI core competencies.	In conjunction with NPIS Management, Change Team Lead(s) to present RSJI overview at monthly NPIS staff meeting (once annually – early in year is preferred). Lead Staff: Margaret Cesena  All DON staff will be provided RSJI Training; Performance expectations will reflect measurable standards for integrating RSJI into work,  Lead: Managers/Supervisors/ Pat	On-going	No  Yes	To be scheduled for August 2010 staff meetings. All-staff meetings for DON were canceled due to mid-year budget cuts ( total DON training and travel budget was eliminated per CBO direction). As a result, trainings are being conducted at program staff meetings.  All DON staff received introductory training on

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
		Hairston			using the Budget and Policy Filter at Jan All Staff Meeting. RSJ related performance measures strengthened department wide; integrated into standards. Training needs identified in performance evaluations and performance expectations compiled for tracking; all managers have received data and are connecting staff to training opportunities within the City
	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.	Coordinate training efforts with City Personnel and assess, monitor and track training completion  Lead: Pat Hairston	June On-going	Yes	Access exists for training opportunities
	Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority.			Yes	All Senior management and middle management developed work plans, which function as accountability agreements.
	Provide training opportunities for key outreach staff from the Department	Provide annual training for NDC and NPU teams to review RSJI Core Competencies and discuss supportive activities. Training should include bank competencies on language bank usage and City mandates.  Lead Staff: Veronica Sherman-King with HR and Immigrant and Refugee Coordinator	Spring	Yes	Language Bank training conducted- Feb. 2010

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
<b>Goal 2: Strengthen the way the City provides services and engages with the community</b>					
<p><b>Outreach and public engagement</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>All boards and commissions reflect the diversity of Seattle's communities.</li> </ul>	<p>Outreach and public engagement lead:</p> <ul style="list-style-type: none"> <li>Coordinates internal departmental team and implements outreach and public engagement training within the department;</li> <li>Participates in Outreach and Public Engagement Work Group; and</li> <li>Shares departmental outreach and public engagement best practices with the Work Group.</li> </ul>	<p>Outreach to diverse communities in publicizing landmark nominations. Lead Staff: Karen Gordon</p>	Ongoing	No	Participation in Landmark workshop with Historic Seattle; Attended eight District Council meetings from Feb-April to explain and promote preservation program.
	<p>Build competency in the use of the IOPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.</p>	<p>Survey and inventory of South Seattle with emphasis on histories of diverse populations.  Lead Staff: Karen Gordon</p>	May, 2011	No	Survey and inventory of South Seattle complete and survey and inventory of Duwamish area underway. Contracts signed for production of material for on-line distribution.
	<p>Build competency in the use of the IOPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.</p>	<p>Develop communications plan for external launch. Ensure plan is executed. Lead Staff: Lois Maag</p>	1 month before launch	No	External launch delayed due to competing projects in DoIT and DON.
	<p>Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members.</p>	<p>Change Team Lead and NPIS Management offer IOPE guide overview training for frontline NPIS staff. Lead Staff: Margaret Cesena</p>	June	Yes	Completed in February  In addition 6 NDCs and Director attended IOPE training in May and June.
	<p>Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members.</p>	<p>Appoint up to four individuals to serve in at-large seats of the Citywide Review Team, to ensure diversity reflective of the community. Lead Staff: Veronica Sherman-King</p>	April	Yes	<ul style="list-style-type: none"> <li>27% people of color</li> <li>7% youth</li> </ul> <p>Currently we have one youth and four people of colors serving in the Citywide Review Team (CRT). There are total of 15 people in the CRT. The diversity of the team is reflective of the community.</p>

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
		Track, recruit and facilitate diverse members for historic boards and commissions Lead Staff: Karen Gordon	Ongoing	No	No Board or Commission appointments to date this year.
	Department's community engagement activities involve participants who reflect the demographics on the neighborhoods where the engagement occurs.	NDC Program – collect and track community engagement activities. Report relevant progress each quarter, Lead Staff: Veronica Sherman-King	Monthly Ongoing	No	NDC planned and/or participated in over 176 community engagement activities/meetings These activities/meetings included reaching out & meeting with targeted under-served neighborhood group such as Cham youth group, senior center, renters in specific areas, in addition to neighborhoods and district councils. NDC are also working closely with district councils and CNC on community leadership development and inclusion.
	Maintain Outreach and Public Engagement Toolkit as a resource for Department and City.	NDC and NPU teams provide quarter updates to maintain contact lists. Lead Staff: Veronica Sherman-King	Monthly Ongoing	No	NDC and NPU team currently do not have the capacity to do this. NDC however does maintain a contact list for community councils and organizations, and this is updated quarterly.
	Ensure adequate outreach and participation in NPU update process for underrepresented communities in Seattle.	NPU team with support for NDC team implement POL model for 2010. Track and monitor progress and inclusion. Lead Staff: Veronica Sherman-King	Monthly Ongoing	No	In May 2010, POLs and the NPU outreach team reached out to previous participants from the 2009 updates and engaged new participants from historically-underrepresented communities. POLs distributed translated invitations via email and in

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
					person to relevant locations and community gathering spaces. POLs also contacted via phone community members who had indicated a desire to stay engaged in civic processes (see 2009 NPU Phase IV continued engagement survey). Forty-seven people from historically underserved communities signed-up expressing interested in either receiving information and, or working on action teams--comprising on approximately 50% of total sign-ups.
	Develop and maintain time limited neighborhood steering committees with representation from diverse communities.	Lead Staff: Veronica Sherman-King	March Ongoing	No	Application disseminated to across the districts to encourage diverse respondents We are currently accepting application from two neighborhoods for NPU and the deadline is June 30 <sup>th</sup> , 2010.
<b>RSJI best practices criteria</b> <ul style="list-style-type: none"> <li>• Staff increases familiarity with a racial equity framework through practice and application of tools.</li> <li>• A systematic racial equity review of</li> </ul>	Identify key programs or policies and evaluate using the Racial Equity Toolkit.	Integrate RSJI Policy Filter into P-Patch Program strategic planning process. Lead Staff: Veronica Sherman-King	December	No	N/A
		Apply Policy Filter to Food Systems Plan. Lead Staff:	December	No	

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
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.			No	
<b>Immigrant and Refugee (I&amp;R) Action Plan:</b> <ul style="list-style-type: none"> <li>• Improve customer service with I&amp;R</li> <li>• I&amp;R will experience improved knowledge of and access to City services and funding and have</li> <li>• City will support community-based organizations serving I&amp;R to assure effective service delivery</li> </ul>	Implement the Immigrant and Refugee Action Plan (select departmental appropriate actions) <ul style="list-style-type: none"> <li>• Improve access to services and information (includes implementation of the translation and interpretation policy)</li> <li>• Protect civil rights</li> <li>• Promote civic engagement</li> <li>• Encourage work force and economic development</li> <li>• Strengthen service delivery</li> </ul>	Ensure key translated documents are posted on website Lead Staff: Lois Maag	As needed	No	DoN Information sheet is posted in the 13 languages
		Work with Immigrant and Refugee Initiative Coordinator to communicate action plan activities externally Lead Staff: Lois Maag	One month before Action Plan completed	No	Action Plan in final draft for presentation to the Mayor in July.
		NPIS Management and Community Relations Strategic Advisor promote availability of Language Line at NSCs to increase use, (including adding to brochure and website) Lead Staff: Margaret Cesena	March	No	Language Line (translation service) availability promoted on NPIS Fact Sheet and web site. It will be added to brochure on next print run.
		NPIS Management and NDC Management to support introduction of CRM use by staff at NSCs to improve access to immigrant and refugees and strengthen service delivery. Lead Staff: Margaret Cesena	June	No	Vendor selection complete. Project resides in DEAFAS and awaits funding.
	Develop NDC and NPU team understanding of immigrant and refugee work plan; support cross team best practices learning.	Establish review and discussion roundtable with Immigrant and Refugee Coordinator, NDC team, and NPU Team. Lead Staff: Veronica Sherman-King	March September	In progress	Yemane Gebremicael, Immigrant & Refugee Program Mgr provided presentation in March 2010 to North & South Neighborhood District Coordinators Teams.
<b>Goal 3: Eliminate race-based disparities in our communities</b>					
<b>Community race-</b>	Designate staff to participate in relevant	Food Policy IDT : Rich MacDonald		Yes	Staff attending IDT is on

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
<b>based disparities</b> <ul style="list-style-type: none"> <li>Institutional barriers to racial equity within the City are identified and analyzed.</li> <li>City, community and public and private institutions work together to address race-based disparities that impact our communities.</li> </ul>	interdepartmental teams convened to address racial disparities	and DON's pending Food Policy Advisor  Neighborhood Planning IDT : Veronica Sherman King, Sebhat Tenna and Kerry Wade			DON Change Team. Food IDT participates in the PSRC Food Policy Council, Good Food Network, etc. to address food security issues  Neighborhood Planning Team developed and implement the Race and Social Justice Neighborhood Planning filter – DON uses this in our planning outreach
	Analyze departmental barriers and opportunities for the given racial disparity.	P-Patch Program Criteria for siting new gardens : Rich MacDonald		Yes	Criteria were set and are being implemented, reviewed regularly.
	Work with SOCR and the Race and Social Justice Roundtable to develop action plans to affect community conditions and measures to track improvements.	DON Lead : Deputy Director Kimberlee Archie		No	
	Implement and track action plan items within the department.	Change Team is establishing new work plan		In progress	