

Race and Social Justice Work Plan For the Period January 1 to December 31, 2011

Department: Office of Housing Acting Director: Rick Hooper Date of Update: February 4, 2011

RSJI Work Plan Lead: Mark Ellerbrook

Change Team Lead: TBD in February

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 	Use Neo-Gov, the new web-based job application system, to make full use of the reporting capacity for RSJI purposes.	Train hiring managers in the use of the new system, and enhance community access to the system through communication and training efforts. <u>Jean Teshima (lead)</u>			
	Develop and implement upward mobility strategies for employees, especially those in low wage occupations such as administrative assistants and/or laborers.	Apply the Equity Toolkit to the review and revision of workforce development / training policies. <u>Jean & OH Senior Staff to present results of review at an OH All-Staff</u>			
	Use RSJI hiring / interviewing and out-of-class best practices.	Change Teams and/or management evaluate department's use of the best practices. <u>OH Senior Staff to present results of review at an OH All-Staff</u>			
	Participate in a City-wide youth career fair to showcase career opportunities working with the City.	Identify a coordinator/contact and support a career opportunity event. <u>Jean Teshima (lead)</u>			
	Core Team: Conduct research to identify additional institutional barriers to upward	<ul style="list-style-type: none"> Collect and report information 			

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	mobility in the City.	<p>designed to increase awareness and understanding of how institutional conditions hinder upward mobility and workplace success for people of color.</p> <ul style="list-style-type: none"> Propose strategies for addressing issues identified 			
	<i>Insert any departmental-unique activities</i>	<u>Senior Staff to introduce and present review of workforce – Gregg Lead development/training policies to OH staff an All-Staff meeting, to be scheduled.</u>			
<p>Contracting equity</p> <ul style="list-style-type: none"> City increases WMBE contracting. 	<p>Executive Order 2010-05 Implementation:</p> <p>Improve internal processes to help City employees make better contracting and purchasing decisions with respect to the City’s contracting equity goals.</p> <p>Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.</p>	<ul style="list-style-type: none"> Designate a Contract Equity IDT representative to coordinate executive order implementation. <u>Gregg Johanson is OH’s rep to IDT.</u> Complete annual outreach plan. Work with FAS to establish department’s 2011 target for purchasing and consulting. Communicate plan, goal and results. <u>Gregg Johanson (lead) to present plan at an OH All-Staff</u> Implement inclusion plan / outreach, report progress against the target each quarter. <u>Gregg Johanson (lead) to present plan at an OH All-Staff</u> 		YES	

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		<ul style="list-style-type: none"> Provide training to employees on new executive order requirements, including how to locate and use the Business and Blanket Vendor Contract Search Tool to search for WMBE vendors. <u>Finance to appoint a lead and provide training at an OH All-Staff</u> Report department participation in outreach events, trade shows, contracting regional forum, etc. each quarter. <u>Finance to appoint a lead and provide training at an OH All-Staff</u> 			
	<i>Insert any departmental-unique activities</i>	<u>Implement new Sec. 3 contracting requirements and monitoring procedures.</u> <u>Debbie Thiele (lead)</u>			
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 	Change Teams - build on baseline standards established by new Change Team charter (based on 2010 template) to assess progress and provide support for key RSJI skill building and activities.	Work with SOCR liaison to assess and address Change Team and Action Plan technical support needs. <u>Change Team to write Charter and to work with SOCR to assess progress</u>			
	Staff development lead / Change Teams / Department Leadership - Provide training/support to further attainment of RSJI competencies by all	<ul style="list-style-type: none"> Work with Change Team and SOCR to identify key public contact staff, assess their RSJI competency levels, prioritize needs, and design and 	June 30		

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<p>Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative.</p>	<p>employees.</p>	<p>implement skill building approaches. <u>Julie Moore (lead) to identify department's key public contact --- 2011 work will focus on translation actions associated with marketing materials --- making sure OH can respond to questions from public.</u></p> <ul style="list-style-type: none"> • Ensure all new employees, including interns and TES who will be with the City longer than 3 months, receive RSJI training. <u>Jean Teshima (lead)</u> 			
	<p>Executive Leadership - Provide training/support 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, Change Teams, and Core Team.</p>	<ul style="list-style-type: none"> • Work with Change Team and SOCR to assess RSJI leadership competency levels – prioritize needs, and design and implement skill building approach <u>Director to ensure that Senior Staff articulate and communicate RSJI aspects of each work unit's mission to staff and implement RSJI work plan items</u> • Work with change team and management team to assess progress and establish a plan to increase application of RSJI Best Practices Criteria and Equity Filter Toolkit throughout department. 			

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		<p><u>Director to work with Change Team to review RSJI Equity Filter toolkit with Senior Staff</u></p> <ul style="list-style-type: none"> Assist with recruitment and support of potential RSJI Core Team 4 members. 			
	Management Teams - Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority.	Build development and application of RSJI Competencies into job descriptions, performance expectations and performance evaluations.		RSJI work items included in staff work plans.	
	<p>Core Team – Support RSJI training as needed (Toolkit, RPOI, Making Whiteness visible, other trainings developed to increase employee RSJI skills and knowledge).</p> <p>Core Team – support SOCR in evaluating progress in Citywide change impacts of RSJI and developing a 2012-14 strategic plan.</p>	<p>Work with SOCR to establish and staff a 2011 training schedule.</p> <p>Examine and report progress and recommend next steps based on outcomes related to actions using RSJI survey results and other available information.</p>			
	Insert any departmental-unique activities	<u>Change Team, along with Senior Staff, to present the RSJI Equity Filter Toolkit at OH All-Staff, including potential example of when Toolkit influenced a policy/budget decision</u>			

Goal 2: Strengthen the way the City provides services and engages with the community

Outreach and public engagement	Use the OPE Toolkit as a resource in public engagement activities to ensure	Outreach and public engagement lead in each department will:			
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<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 	coordinated and effective approaches to City engagement activities.	<ul style="list-style-type: none"> Participate in and arrange for others (as needed) to attend IOPE Train the Trainer sessions. <u>Julie Moore (lead) to identify IOPE participants</u> Coordinate internal departmental team and implement outreach and public engagement training within the department, including management staff. <u>Julie Moore (lead)</u> Participate in Outreach and Public Engagement Work Group; including development of an evaluation component. <u>Julie Moore (lead) to work with Change Team to develop evaluation tool and to analyze already available data within department---for use when (if) OH conducts project related outreach activity.</u> Share departmental outreach and public engagement best practices with the Work Group. <u>Julie Moore (lead)</u> <p>Management and staff who plan, approve and/or conduct public engagement processes will:</p> <ul style="list-style-type: none"> Attend IOPE Toolkit training 	<ul style="list-style-type: none"> Next available session After completing Train the Trainer 	Mark Ellerbrook and Julie Moore participated	

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		<ul style="list-style-type: none"> Assure application of IOPE Toolkit to process design and implementation <u>Julie Moore (lead)</u> <p>Core Team will: Assist IOPE Workgroup in train the trainer process</p>		in IOPE training.	
	Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members	Report status as part of mid-year and year end progress reports.			
	Insert any departmental-unique activities	IOPE team with Julie as lead to present OH's IOPE activities at OH All-Staff.			
<p>RSJI best practices criteria</p> <ul style="list-style-type: none"> Staff increases familiarity with a racial equity framework through practice and application of tools. A systematic racial equity review of City programs, policies, practices and procedures is established. 	Identify key programs or policies and evaluate using the Racial Equity Toolkit.	Report reviews underway in mid-year and year-end report <u>Change Team to work with Senior Staff to identify key programs for review and for reporting at an OH All-Staff.</u>			
	Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.	Report reviews and outcomes completed in year-end accomplishment reports <u>Change Team to present reports at OH All-Staff.</u>			
	Develop system to compile and review departmental best practices.	Conduct quarterly compilation and review of departmental best practices <u>Change Team to work with Senior Staff to compile and review departmental best practices.</u>			
	Publicize best practices within department and Citywide.	Submit one to four examples to SOCR annually for inclusion in Citywide In web best practices blog.			
	Core Team – work with SOCR staff to	Publicize department's own RSJI best			

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	maintain in-web RSJI Best Practices Blog	practices internally			
<p>Immigrant and Refugee (I&R) Action Plan:</p> <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 • City will support community-based organizations serving I&R to assure effective service delivery 	<p>Implement the Immigrant and Refugee Action Plan (select departmental appropriate actions)</p> <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 <p>Strengthen service delivery</p>	<ul style="list-style-type: none"> • Review Census data to re-assess language needs based on most recent Seattle population count. Implement changes as needed. Report quarterly. <u>Laura Hewitt Walker and Julie Moore to co-lead census-data based assessment and to recommend action steps.</u> • Provide interpretation services so immigrant and refugee can access city services. <u>Julie Moore (lead)</u> • Assess department needs for staff training on RSJI core competencies, use of the language line, and how to work with translators and interpreters. <u>Julie Moore (lead)</u> • Apply RSJI Filter and Racial Equity Toolkit to programs and services to assess immigrant and refugees access to department services. <u>Julie Moore to work with Senior Staff --- after Power Training in</u> 			

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		<u>March 2011.</u>			
	<i>Insert any departmental-unique activities</i>	<u>Based on work in 2009/2010, analyze multi-family building demographic data</u> <u>Begin work to analyze demographics of Homeownership and Weatherization program participation</u> <u>Use analyses above to develop fair housing policies/practices in coordination with SOCR</u>			

Goal 3: Eliminate race-based disparities in our communities

<p>Community race-based disparities</p> <ul style="list-style-type: none"> • Institutional barriers to racial equity within the City are identified and analyzed. • City, community and public and private institutions work together to address race-based disparities that impact our communities. • Development and implementation of major City initiatives/activities are evaluated by application of RSJI Best Practices and Equity Toolkit. 	<p>Apply best practices and Equity Toolkit to design and implement projects with high potential community impact, such as:</p> <ul style="list-style-type: none"> • Neighborhood Planning (DPD/DON) • Green Job / Economic Stimulus funded programs (OED) • Youth and Family Initiative (Mayor’s Office) • Family and Education Levy (Office for Education) • Food Security Initiatives (Parks) • Transportation Access Planning (SDOT) • Emergency Preparedness (SPD) • Seattle Jobs Plan (OED) • Legislative agendas preparation (OIR) 	<p>Identify program involvement and assign staff to coordinate and/or participate in an equity analysis of elements in which your department involved.</p>			
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	Support the Race and Social Justice Community Roundtable's efforts to eliminate racial inequity in education.	<ul style="list-style-type: none"> • Designate staff to participate in interdepartmental teams convened to address racial inequity in education. • Analyze departmental barriers and opportunities. Develop actions to affect racial inequity in education. • Implement and track action plan items within the department. 			
OH Specific Initiatives					
Improve communication of RSJI work to the entire department, emphasizing connection between RSJI and OH's mission	<ul style="list-style-type: none"> • Establish regular presentation to OH staff on RSJI work Plan progress • Continue casual brown bag discussions that expand awareness of RSJI issues in everyday work 	<ul style="list-style-type: none"> • Sr. Staff to develop presentation schedule to OH staff • Change team to continue to be in charge of brown bag presentations 			
Use RSJI actions to support organizational change, including transparency in decision making and program development	<ul style="list-style-type: none"> • Complete SOCR Power Analysis Training w/ focus on organizational change • Work w/ SOCR to identify programs to evaluate using Racial Equity Tool Kit 	<ul style="list-style-type: none"> • Training to be completed by the end of first quarter • Sr. Staff, together w/ SOCR, will develop list of programs to evaluate and a schedule for completion of evaluation. 			
Affirmatively Further Fair Housing - begin analysis of Impediments to Fair Housing, including work w/ SOCR on	<ul style="list-style-type: none"> • Scoping 	<ul style="list-style-type: none"> • Review all relevant HUD comments on Westchester County AI; review HUD guidelines on preparing AI 			

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training for analysis.	<ul style="list-style-type: none"> • Consultant • Program Development 	<ul style="list-style-type: none"> • Identify scope of work and timeline • Develop new programs to improve access including Shariah compliant homeownership assistance models and rental housing locator 			
Asset Management --- Use WBAR data system to determine who is actually being housed in OH portfolio housing; develop outcomes	<ul style="list-style-type: none"> • Prepare report containing data in April • Identify outcomes and ongoing work program 	<ul style="list-style-type: none"> • Asset Management staff prepare data • OH Change Team determines next steps 			