

Goal 1: End racial disparities within the City as an organization

1 A. Workforce Equity

- 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

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
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. HSD Lead: Cynthia Flowers, HSD HR Manager	Neo-Gov is being used for all HSD hiring processes. HSD participates on City-wide WEPAC committee,
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. HSD Lead: Cynthia Flowers, HSD HR Manager	As part of its Strategic Plan and alignment, HSD is defining jobs and the skills needed to support the future infrastructure. This will include a plan for staff development and career paths.
Use RSJI hiring / interviewing and out-of-class best practices.	Change Teams and/or management evaluate department's use of the best practices. HSD Lead: Cynthia Flowers, HSD HR Manager, Kayla Efange	HSD utilizes the RSJI best practices for all out of class opportunities. To date, x positions have been posted and x filled. HSD is creating an audit of out of class positions, and will include participation of the Change Team in the review.
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.	HSD, in partnership with Seattle Parks, Metrocenter YMCA, Center for Career Alternatives and YouthCare, organized the Youth and Education Career Resource Fair to provide information about community resources, post-secondary apprenticeships, trade schools and colleges, and career options and pathways. The fair was held on February 23, 2011 at Rainier Community Center.
HSD Specific: Provide opportunities for key internal and community stakeholders to participate in the interviewing and selection processes for HSD's new leadership positions.	Include diverse input in the hiring and selection processes of HSD leadership positions. Community, internal HSD staff, and other HSD partners will participate in recruitment, interviewing and selection processes HSD Lead: Cynthia Flowers, HSD HR Manager	HSD staff, management, community providers and a panel comprised of executives from the Mayor's Office, City Council (staff) and other City departments participated in the selection HSD's Deputy Director and Community Support and Self Sufficiency Division Director in June 2011. Panels included representatives from immigrant & refugee communities, communities of color, community coalitions, and providers.

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1 B. Contracting Equity: Ensure equitable access by WMBE firms to compete for purchasing and consultant contracts.

- City increases WMBE contracting

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
<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. • Complete annual outreach plan. Work with DEA to establish department's 2011 target for purchasing and consulting. Communicate plan, goal and results. • Implement inclusion plan / outreach, report progress against the target each quarter. • 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. • Report department participation in outreach events, trade shows, contracting regional forum, etc. each quarter.' <p>HSD Lead: Tam Dinh, HSD Contracts Manager</p>	
<p>HSD Specific: Engage and Partner with the Community</p> <p>Improve HSD RFI and contracting processes to ensure equitable access by diverse community organizations to compete for program service delivery contracts.</p> <p>Partner with smaller, grassroots organizations to provide targeted services to underserved communities.</p>	<ul style="list-style-type: none"> • Assess current contracting processes and policies to identify barriers to contracting with grassroots and newer immigrant and refugee groups. • Implement criteria in funding processes for assessing inclusion of diverse communities. Ensure contracted agencies are responsive to the needs and priorities of the families that they are trying to reach. • Increase HSD and agency capacity to contract with smaller, grassroots organizations for targeted services. • Develop and implement technical assistance strategies and funding opportunities to support their success. 	<p>HSD, in partnership with the Nonprofit Assistance Center, hosted two focus groups with community representatives from large, small and emerging community based groups to seek input on department contracting policies and practices.</p> <p>In 2012, HSD will pilot 1-3 capacity building prototypes targeted to emerging agencies. The Emerging Capacity Building Initiative is intended to improve the system of service delivery for low-income, immigrants & refugees, communities of color, and other marginalized communities by strengthening the capacity of new, emerging, and fragile nonprofit organizations serving those communities.</p>

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1 C. City Employee Knowledge and Tools:

- 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

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
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.	HSD's Change Team is being reorganized to align with the Strategic Plan.
Staff development lead / Change Teams / Department Leadership - Provide training/support to further attainment of RSJI competencies by all employees.	<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 implement skill building approaches. 	HSD Change Team created a crosswalk with the Strategic Plan. Change Team members have been involved and taken leadership in the Strategic Plan and community engagement committees.
	<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. 	During 2009, HSD's HR took on responsibility for tracking and scheduling new employees for the RPOI training: created a centralized tracking system, identified employees who have not attended training, and notified them to schedule training. To date, 6 staff completed RPOI training, 10 additional staff are scheduled for upcoming sessions.

Goal 2: Strengthen the way the City provides services and engages with the community
2 A. OUTREACH & PUBLIC ENGAGEMENT

- 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

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
Use the OPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.	<p>Outreach and public engagement lead in each department will:</p> <ul style="list-style-type: none"> • Participate in and arrange for others (as needed) to attend IOPE Train the Trainer sessions. ; Coordinate internal departmental team and implement outreach and public engagement training within the department, including management staff. • Participate in Outreach and Public Engagement Work Group; including development of an evaluation component. Share departmental outreach and public engagement best practices with the Work Group. <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; Assure application of IOPE Toolkit to process design and implementation 	<ul style="list-style-type: none"> • Three staff completed IOPE Train the Trainer sessions. • Internal community engagement team was established as part of HSD's Strategic Planning. • HSD Community Engagement toolkit was created using IOPE best practices
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.	Expanded participation on the Commercially Sexually Exploited Children (CSEC) Regional Steering Committee to include racially diverse community representatives.
<p>HSD Strategic Plan Aligned Goals: Engage and Partner with the Community HSD will partner with diverse communities-- especially residents who are low-income, people of color, immigrants, refugees, sexual minorities, and other marginalized populations -- to seek their expertise in developing priorities, strategies and programs that are relevant, and build on the informal supports and strengths within their communities.</p>	<ul style="list-style-type: none"> • Develop and implement a coordinated HSD-wide outreach and community public engagement plan to inform, guide and evaluate our work. Engagement will be focused in communities of color, immigrants and refugees, and groups who have a disproportionate need for the program services. • Strengthen HSD's capacity and understanding of strategies to make its public engagement processes relevant, responsive and culturally appropriate to the diverse racial, cultural, and socio-economic communities. • Identify and use culturally appropriate stakeholder and data analysis tools that recognize and utilize communities' cultural assets and knowledge. 	<p>The Community Engagement Sub-Committee was created in February to coordinate and facilitate community outreach. More than 24 staff participated from all divisions of HSD.</p> <p>Held nearly 30 community discussions more than 700 individuals, agencies, and other stakeholders from diverse communities between February and August 2011.</p> <p>Planning and contracting staff have incorporated community engagement in all RFI and program development planning.</p> <p>See attached community engagement summary</p>
<p>Create a Proactive, Seamless Service System: <i>Deliver coordinated, family-centered services that are culturally relevant and ensures that the family is viewed holistically and gets the resources needed in his/her community.</i> <i>Ensure services reflect cultures, language, values, and desires of individuals, children, and families.</i></p>	<ul style="list-style-type: none"> • Partner with smaller, grassroots organizations to provide targeted services to underserved communities. • Consider opportunities to be more physically present in the community, whether relocation of offices or regular, rotating onsite presence of direct service and program staff • Implement criteria in funding processes for assessing inclusion of diverse communities. Ensure 	Changes are being developed as part of HSD's Strategic Plan implementation and redesign of contracting infrastructure and processes.

	<p>contracted agencies are responsive to the needs and priorities of the families that they are trying to reach.</p> <ul style="list-style-type: none"> • Increase HSD and agency capacity to contract with smaller, grassroots organizations for targeted services. Develop and implement technical assistance strategies and funding opportunities to support their success 	
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Goal 2: Strengthen the way the City provides services and engages with the community

2 B. RSJI Best Practices Criteria

- 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

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
Identify key programs or policies and evaluate using the Racial Equity Toolkit.	Report reviews underway in mid-year and year-end report	CSEC DVSAP
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	
Develop system to compile and review departmental best practices.	Conduct quarterly compilation and review of departmental best practices	
Publicize best practices within department and Citywide.	Submit one to four examples to SOCR annually for inclusion in Citywide In web best practices blog.	All Staff Meeting: Homeless Shelter Planning Process YFE – I&R youth
HSD Strategic Plan Aligned Goals		

Goal 2: Strengthen the way the City provides services and engages with the community
2 C. RSJI Best Practices Criteria

- Staff increases familiarity with a racial equity framework through practice and application of tools
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<p>HSD Strategic Plan Aligned Goals Create a Proactive, Seamless Service System: Deliver coordinated, family-centered services that are culturally relevant and ensure that the family is viewed holistically and gets the resources needed in his/her community. Ensure services reflect cultures, language, values, and desires of individuals, children, and families.</p>	<ul style="list-style-type: none"> • Align HSD's programs and services to achieve the family, community support and education milestones delineated on Seattle's Road Map to Success. • Incorporate developmentally appropriate services that promote wellness, a focus on prevention and upstream opportunities, and that foster healthy lifestyles and safe environments for communities and people across the age spectrum. 	
<p>Strengthen and Expand Partnerships: HSD will reach out to and work with a broad spectrum of public agencies, community-based organizations, private foundations, and private sector groups to create partnerships to improve services in the community.</p>	<ul style="list-style-type: none"> • HSD staff, partners and community members identify systemic barriers to creating healthy and safe communities and recommend policy, environmental and system changes to improve the health of communities and vulnerable people. Special attention to barriers shutting out poor communities, communities of color, and refugee and immigrant communities. 	
<p>Engage and Partner with the Community HSD will partner with diverse communities-- especially residents who are low-income, people of color, immigrants, refugees, sexual minorities, and other marginalized populations -- to seek their expertise in developing priorities, strategies and programs that are relevant, and build on the informal supports and strengths within their communities.</p>	<ul style="list-style-type: none"> • Strengthen HSD's capacity and understanding of strategies to make its public engagement processes relevant, responsive and culturally appropriate to the diverse racial, cultural, and socio-economic communities. Make community engagement an expectation of all HSD staff. • Develop a system to consistently and comprehensively use client feedback and data to shape and evaluate and programs and assess agency success. • As part of the department's community engagement approach, identify and use culturally appropriate stakeholder and data analysis tools that recognize and utilize communities' cultural assets and knowledge. • Implement criteria in funding processes for assessing inclusion of diverse communities. Ensure contracted agencies are responsive to the needs and priorities of the families that they are trying to reach 	Targeted Community Engagement
<p>Use Data-Driven Design and Evaluation – HSD will use community level data to target services, design programs, and measure the ongoing health of the community and vulnerable populations.</p>	<ul style="list-style-type: none"> • Collect and analyze disaggregated data to measure whether programs are meeting the needs of communities of color, underserved and other populations with the greatest disparities and determine whether all communities are achieving equitable results and outcomes. • Use community health data to target services, design programs, and measure the ongoing health of the community and vulnerable populations. • Provide training to HSD staff and community partners to increase knowledge of and data-driven practice based on the social determinants of health, health equity, and community health indicators. 	Focus programming in communities with the lowest-performing schools and community health data to support children and families on a path to success.

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2 D. CITY IMMIGRANT & REFUGEE INITIATIVE:

- 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

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
Implement the Immigrant and Refugee Action Plan (select departmental appropriate actions) <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	<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. • Provide interpretation services so immigrant and refugee can access city services. • Assess department needs for staff training on RSJI core competencies, use of the language line, and how to work with translators and interpreters. • Apply RSJI Filter and Racial Equity Toolkit to programs and services to assess immigrant and refugees access to department services. 	2011 Community Engagement, Planning and Program Development activities targeted to Immigrant and Refugees: (see attached HSD RSJI Highlights) Community Engagement – Disaggregated Data – RFI's: <ul style="list-style-type: none"> • Youth & Family Empowerment Division – Immigrant and Refugee Youth • Community Support & Self Sufficiency Division – New Citizenship Program Interpretation & Translation -
HSD Strategic Plan Aligned Goals Create a Proactive, Seamless Service System Ensure services reflect cultures, language, values, and desires of individuals, children, and families.		
Engage and Partner with the Community HSD will partner with diverse communities-- especially residents who are low-income, people of color, immigrants, refugees, sexual minorities, and other marginalized populations -- to seek their expertise in developing priorities, strategies and programs that are relevant, and build on the informal supports and strengths within their communities.	Client feedback: Shape and evaluate programs to assess as well as improve program effectiveness	Targeted Community Engagement
Use Data-Driven Design and Evaluation – HSD will use community level data to target services, design programs, and measure the ongoing health of the community and vulnerable populations	Disaggregated and Community-Level Data: Identify disparities and measure whether all communities are achieving equitable results and outcomes.	

Goal 3: Eliminate race-based disparities in our communities

3 A. COMMUNITY RACE-BASED DISPARITIES

- 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.

Key Actions	HSD Measure(s), Target(s), Lead Staff	Actions Completed/Results
Apply best practices and Equity Toolkit to design and implement projects with high potential community impact,	Identify program involvement and assign staff to coordinate and/or participate in an equity analysis of elements in which your department involved.	Equity analysis is imbedded in HSD's Strategic Plan and is being
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. 	HSD is leading the City's Youth & Families Initiative Subcabinet Strategies to address racial inequity in education are imbedded in I&R Youth RFI
<p>HSD Strategic Plan Aligned Goals Engage and Partner with the Community HSD will partner with diverse communities-- especially residents who are low-income, people of color, immigrants, refugees, sexual minorities, and other marginalized populations -- to seek their expertise in developing priorities, strategies and programs that are relevant, and build on the informal supports and strengths within their communities.</p>	<ul style="list-style-type: none"> • Develop a system to consistently and comprehensively use client feedback and data to shape and evaluate and programs and assess agency success. 	Homeless needs-assessment survey having users of the shelter system evaluate the services it provides and voice needs to get out of homelessness. Interviewed 136 individuals using the shelter system at four sites (Andrea Akita).
<p>Use Data-Driven Design and Evaluation – HSD will use community level data to target services, design programs, and measure the ongoing health of the community and vulnerable populations</p>	<ul style="list-style-type: none"> • Identify disparities & measure whether all communities are achieving equitable results & outcomes • Collect and analyze disaggregated data to measure whether programs are meeting the needs of communities of color, underserved and other populations with the greatest disparities and determine whether all communities are achieving equitable results and outcomes. • Explore ways to appropriately share data with partners, other funders, to improve programs and target investments. Work with contracted agencies to use data to improve services and demonstrate the need for increasing or re-directing resources. • Use community health data to target services, design programs, and measure the ongoing health of the community and vulnerable populations. • Provide training to HSD staff & com. partners to increase knowledge of & data-driven practice based on the social determinants of health, health equity, & community health indicators. 	After school RFI process' use of racial breakdown data to highlight disparities and create a plan to tackle them.

