

**HSD Race & Social Justice Progress Report**
**Attachment A: HSD Strategic Plan Aligned Goals, Actions, and Progress**

<b>Race &amp; Social Justice Initiative Racial Equity Best Practices</b>	<b>HSD Strategic Plan Goals, Related Action Steps</b>	<b>Examples of HSD Progress</b>
<p><b>1. Assess community conditions and the desired community impact</b></p> <ul style="list-style-type: none"> <li>Includes clear documentation of the existing community conditions, including disparities.</li> <li>Explicitly enumerates specific goals and outcomes to emphasize program goals of reducing racism and decreasing racial disparities (as well as other program or policy goals).</li> <li>Incorporates design to adjust goals and practices to keep pace with changing needs and racial demographics.</li> </ul>	<p><b>Use Data-Driven Design and Evaluation –</b> 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"> <li>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.</li> <li>Use community health data to target services, design programs, and measure the ongoing health of the community and vulnerable populations.</li> <li>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.</li> </ul>	<p><b>Immigrant and Refugee Integrated Job Readiness Training for Youth &amp; Families:</b> Use of data driven analysis for justifying policy rationale for a new program to address emerging need of I/R youth. The program will focus on I/R youth, ages 15-20 years, with limited English skills. These youth have the lowest high school graduation rates both nationally and in Seattle Public Schools (30.3% on-time high school graduation rate in 2008/9) with few options for pathways that lead to living-wage jobs.</p> <p><b>Communities Supporting Safe &amp; Stable Housing</b>—This initiative to help guide investments in shelter, transitional housing, hygiene centers and other programs for homeless individuals and families includes intentional inclusion of communities of color, immigrants and refugees.</p> <p><b>New Citizens Program</b> In response to elimination of State funding, HSD revised the NCP funding strategy. This included an analysis updated immigrant and refugee population data and trends.</p> <p><b>Strategic Plan – Community Assessment</b> As part of the community assessment, HSD is collecting up-to-date demographic data, including disaggregated data on social, health, and economic indicators.</p> <p><b>RFI and Contracting Proposed Changes</b> Significantly expands more continuous and comprehensive community engagement process; and use of disaggregated data to prioritize needs and to guide funding.</p>

<p><b>2. Expand opportunity and access for individuals</b></p> <ul style="list-style-type: none"> <li>Increases opportunity and/or access for those who historically have been excluded.</li> <li>Integrates strategies to improve access for immigrants and refugees, including appropriate interpretation and translation policies.</li> </ul>	<p><b>Strengthen Community Engagement</b></p> <p>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"> <li>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.</li> <li>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.</li> <li>Develop a system to consistently and comprehensively use client feedback and data to shape and evaluate and programs and assess agency success.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	<p><b>HSD Community Engagement</b></p> <p>HSD's Strategic Plan builds on the input received from nearly 3,000 people through the Youth &amp; Families Initiative. HSD has also reached out to the community to hear their concerns and priorities. To date, HSD has met with more than 700 individuals, agencies, and other stakeholders from diverse communities.</p> <p><b>HSD Capacity Building for Emerging Agencies</b></p> <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. In 2012, HSD will pilot 1-3 capacity building prototypes targeted to emerging agencies.</p> <p><b>RFI and Contracting Proposed Changes</b></p> <p>HSD's proposed RFI/RFQ manual provides more specific and standardized expectations and guidelines, includes an agency technical assistance component, and community engagement process.</p> <p><b>HSD Planning and RFI Development</b></p> <p>Extensive community engagement to provide opportunities for program participants, and community stakeholders to provide input into the planning.</p>
<p><b>3. Promote racially inclusive collaboration and civic engagement</b></p> <ul style="list-style-type: none"> <li>Creates opportunities for collaboration that fosters mutual respect among people who fully represent Seattle's racial diversity.</li> <li>Provides opportunities for program participants and leaders or people affected by a policy to take action to address racial disparities and foster racial equity.</li> <li>Fosters greater participation in civic engagement that can promote leadership in racial equity efforts.</li> </ul>		

<p><b>4. Affect systemic change</b></p> <ul style="list-style-type: none"> <li>• Reforms the ways in which institutions operate to lessen racial disparities and eliminate discrimination.</li> <li>• Analyzes and changes policies and practices that may perpetuate racial disparities and/or institutionalized racism.</li> </ul>	<p><b><i>Strengthen and Expand (System) Partnerships</i></b></p> <p>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 cross-system linkages. In partnership with others, HSD can develop and implement a continuum of services to improve the well-being of communities and people across the age spectrum. Partnerships will support and mirror the seamless services system.</p> <ul style="list-style-type: none"> <li>• Assess and strategize the key partnerships required to better integrate systems in the community. Strengthen work with other funders, Federal Agencies, the State, King County and regional human services organizations to create an aligned vision for improving outcomes for individuals and families.</li> <li>• Convene an interdepartmental workgroup to align resources and ensure City services are leveraged and maximized. Partner with Libraries, Parks, Neighborhoods, Office for Education, Economic Development, and Housing, but also include those we don't typically partner with on human services issues to broaden the discussion.</li> <li>• Strengthen partnerships with Public Health—Seattle &amp; King County (Public Health), the King County Department of Community and Human Services, the Community Health system, Seattle Public Schools and others to create a continuum of health services and pathways for children, youth and families to access the health services they need (preventive, primary care, dental, behavioral health, substance abuse treatment).</li> <li>• Work with other systems and funders to ensure adequate resources are available for interdisciplinary health support in order for people to move towards self-sufficiency</li> </ul>	<p><b><i>Youth &amp; Families Initiative</i></b></p> <p>HSD is leading the City's Youth &amp; Families Initiative Subcabinet to develop coordinated system partnerships with other City departments, Seattle Schools, and other institutions.</p> <p><b><i>Strategic Plan \</i></b></p> <p>Through its Strategic Plan and organization-wide review (its internal systems, practices, and policies) HSD is assessing its impact on the community and identifying opportunities to address racial disparities. Examples of such changes are described above and include:</p> <ul style="list-style-type: none"> <li>• HSD Capacity Building for Emerging Agencies</li> <li>• RFI and Contracting Proposed Changes</li> <li>• HSD Planning and RFI Development</li> </ul>
--	---	--