

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

Department: Seattle Fire Department

Director: Gregory M. Dean

Date of Update: May 27, 2011

RSJI Work Plan Lead: Travis Taylor
Change Team Lead: Melissa Woolsey
Brian Boulay

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff (Executive Sponsor(s) in Red)	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.	HR Linda Czeisler Train hiring managers in the use of the new system, and enhance community access to the system through communication and training efforts.	Q1	Yes	Those managers and supervisors who are responsible for using Neo-Gov have been trained to do so. Neo-gov reports have been provided to the Department RSJI Change Team for review.
	Develop and implement upward mobility strategies for employees, especially those in low wage occupations such as administrative assistants and/or laborers.	HR Linda Czeisler Apply the Equity Toolkit to the review and revision of workforce development / training policies	Q2		
		HR Linda Czeisler Review job responsibilities and ensure that job requisitions are broad in scope and that job opportunities are broadly communicated.	Q1 –Q4	Yes	Ongoing- as civilian jobs become available, job announcements and job analyses are reviewed and updated to include RSJI elements to the extent feasible.
	Use RSJI hiring / interviewing and out-of-class best practices.	HR Linda Czeisler Change Teams and/or management evaluate department's use of the best practices.	Q4		
	Participate in a City-wide youth career fair to showcase career opportunities working with the City.	HR Linda Czeisler Identify a coordinator/contact and support a career opportunity event.	Q2	Yes	Ongoing – the Department continues to participate in recruiting events, including the youth fair.

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	<p>Core Team: Conduct research to identify additional institutional barriers to upward mobility in the City.</p>	<ul style="list-style-type: none"> Develop method for and implement the collection and report out of information to increase awareness and understanding of how institutional conditions hinder upward mobility and workplace success for people of color. Propose strategies for addressing issues identified 			
	<p>Conduct analysis of whether inclusion of EMT training in recruit school rather than require applicants to have EMT prior to hire removes institutional barriers to people of color. If so, remove the requirement and add EMT training to recruit school.</p>	<p>Change Team Determine the cost associated with the Department adding additional weeks to recruit school in order to</p>	Q1	Yes	<p>Adding EMT training to recruit school would add approximately three weeks and no additional cost, as Recruit School Instructors are on an administrative schedule.</p>
		<p>Determine the average cost of the EMT requirement on each applicant and any other factor of the EMT requirement which could be a barrier to people of color.</p>	Q1	Yes	<p>EMT requirement is both time and cost prohibitive for applicants who live in Seattle, compared to those who do not. EMT classes are taught on evenings and weekends, which impacts lower-income applicants and those with children. Of the 4400 applicants this last round, only close to 600 were from the City of Seattle. The Department had more than 125% more applicants from out of state than from the City of Seattle.</p>
		<p>Make recommendation whether add EMT to recruit class or continue with EMT requirement.</p>	Q2		
		<p>Determine feasibility of adding EMT training to 2012 recruit school.</p>	Q3		

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	<i>Conduct audit of Acting Opportunities provided to employees in 2010 and assess and eliminate any disparate impacts found to exist across the Department.</i>	HR Linda Czeisler By position and Division, query the payroll system to report on all acting pay provided to uniformed and civilian personnel	Q2	Yes	Queried data provided to change team for review.
		Assess the scope of the project, and determine whether review can be done at a position classification or at a higher divisional level	Q3		
		Based on scope, for the positions identified, assess the process by which employees are selected and make any changes necessary to eliminate any inequities identified	Q4		
	<i>Conduct audit of Special OT and Training OT provided to employees in 2010 and assess and eliminate any disparate impacts found to exist across the Department.</i>	HR Linda Czeisler By project and/or event, query the payroll system to report the pay provided employees for Special OT and Training OT	Q2	Yes	Queried data provided to change team for review.
		Assess the scope of the review necessary to determine whether any disparities exist in the provision of Special OT or Training OT.	Q2		
		Identify any disparities found and determine how they were created.	Q3		
		Develop action plan for changes in policies or procedures that perpetuated inequities and begin the process of eliminating them or redrafting the policies in a way that does not create inequities.	Q4		

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<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>	<p>Helen Fitzpatrick – Executive Director of Staff</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; 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>Q1</p> <p>Q1</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q1-Q4</p>	<p>Yes</p> <p>Yes</p> <p></p> <p>Yes</p>	<p>An SFD IDT representative was selected.</p> <p>2011 WMBE goal is 21.5%</p> <p>The Department developed a one on one training module for purchasers, managers, and administrators to ensure that we reach our goal, that includes the web search tool.</p> <p>The Department continues to be challenged to find WMBE vendors able to produce equipment and supplies in sufficient supply and specifications necessary for firefighting. When vendors are tied to grants, the Department has less discretion in choosing vendors. Additional training is being done for those who write contracts, on how to identify WMBE vendors to use.</p> <p>The Department regularly participates in between 8-10 vendor fairs and trade shows in order to target new WMBE vendors as well as ongoing TABOR meetings and the City Trade show.</p>
<p>City employee knowledge and tools</p> <ul style="list-style-type: none"> City employees have the understanding, skills and tools needed to eliminate institutionalized racism and work 	<p>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.</p>	<p>Travis Taylor-Change Team Leads</p> <p>Work with SOCR liaison to assess and address Change Team and Action Plan technical support needs.</p>			<p>Ongoing</p>

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<p>towards racial equity.</p> <ul style="list-style-type: none"> Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative. 	<p>Staff development lead / Change Teams / Department Leadership - Provide training/support to further attainment of RSJI competencies by all employees.</p>	<p>Travis Taylor RSJI Facilitators</p> <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 approach. Ensure all new employees, including interns and TES who will be with the City longer than 3 months, receive RSJI training. Provide a baseline training for SFD Officers (Lieutenants, Captains, Battalion Chiefs, and Deputy Chiefs) on all aspects of HR to use as a springboard for higher level RSJI training 	<p>Q2</p> <p>Q1-Q4</p> <p>Q1</p>	<p>Yes</p>	<p>Over 90% of Department Officers participated in the training in the first quarter. Make-up sessions will include the remaining Officers by Q2.</p>
	<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>	<p>Travis Taylor</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 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. Assist with recruitment and support of potential RSJI Core Team 4 members. 	<p>Q2</p>	<p>Yes</p>	<p>SFD Leadership Team will participate in the RSJI Management Series by Q4.</p> <p>SFD continues to utilize the RSJI Best Practices Criteria and Equity Filter Toolkit throughout the Department.</p> <p>SFD assisted in the recruitment of and nomination of one SFD member to apply to participate in Core Team 4.</p>
	<p>Management Teams - Establish annual accountability agreements between</p>	<p>Build development and application of RSJI Competencies into job descriptions, performance expectations and performance</p>	<p>Q2</p>		<p>Moved to Q3</p>

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	director and senior management and between senior management and next level down inclusive of at least one RSJI priority.	evaluations.			
	<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 City-wide change impacts of RSJI and development of 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>			
Goal 2: Strengthen the way the City provides services and engages with the community					
<p>Outreach and public engagement</p> <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 	Use of the IOPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.	<p>Kyle Moore/Lisa VanHorn</p> <p>Outreach and public engagement lead in each department:</p> <ul style="list-style-type: none"> Participate in and arrange for others, as needed, to attend IOPE Train the Trainer session. Coordinate internal departmental team and implements 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 	<p>Q2</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>	Yes	The Department had six employees go through the IOPE train the trainer session.

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<p>increases.</p> <ul style="list-style-type: none"> All boards and commissions reflect the diversity of Seattle's communities 		<p>public engagement best practices with the Work Group.</p> <p>Kyle Moore/Lisa VanHorn Management and staff who plan, approve and/or conduct public engagement processes:</p> <ul style="list-style-type: none"> Attend IOPE Toolkit training Assure application of IOPE Toolkit to process design and implementation <p>Core Team: Assist IOPE Workgroup in train the trainer process</p>	Q3		
	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.			The Department does not have direct involvement in the appointment of commissioners and advisory group members.
	<p>Develop Community Safety Advocate Program Outreach Plan</p> <p>Increase home fire safety and fire prevention practices in Seattle's immigrant and refugee communities</p> <p>Expand and improve outreach to East African and SE Asian communities in Seattle</p> <p>Build relationships with community leaders and organizers</p> <p>Increase understanding of communities needs</p>	<p>Ch. Nelsen/Lisa Van Horn/Pub Ed</p> <ul style="list-style-type: none"> Continue East African CFSA participation in presentations and fairs Conduct small focus groups to identify community issues Update CFSA training and develop evaluation tool Begin recruiting new CFSA's Conduct CFSA training Begin outreach activities for new CFSA's Finish project evaluation 	<p>Q2</p> <p>Q3</p> <p>Q4</p>		The CFSA training will add 2 Somali speaker and 1 Amharic speaker to the 4 East African CFSA's that are continuing their outreach work from 2010. New CFSA's will be added from the S.E. Asian community.

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	and concerns	<ul style="list-style-type: none"> Develop report 			
RSJI best practices criteria <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.	Helen Fitzpatrick – Executive Director of Staff Report reviews underway in mid-year and year-end report	Q2		
	Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.	Helen Fitzpatrick – Executive Director of Staff Report reviews and outcomes completed in year-end accomplishment reports	Q3		
	Develop system to compile and review departmental best practices.	Helen Fitzpatrick – Executive Director of Staff Conduct quarterly compilation and review of departmental best practices	Q3		
	Publicize best practices within department and Citywide.	Helen Fitzpatrick – Executive Director of Staff Submit one to four examples to SOCR annually for inclusion in Citywide In web best practices blog.	Q4		
	Core Team – work with SOCR staff to maintain in-web RSJI Best Practices Blog	Publicize department’s own RSJI best practices internally			

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<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>	<p>Helen Fitzpatrick – Executive Director of Staff</p> <ul style="list-style-type: none"> • Review Census data to re-asses language needs based on most recent Seattle population count. Implement changes as needed. • Provide interpretation services so immigrant and refugee can access city services. <ul style="list-style-type: none"> • Assess department needs for staff training on RSJI core competencies, the use of language line, and how to work with translators and interpreters. <ul style="list-style-type: none"> • Apply RSJI Filter and Racial Equity Toolkit to programs and services to assess immigrant and refugees access to department services. 	<p>Q2</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q1-Q4</p>	<p></p> <p></p> <p>Yes</p> <p></p>	<p>Ongoing-as community projects are developed, the Department assesses the need to provide an interpreter, and also provides an interpreter upon request.</p> <p>All employees with primary or secondary responsibility for answering a main Department phone have been trained on how to access an interpreter through Language Line and Employee Language Bank.</p> <p>Ongoing - The Department's main outreach efforts have been in Public Education, and have specifically targeted immigrant and refugee communities.</p>

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Goal 3: Eliminate race-based disparities in our communities					
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 public and private institutions work together to address race-based disparities that impact our communities. • Major City initiatives/activities development and implementation are evaluated by application of RSJI Best Practices and equity filter. 	Apply best practices and equity filter to design and implementation of projects with high potential community impact, such as: <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) 	Helen Fitzpatrick – Executive Director of Staff Identify program involvement and assign staff to coordinate and/or participate in an equity analysis of elements in which your department involved.	Q1-Q4		SFD does not have direct involvement in the programs identified as priority projects for 2011.
	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. 			SFD efforts in the 2011 to eliminate racial inequity in education are those occurring in our outreach and public engagement activities by the Department's Public Education

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		<ul style="list-style-type: none"> • Analyze departmental barriers and opportunities. Develop actions to affect racial inequity in education. • Implement and track • action plan items within the department. 			Division, described above.