

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

Department:

Director: Chief John Diaz

Date of Update:

6-10-2011

RSJI Work Plan Lead:

Captain Ron Wilson and

Lynnette DeShaw

Change Team Lead: Dana

Lockhart

SOCR in black

SPD in Red

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					
<p>Workforce equity</p> <ul style="list-style-type: none"> The City's workforce diversity reflects the diversity of Seattle's working age population 	<p>Use Neo-Gov, the new web-based job application system, to make full use of the reporting capacity for RSJI purposes.</p> <p>Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.</p>	<p>Lynnette DeShaw – Senior Personnel Specialist Human Resources</p> <p>Train hiring managers in the use of the new system and enhance community access to the system through communication and training efforts.</p> <p>Train hiring managers on best RSJI practices when sitting on an interview panel.</p> <p>Rate review spreadsheet and ensure fair interview questions.</p> <p>All SPD hiring managers will receive training in the application process for the new NEO GOV, offered in Jan 2011 and June 2011.</p> <p>The City offers web-based</p>	<p>06 2011</p> <p>1st and 2nd Qtr</p>	<p>01 2011</p>	<p>Training conducted for PEO supervisors and 9-1-1 Floor Supervisors</p> <p>Offer again in the Fall</p> <p>Office 07 announcements and also Microsoft online classes offered for free as well</p> <p>offer again 3rd and 4th Qtr</p>

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<ul style="list-style-type: none"> Opportunities for upward mobility for workers in low wage occupations are increased 		<p>training in Word, Excel and Access through Office 07, which will be rolled out for all employees to increase upward mobility.</p> <p>Increase recruiting efforts in under-represented minority communities for positions such as Parking Enforcement Officers and 9-1-1 Dispatchers. HR Sr Pers Spec Lynnette DeShaw is the lead.</p>			<p>Advertised PEOs in El Mundo in Spanish and in Indian Country. Targeted females and minorities.</p>
	<p>Develop and implement upward mobility strategies for employees, especially those in low wage occupations such as administrative assistants and/or laborers.</p>	<p>Lynnette DeShaw – Senior Personnel Specialist Human Resources</p> <p>Apply the Equity Toolkit to the review and revision of workforce development / training policies</p>			<p>1st Qtr had 12 SPD managers/supervisors attend the racial equity tool kit training.</p>
	<p>Use RSJI hiring / interviewing and out-of-class best practices.</p>	<p>Lynnette DeShaw – Senior Personnel Specialist Human Resources</p> <p>Change Teams and/or management will evaluate the Department’s use of the best practices.</p>			
<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</p>	<p>CAO Valarie Anderson - Lead</p> <ul style="list-style-type: none"> Designate a Contract Equity Independent Development Team (IDT) representative to 			

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	<p>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>coordinate executive order implementation.</p> <ul style="list-style-type: none"> • Complete annual outreach plan. Work with Department of Executive Administration (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. <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. • Report Department participation in outreach events, trade shows, contracting regional forum, etc. each quarter. 	<p>Completed</p> <p>Yes on-going</p> <p>Q-3 Scheduled August 2011</p> <p>On-going</p>		<p>Submitted to DEA (FAS)</p> <p>SPD Goal is 20% for purchasing and 3% for Contracting Consultants. SPD reported first quarter achievement to Mayor's Office in April 2011. Through May 2011 SPD actually spent \$417,987 or 11.08% of total purchasing with WMBE firms; \$21,492 or 4.48% for Consultant Contracts for WMBE firms.</p> <p>Staffed table Regional Contracting Forum March 2011.</p> <p>Attended Tabor 100 meeting May 20, 2011.</p> <p>NW Minority Development Banquet March 2011.</p> <p>Attend monthly IDT meetings.</p> <p>Co-ordinate meeting with SPD management and WMBE IT firm Jan.20, 2011.</p>

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	<p>Most SPD Departmental purchases are static and routine. Very few are initiated by lower echelon employees. Nonetheless, Valarie Anderson will continue training for potential purchasers on how best to use the Vendor Contract Report (VCR).</p>	<p>CAO Valarie Anderson - Lead Change Team will meet with Valerie Anderson and discuss reviewing all current, static purchases and contract to see if they are WMBE contractors, and if not, discuss solutions to consider other vendors.</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 towards racial equity. Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative. 	<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>Change Team, re-formed in 2009, has adopted and implemented baseline standards, implementing a Change Team Charter. Capt Ron Wilson and Capt Neil Low are leads.</p> <p>Change Team facilitated "Race the Power of an Illusion" (RPI) training to all command staff in 11 of 2010. Lynnette DeShaw is the Lead.</p>	<p>Work with SOCR liaison to assess and address Change Team and Action Plan technical support needs.</p> <p>Charter rolled out to all current members and potential new members. SPD Created an "application process" for potential new members.</p> <p>Change Team goal for 2011 is to have all leadership members (command staff through Sgts) and all civilian Execs, Mgrs and Supervisors attend RPI in 2011.</p> <p>1700 employees in 2010 attended "Racial Profiling" Training.</p>	<p>Completed 6-17-11</p>	<p>On-going</p> <p>Yes</p> <p>Pending</p>	<p>Applications received. Change Team is now 15 members strong.</p> <p>Sworn Commanders and civilian managers/supervisors have completed RPI training sessions in Q-2 2011.</p> <p>To date 190 employees have completed the RPI training. Sergeant training to follow in 2012.</p>
	<p>Staff development lead / Change Teams / Department Leadership - Provide training/support to further attainment of RSJI</p>	<ul style="list-style-type: none"> Work with Change Team and SOCR to identify key public contact staff, assess their RSJI 	<p>Q-2</p>	<p>On-going</p>	<p>6 SPD employees training in train-the-trainer course for RPI</p>

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	<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>	Completed 06 17 2011		<p>14 employees have been training in the Racial Equity Toolkit.</p> <p>Pending Report</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 increases. All boards and commissions reflect the diversity of Seattle's communities Reorg of Dept to include Comm Outreach Section Including precincts to get officers out in community to engage 	<p>Use the OPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.</p> <p>Training: Work closely to insure that concerns of the community are used in training. To train on what the community says they need from officers, not what we think they need.</p>	<p>Captain Ron Wilson 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 Immigration Outreach and Public Engagement (IOPE) Train-the-Trainer sessions. Coordinate internal 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 	<p>Q-3</p> <p>Q-3</p> <p>Q-4</p> <p>Q-4</p> <p>Q-4</p>		<p>Community Outreach staff will complete by end of 4th Quarter. Roll out for Management will be conducted in 3rd and 4th quarters.</p> <p>6 employees trained in the train-the-trainer course for PRI</p> <p>A/Chief M. Sanford and Capt. Ron Wilson identified as participants in OPE Work Group and RSJI Steering Committee.</p>
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<p>in events</p> <ul style="list-style-type: none"> • 		<p>practices with the Work Group.</p> <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 <p>Core Team will: Assist IOPE Workgroup in train the trainer process</p>	On-going		Community Outreach staff will complete by end of 4 th Quarter. Roll out for Management will be conducted in 3 rd and 4 th quarters.
	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.	Q1 – Q4		Board members, commissioners and advisory groups are limited to Department Demographic Advisory Councils, Precinct Advisory Councils.
	<p><i>Insert any departmental-unique activities</i></p> <p>Created Living Room conversations</p> <p>10 Week Citizen Police Academy and One-Day Academy</p>	<p>Lt. Carmen Best - Lead Foster and Build community relations between the Department and community members by engaging in intimate conversations with various officers that work in their community.</p> <p>Maggie Olsen – Lead 10 week program each Fall and Spring. Instituted a one-day academy in 2nd quarter.</p> <p>Captain Wilson/Kathryn</p>	<p>Q1 – Q4</p> <p>Q1 – Q4</p>	<p>On-going</p> <p>On-going</p>	<p>Four such projects completed in the first 2 quarters with outstanding compliments by communities.</p> <p>Average of 45 people attending the 10 Week Academy with approximately 40% communities of color.</p>

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	<p data-bbox="417 201 795 261">Perspectives in Profile Training (POP)</p> <p data-bbox="417 464 795 553">Extensive work with East African, Muslim, Sikh and Arab communities.</p> <p data-bbox="417 1081 795 1170">Public Announcement for Service Latino Community</p> <p data-bbox="417 1419 795 1479">United Black Clergy Association</p>	<p data-bbox="808 201 1152 396">Olson – Lead Conducted a specialized introductory course to general public on POP training all SPD employees received.</p> <p data-bbox="808 464 1152 984">Det. Vwich - Lead Facilitated Muslims for Loyalty – Islamic sensitivity training for regional and federal law enforcement agencies. On-going work has lead to additional training to other law enforcement agencies that missed the first course. SPD is working on the creation of a training video for the Islamic Community regarding American culture.</p> <p data-bbox="808 1089 1152 1349">Captain Ron Wilson/Gina Israel SA II Collaborative effort with Bellevue, Kirkland and Redmond PD creating PSA in Spanish for Latino communities and Latino Radio Station</p> <p data-bbox="808 1419 1152 1479">Lt. Carmen Best Create meaningful dialogue</p>	<p data-bbox="1165 201 1316 228">Q-2</p> <p data-bbox="1165 480 1316 508">Q-2</p> <p data-bbox="1165 1081 1316 1109">Yes</p> <p data-bbox="1165 1406 1316 1433">On-going</p>	<p data-bbox="1329 201 1455 228">Yes</p>	<p data-bbox="1467 201 1900 318">65 people attended the training course. Strong positive feedback from community. Approximately 85% were from communities of color.</p> <p data-bbox="1467 480 1900 537">Well received and thought provoking presentation and panel discussion. Additional law enforcement agencies seeking training.</p> <p data-bbox="1467 675 1900 821">Video production will give a background of American law enforcement, its culture and on camera interviews with various law enforcement members.</p> <p data-bbox="1467 1081 1900 1195">Positive feedback from Radio station, other departments and members of the Latino community. More segments to follow.</p> <p data-bbox="1467 1406 1900 1487">First meeting held in 1st Quarter with Chief Diaz in attendance. Second meeting scheduled for 3rd Quarter.</p>

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		to address and foster police relationship with African American Community			Over 20 faith-based clergy attended with open and frank discussion.
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.	Captain Ron Wilson Report reviews underway in mid-year and year-end report	Q-3		
	Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.	Captain Ron Wilson Report reviews and outcomes completed in year-end accomplishment reports	Q-3		
	Develop system to compile and review departmental best practices.	Captain Ron Wilson/Lynnette DeShaw Senior Personnel Specialist Human Resources Conduct quarterly compilation and review of departmental best practices	Q-4		
	Publicize best practices within department and Citywide.	Captain Ron Wilson Submit one to four examples to SOCR annually for inclusion in Citywide In web best practices blog.	Q-3		
	Core Team – work with SOCR staff to maintain in-web RSJI Best Practices Blog	Publicize department’s own RSJI best practices internally	Q-4		
Immigrant and Refugee (I&R) Action Plan: <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 	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 	Captain Ron Wilson <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 	Q-1 Q-1 Q-1	Yes Yes Yes	SPD utilizes Language Line, multi-lingual officers and provides interpreter service upon request. All employees know how to access language line services or point of contact for interpreter services. A variety of brochures are offered in other languages. Utilize community outreach program, Demographic Advisory

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organizations serving I&R to assure effective service delivery	economic development Strengthen service delivery	city services. <ul style="list-style-type: none"> 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. 			Councils (DAC). Each DAC has specific department liaison that work closely with their Advisory Council.
	<i>Insert any departmental-unique activities</i>				

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. Development and implementation of major City initiatives/activities 	Apply best practices and Equity Toolkit to design and implement 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 	Identify program involvement and assign staff to coordinate and/or participate in an equity analysis of elements in which your department involved.	Q1 – Q4		SPD does not have direct oversight of these projects but does lend support in some areas such as the Youth and Family Initiative. Seattle Office of Emergency Management (OEM) has delivered disaster preparedness programs to a wide variety of community groups and agencies that serve the ethnic communities, including the Mexican Consulate, East African Community Services, Filipino Community Center, Burmese Community and Ethiopian/Eritrean group at Yesler Terrace. Partnerships with organizations like North Seattle Family Center, Seattle Central
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<p>are evaluated by application of RSJI Best Practices and Equity Toolkit.</p>	<p>Planning (SDOT)</p> <ul style="list-style-type: none"> Emergency Preparedness (SPD) Seattle Jobs Plan (OED) Legislative agendas preparation (OIR) 				<p>Community College ESL program, SPU Affinity Group Leads and Harborview Interpreter Services help extend our outreach efforts to groups that are more difficult to reach.</p> <p>Tracy Connelly, Seattle OEM Training Specialist has recently been selected to join the RSJI Core Team IV</p>
	<p>Support the Race and Social Justice Community Roundtable's efforts to eliminate racial inequity in education.</p>	<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. 			
	<p><i>Insert any departmental-unique activities</i></p> <p>SPD has thirteen specific roles in addressing disparities in communities of color. The focus of reducing disparities has been built on building trust and educating youth of color. These are the following programs:</p> <ul style="list-style-type: none"> School Emphasis Officers Elementary School Program Street Outreach/Critical 	<p>School Emphasis Officers The school emphasis officers program has four officers assigned to work within four Middle Schools.</p>	<p>On-going</p>		<p>School Emphasis Officers focus on school in areas with diverse communities or in communities with higher levels of juvenile violence. The officers have helped forge relationships with community based organizations and individual schools. 99% of the youth the School Emphasis Officers have worked with on prevention and intervention are from communities of color. A</p>

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	Incident Response <ul style="list-style-type: none"> • Late Night • GREAT Gang Resistance Education and Training • Summer Youth Employment Program • The IF Project • Youth Police Academy • Seattle Police Explorer Post #943 • Donut Dialogues/Role Reversal • Juvenile Detention Program • Juvenile Drug Court • Latino Truancy Program 	<p>Elementary School Program The school emphasis officers program has one officer that focuses on violence prevention in elementary schools.</p> <p>Gang Resistance Education and Training (GREAT) The G.R.E.A.T. Program is a school-based, law enforcement officer-instructed classroom curriculum. With prevention as its primary objective, the program is intended as an immunization against delinquency, youth violence, and gang membership.</p> <p>Summer Youth Employment Program The program is part mentoring, part educational and part remunerative work.</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>		<p>preliminary stats show a reduction in truancy and suspension at schools where officers are assigned.</p> <p>The officer has conducted over 160 anti-violence workshops and completed the Gang Resistance Education and Training workshop. All of the workshops have been conducted specific in the African American Community.</p> <p>G.R.E.A.T. lessons focus on providing life skills to students to help them avoid using delinquent behavior and violence to solve problems. The G.R.E.A.T. Program offers a continuum of components for students and their families. We have graduated 148 youth from Denny International Middle School and 60 from South Shore K-8. Over 99% of the youth are of color.</p> <p>With the Seattle Police Foundation Support, the Department has offered a five-week, 80-hour summer youth employment program for youth in the last three years. Two teens are placed in each precinct where they help set up summer events, go on ride-along, visit the range, etc. and they receive a stipend of \$599.00.Of</p>

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		<p>Police Explorers Program Explorers Program is designed to bridge the gap between youth and police by education and involving them in police operations and to interest them in law enforcement as a career, the Seattle Police Explorers is open to youth between the ages of 14 and 21.</p> <p>Latino Truancy Program The department has been running truancy program with an emphasis on mentoring and referring youth into a host of services that address the youth's immediate needs and keep kids on learning in school.</p>	<p>On-going</p> <p>On-going</p>		<p>the 28 youth that have been involved over 85% of the youth are of color and all have had experiences in their lives that made them high risk youth.</p> <p>Youth attend two meetings per month. In addition the youth are required to participate in one community event per month. This aligns with the core values of the program, Character Development, Leadership Excellence and Good Citizenship. There are currently 21 Explorers and 23 Guests active to the program. The programs capacity is 30 youth however, the interest has been at an all time high. The program has specifically sought Explorers in diverse communities, recruiting at meetings such as the Breakfast Group, New Futures, and the Orion Center.</p> <p>The program observed a drop in truant youth along with a drop in Gang Activity. Some of the youth surveys show that the youth that have been engaged with the officers have the high level of admiration for police work.</p>

Goal 4: Create a Roll Out Strategy and Marketing Campaign to Educate SPD Employees about what RSJI is

What is the Race and Social Justice Initiative?	How to Roll this out?	Training	Marketing	
<p>What is its purpose?</p> <p>What policies do we need to review and use the "Racial Equity Toolkit?"</p> <p>Create the top 5 objectives for educating SPD employees.</p> <ul style="list-style-type: none"> • Create a power point presentation to outline the top 5 goals and objectives of the initiative to the employees. • Collect and show clips of videos for training of success stories from a RSJ standpoint. • Create a suggestion box platform for officers to tell their "success stories" from an RSJ standpoint. • Officers can ask the Change Team about the RSJ Initiative anonymously and get honest answers to their questions. • Clearly explain what the Racial Equity Toolkit is and what it is used for. 	<ul style="list-style-type: none"> • Use the Change Team to roll out training to the Dept using videos/desktop learning, notices, brown bag lunches, etc • Use the advisory councils to promote success stories about officers throughout their respective communities. • Engage Command Staff in the roll out. • Sergeants must receive training from Command Staff on RSJ from a standpoint of "demonstrating the benefits of community outreach and effective law enforcement" 	<p>Train employees on different cultural diversity issues utilizing SOCR tapes and training.</p> <p>Have a different theme every month to promote training about different ethnicities.</p> <p>All of Command Staff to attend "Race the Power of an Illusion" training.</p> <p>Completed 06 17 2011</p>	<p>Come up with "Brand Marketing" techniques so employees can easily recognize the materials.</p> <p>Each commander of a precinct would create a self "BIO" video, from a RSJ standpoint. This would be open to the public on the precinct's webpage.</p>	<p>Currently under construction within the Department and anticipate the roll-out the occur in the 3rd Quarter</p>

Attachment 2: RSJI Coordinating Team responsibilities

<p>Julie Nelson</p> <p>SOCR Director</p> <p>Tel: 3-7822 Cell: 255-6914</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • RSJI oversight • Co-chair, Workforce Equity and Advisory Committee • Departmental management support <p>Department liaison for:</p> <ul style="list-style-type: none"> • Executive • Police • City Council • Law • Small departments 	<p>Glenn Harris</p> <p>RSJI Manager</p> <p>Tel: 3-5199 Cell: 255-7556</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • Overall RSJI leadership • Outreach and public engagement • RSJ Community Roundtable • Departmental management support 	<p>Darlene Flynn</p> <p>RSJI Policy and Development Lead</p> <p>Tel: 4-0291 Cell: 255-8553</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • Capacity building, including overall coordination, Change Team leads and Core Team <p>Department liaison for:</p> <ul style="list-style-type: none"> • Arts • Civil Rights • Human Services • Neighborhoods • Planning and Development • Public Utilities 	<p>Scott Winn</p> <p>RSJI Policy and Development Lead</p> <p>Tel: 4-4541 Cell: 255-8830</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • Race and Social Justice Community Roundtable • RSJI Core Team 	<p>Jacque Larrainzar</p> <p>Policy & Outreach Manager</p> <p>Tel: 4-4533 Cell: 423-0482</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • Coordinates with FAS on contracting equity and DON on Immigrant and Refugee Action <p>Department liaison for:</p> <ul style="list-style-type: none"> • Economic Development • Financial and Admin. Services • Fire • Housing • Parks and Recreation 	<p>Elliott Bronstein</p> <p>Public Information</p> <p>Tel: 4-4507</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • Communications • Coordinates with DON on Interpretation and Translation policy 	<p>Brenda Anibarro</p> <p>Policy Analyst</p> <p>Tel: 4-4514</p> <p>RSJI responsibilities</p> <ul style="list-style-type: none"> • RSJI e-newsletter • Special events <p>Department liaison for:</p> <ul style="list-style-type: none"> • City Light • Information Technology • Personnel • Seattle Center • Transportation
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