

<ul style="list-style-type: none"> • Number of individuals becoming naturalized citizens. • Number of low-income individuals receiving utility assistance. <p>COMMUNITY OUTCOME: THERE ARE PATHWAYS TO SAFE AND STABLE HOUSING</p> <ul style="list-style-type: none"> • Number of individuals or families enter transitional housing, secure and retain permanent housing <p>COMMUNITY OUTCOME: OUR COMMUNITY ALLOWS FOR HEALTHY AGING AND LIFESTYLE.</p> <ul style="list-style-type: none"> • Increased stability of children who are living with their relative caregivers receiving kinship care giving services. 	<p>Inclusive Community Outreach & Engagement 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>	<p>Marie Kurose</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ongoing</p>	<p><u>Homeless Needs Assessment</u>: Surveyed 136 users of the shelter system to evaluate the services provided and identify needs to get out of homelessness.</p> <p><u>Immigrant & Refugee Youth Initiative</u>: Engaged Immigrant & Refugee youth, providers, I&R Commission, and other I&R community stakeholders to seek input on service needs.</p> <p><u>Pathways to Careers</u> Convenings with African-American community member and other stakeholders to seek guidance on OED-HSD pilot to create training/employment opportunities of men of color and other people with criminal histories and/or multiple barriers to employment.</p> <p><u>Community Organizing & Leadership Development</u> Convened 3 meetings with diverse community stakeholders, coalitions, and providers to seek input on the Community Organizing for I&R and communities of color RFI. (I&R Commission, APIDC, MEDC, SHSC, E. African Community)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>		<p>X</p>
<p>Strategy 2: Build racial equity into departmental policies</p>										

<ul style="list-style-type: none"> • Improve positive health behavior change for aging individuals including 320 participants of color & 30 immigrant/refugee participants) through participation in Enhance Wellness programs. • Increased access to culturally relevant programming for immigrant and refugee seniors 	<p>RFI and Contracting Changes:</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. • Include specific goals and outcomes to emphasize program goals of reducing racism and decreasing racial disparities; • incorporating strategies, goals and practices to address changing needs, racial demographics, and cultural needs; and expanding opportunity and/or access for those who historically have been excluded; • Increase HSD and agency capacity to contract with smaller, grassroots organizations for targeted services. 	<p>Sara Levin</p> <p>Marie Kurose</p>	<p>December 2012</p>	<p><u>After school RFI process</u>: use of disaggregated data to highlight disparities and prioritize target population and strategies.</p> <p><u>Homeless Services Investment Plan</u>: Communities Supporting Safe & Stable Housing incorporated focus on cultural competence, community partnerships, and services to immigrant and refugee individuals.</p> <p><u>I&R Job Readiness RFI</u>: Piloted separate applications for developing and experienced agencies.</p> <p><u>Community Organizing & Leadership Development (communities of color, I&R communities RFI)</u> Completed community stakeholder involvement, strategy developed, RFI to be released Sept 2012.</p> <p><u>Capacity Building for Emerging Organizations Pilot</u> Partnership with DON, Building Changes, and Nonprofit Assistance Center – to be launched in late 2012.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			<p>X</p>
<p>Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community</p>											
	<ul style="list-style-type: none"> • Lead the City's Youth & Families Initiative Subcabinet to develop coordinated system partnerships with other City departments, Seattle Schools, and other institutions. • Identify opportunities to partner with City departments, communities, other funders, and public systems to improve the educational, economic and social outcomes of low-income communities. 	<p>Dannette Smith</p>	<p>December 2012</p>	<p>Partnership with Office of Economic Development to create a pilot to create economic opportunities for men of color, and other communities with criminal histories, and/or other</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			<p>X</p>

A COMMON FOUNDATION ACROSS ALL DEPARTMENTS

Desired department outcome	Key actions	Measures, Targets and Lead Staff	Due Date(s)	Actions Completed	Results
City employees have the skill to eliminate institutional racism and partner with the community to address structural racism.	<ul style="list-style-type: none"> Identify staff training needs to implement best practices 	Dannette Smith Catherine Lester	December 2012	Dr. Edwin Nichols Cultural Competency Training: (May2012) - HSD Executive Leadership Team Session 50 HSD staff	
Department Leadership Team and Change Team are working together to achieve racial equity.	<ul style="list-style-type: none"> Reorganize Change Team to align with new organizational and leadership structure Identify and implement cross-divisional opportunities and initiatives to model racial equity best practices 	Catherine Lester	December 2012		
Inclusive outreach and public engagement is promoted / Immigrants and refugees have access to City programs and services.	<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. 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. 	Marie Kurose	Quarterly		
The City's workforce diversity across positions reflects the diversity of the Seattle community.	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	Cynthia Flowers	Ongoing		Director/Manager/Supervisor Total - 37 African American-9 (24.3%) Asian American-9 (24.3%) American Indian - 0

A COMMON FOUNDATION ACROSS ALL DEPARTMENTS

Desired department outcome	Key actions	Measures, Targets and Lead Staff	Due Date(s)	Actions Completed	Results
					Hispanic/Latino - 0
Access to contracts for Minority Business Enterprises is increased.	<ul style="list-style-type: none"> • Establish departmental goals for percent of MBE consulting, construction and purchasing. • Implement actions to achieve MBE goals 	Establish WMBE Goals and Plan Monitor and report status of WMBE Goals and Plan	Quarterly		HSD has achieved 44.15% (\$332,288) WMBE utilization in purchasing
Create greater public will and commitment to ending racial inequity.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 		