

# RACE & SOCIAL JUSTICE WORK PLAN

## Working for racial equity in the community

### For the Period January 1 to December 31, 2012

**Department:** Office of Housing

**Director:** Rick Hooper  
**RSJI Work Plan Lead:** Laura Hewitt Walker & Lindsay Masters  
**Change Team Lead(s):** Laura Hewitt Walker & Lindsay Masters

**Date of Update:** January 1, 2012

Desired community outcome and measure to track progress	Strategies and key actions	Measures, Targets and Lead Staff	Due Date(s)	Actions Completed Y = yes IP = IP N = No	Results	HOUSING	JOB	EDUCATION	HEALTH	ENVIRONMENT	COMMUNITY DEVELOPMENT	CRIMINAL JUSTICE
<p><b>Community outcome:</b> People of all incomes in Seattle will have equitable access to housing affordable to them.</p> <p><b>Community measure:</b> Increase OH-funded affordable housing</p> <p>Households living in OH-funded affordable housing are representative of Seattle's diversity in household size/type, special needs, and racial/ethnic background</p>	<p><b>Strategy 1: Apply Racial Equity Tool to departmental programs and projects</b></p> <ul style="list-style-type: none"> <li>Apply RET to OH's implementation of the <a href="http://www.housingsearchnw.org">www.housingsearchnw.org</a> online tool.</li> </ul>	<ul style="list-style-type: none"> <li>Summary of Housing Search NW RET analysis provided to Change Team and Senior Staff (Amy)</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> Q</li> </ul>	<ul style="list-style-type: none"> <li>Y</li> </ul>	<p>Concluded not enough outreach done when designing tool.</p>	X						
	<p><b>Strategy 2: Build racial equity into departmental policies</b></p> <ul style="list-style-type: none"> <li><b>Outline 2013 analysis of impediments to fair housing; begin initial background analysis</b> <ul style="list-style-type: none"> <li>Summarize current federal, state, and local fair housing laws</li> <li>Analyze lending, monitoring, asset management policies and practices vis-à-vis fair housing law</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Draft 2013 AI table of contents based on HUD expectations; summary of existing fair housing laws provided to Change Team and Senior Staff (Laura)</li> <li>Scope out issues to be reviewed as part of the 2013 AI development process--- what are they; who will work on them; and what is the work program. (Laura)</li> <li>Assess compliance with project fair housing requirements, including outreach with borrowers (Lindsay, Cheryl)</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> Q</li> <li>3<sup>rd</sup> Q</li> <li>3<sup>rd</sup> Q</li> </ul>	<ul style="list-style-type: none"> <li>N</li> <li>N</li> <li>N</li> </ul>			X					



**ADVANCE OPPORTUNITY.  
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	<ul style="list-style-type: none"> <li>Develop tools to regularly evaluate who is served by OH-funded affordable housing programs</li> <li>Increase accessibility of weatherization programs to Native Americans</li> </ul>	<ul style="list-style-type: none"> <li>Report demographics for multifamily as well as single family weatherization program (Miriam)</li> <li>Refine data from 2011 WBARs reporting and produce analysis of multifamily programs using comparisons with Census data (Lindsay, Trinette, Laura)</li> <li>Identify data needs to enable regular home repair and homebuyer assistance reporting (Quinnie, Miriam)</li> <li>Develop strategy for communicating who is served by OH programs, including posting reports on OH website (Julie)</li> <li>Create and implement Native American outreach plan in response to Department of Commerce guidance (Miriam)</li> </ul>	<ul style="list-style-type: none"> <li>2nd Q</li> <li>3rd Q</li> <li>3rd Q</li> <li>3rd Q</li> <li>2nd Q</li> </ul>	<ul style="list-style-type: none"> <li>N</li> <li>Y (not compared with Census)</li> <li>IP</li> <li>N</li> <li>IP</li> </ul>									
	Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community												
	<ul style="list-style-type: none"> <li>Work with <a href="http://www.housingsearchnw.org">www.housingsearchnw.org</a> partners to ensure that this new program furthers racial equity</li> </ul>	<ul style="list-style-type: none"> <li>Summary of Housing Search NW RET analysis, along with recommendations, presented to partners for feedback and implementation (Amy)</li> </ul>	<ul style="list-style-type: none"> <li>4<sup>th</sup> Q</li> </ul>	IP		X							
<b>Community outcome:</b> Subsidized low-income rental housing is located throughout Seattle, especially in high opportunity	Strategy 1: Apply Racial Equity Tool to departmental programs and projects												
	<ul style="list-style-type: none"> <li>Apply RET to OH's implementation of</li> </ul>	<ul style="list-style-type: none"> <li>Summary of NET Initiative RET analysis</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> Q</li> </ul>	IP		X	X		X	X			



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neighborhoods (e.g. near frequent transit; quality food/retail; quality schools; open space, etc.)  <b>Community measure:</b> Subsidized rental units developed in TOD/high-opportunity areas generally reflect OH funding policies	<b>the Neighborhood Equitable Transit-Oriented Development (NET) Initiative</b>	provided to Change Team and Senior Staff (Ryan)										
	<b>Strategy 2: Build racial equity into departmental policies</b>											
	<ul style="list-style-type: none"> <li>Develop RSJI-focused TOD and surplus property and land acquisition policies</li> <li>Utilize an opportunity mapping tool to evaluate location of OH-funded projects</li> </ul>	<ul style="list-style-type: none"> <li>Discussions with Change Team and Senior Staff of draft policies completed; policies ready to be vetted with stakeholders (Laurie, Ryan)</li> <li>Post results on OH website (Laura, Quinnie)</li> </ul>	<ul style="list-style-type: none"> <li>3rd Q</li> <li>4<sup>th</sup> Q</li> </ul>	<ul style="list-style-type: none"> <li>N</li> <li>N</li> </ul>		X	X			X	X	
	<b>Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community</b>											
	<ul style="list-style-type: none"> <li>Work with PSRC, Impact Capital, and SHA on policies that will further racial equity through TOD and surplus property and land acquisition funding</li> </ul>	<ul style="list-style-type: none"> <li>Present policy recommendations to further racial equity through inter-agency TOD and surplus property and land acquisition programs to partners for feedback / implementation (Laurie, Miriam)</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> Q</li> </ul>	<ul style="list-style-type: none"> <li>N</li> </ul>		X	X			X	X	
<b>Community outcome:</b> Fewer homeless individuals and families in Seattle	<b>Strategy 1: Apply Racial Equity Tool to departmental programs and projects</b>											
<b>Community measure:</b> (1) Increase number of service-enriched housing units produced under the 10 Year Plan; and (2) Reduce number of unsheltered homeless persons as	<ul style="list-style-type: none"> <li>Apply RET to OH's Siting Policy</li> </ul>	<ul style="list-style-type: none"> <li>Summary of RET analysis and recommendations for amendments to Siting Policy presented to Change Team and Senior Staff (Laura, Julie)</li> </ul>	<ul style="list-style-type: none"> <li>2nd Q</li> </ul>	<ul style="list-style-type: none"> <li>N</li> </ul>		X					X	



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estimated by the annual One Night Count.	<b>Strategy 2: Build racial equity into departmental policies</b>												
	<ul style="list-style-type: none"> <li>Study the need for capital funding for particular homeless population groups identified through 2011 - 2012 Ten Year Plan processes.</li> </ul>	<ul style="list-style-type: none"> <li>Work with other Public Funders to provide more focus for the 2012 NOFA processes related to homeless housing (Laurie)</li> <li>Utilize work of the 10YP Immigrant and Refugee Taskforce. (Cheryl)</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> Q</li> </ul>	<ul style="list-style-type: none"> <li>N</li> <li>Y (participated on taskforce)</li> </ul>		X							
	<b>Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community</b>												
	<ul style="list-style-type: none"> <li>Participate in SKCCH annual One Night Count</li> <li>Partner with HSD, King County, United Way, SHA, and Committee to End Homelessness on policy development and project funding</li> </ul>	<ul style="list-style-type: none"> <li>OH team to volunteer in ONC in January</li> <li>Update the 10YP Production Report biannually (Lindsay)</li> <li>Maintain ongoing partnerships with 10YP partners (All OH work units)</li> </ul>	<ul style="list-style-type: none"> <li>1st Q</li> <li>1st Q, 3rd Q</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Y</li> <li>Y</li> <li>N</li> </ul>		X		X					

**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"> <li>Develop and implement supplemental RSJI training that increases racial equity understanding related to the department's line of business.</li> <li>Managers and Change Team members</li> </ul>	<ul style="list-style-type: none"> <li>RSJI training related to affordable housing created (TBD)</li> <li>RET training scheduled for all managers and Change Team members (Dan Baer)</li> <li>Notice to all OH employees re: required Race:</li> </ul>	<ul style="list-style-type: none"> <li>4<sup>th</sup> Q</li> <li>4<sup>th</sup> Q</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N</li> <li>N</li> <li>N</li> </ul>	



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	<ul style="list-style-type: none"> <li>participate in Racial Equity Toolkit training.</li> <li>All City employees participate in “Race: the Power of an Illusion.</li> </ul>	Power of Illusion training; documentation of training completion (Dan Baer)			
Department Leadership Team and Change Team are working together to achieve racial equity.	<ul style="list-style-type: none"> <li>Department Leadership Team and Change Team adopt and implement a charter with clearly defined roles and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Charter drafted (LM &amp; LHW)</li> <li>Meeting with Senior Staff &amp; Change Team held (LM &amp; LHW)</li> <li>Charter finalized and distributed to OH staff (LM &amp; LHW)</li> </ul>	<ul style="list-style-type: none"> <li>2nd Q</li> <li>2nd Q</li> <li>3rd Q</li> </ul>	IP	
Inclusive outreach and public engagement is promoted / Immigrants and refugees have access to City programs and services.	<ul style="list-style-type: none"> <li>Public information officers, outreach staff and managers participate in IOPE training.</li> <li>Use City-wide sign-in sheet for collection of participant information at engagement events.</li> <li>Implement City translation and interpretation and policies.</li> </ul>	<ul style="list-style-type: none"> <li>IOPE training completed (Julie, Laurie, Miriam, Maureen, Jen, Dan Baer, Rick)</li> <li>City’s standard sign-in sheet located and used for any public events (Julie)</li> <li>Translation and interpretation policies implemented; OH staff trained (Julie)</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> Q</li> <li>1<sup>st</sup> Q</li> <li>2<sup>nd</sup> Q</li> </ul>	N (except Julie) Y Y	Have sign-in sheet; no public events held so not used (n/a) Do not know how much translation and interpretation services are used
The City’s workforce diversity across positions reflects the diversity of the Seattle community.	<ul style="list-style-type: none"> <li>Conduct an analysis of positions within the department to determine which job categories are not representative of Seattle’s diversity.</li> <li>Develop strategies for recruitment and retention of employees in classifications where diversity is lacking.</li> <li>Train hiring managers, supervisors and other staff involved with hiring processes on HR RSJI best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity analysis of OH positions by job category completed (Dan Baer)</li> <li>Strategies for recruitment and retention of employees in classifications where diversity is lacking developed (Dan Baer)</li> <li>Hiring managers, supervisors and other staff involved with hiring processes trained on HR RSJI best practices (Dan Baer)</li> </ul>	<ul style="list-style-type: none"> <li>2nd Q</li> <li>2<sup>nd</sup> Q</li> <li>2<sup>nd</sup> Q</li> </ul>	N N N	
Access to contracts for Minority Business Enterprises is increased.	<ul style="list-style-type: none"> <li>Establish departmental goals for percent of MBE consulting, construction and purchasing.</li> <li>Implement actions to achieve MBE goals</li> <li>Implement new WMBE inclusion policy for construction projects.</li> </ul>	<ul style="list-style-type: none"> <li>OH MBE goals established (Dan Baer)</li> <li>Actions implemented (Dan Baer)</li> <li>Work with FAS to explore using City’s WMBE contractor database and other resources in OH-funded construction projects (Dan Foley)</li> </ul>	<ul style="list-style-type: none"> <li>1st Q</li> <li>Ongoing</li> <li>3rd Q</li> </ul>	Y Y? N	



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Create greater public will and commitment to ending racial inequity.	<ul style="list-style-type: none"> <li>• Share RSJI priorities with one or more of the department’s constituencies.</li> <li>• Participate in a campaign that increases the urgency and commitment to ending racial inequity.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate OH RSJ efforts, outcomes via OH web, newsletters, stakeholder meetings, etc. (Cindy, Miriam, Jerry, Julie, and others)</li> <li>• Contribute to SOCR’s campaign by organizing an outreach event in partnership with nonprofit housing owners (e.g. housing fair inclusive of HDC and immigrant groups) (Maureen)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• 4<sup>th</sup> Q</li> </ul>	<p>N</p> <p>N</p>	



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