

Race and Social Justice Initiative Presentation

Gender Equity, Safe Communities, New Americans and
Education Committee

March 14, 2018



Agenda

- Acknowledging Those Supporting DEEL's RSJI Change Efforts
- 2017 Department-Wide Equity Goal
- RSJI Highlights and Challenges
- Departmental Racial Equity Toolkits (RET)
- WMBE Contracting Results
- Continuing Our Journey Towards Undoing Institutionalized Racism And Being An Anti-racist Multicultural Organization



Acknowledging Those Supporting DEEL's RSJI Change Efforts

DEEL's 2017 RSJI's progress was profusely influenced by the collective efforts of:

- Community race and social justice activists
- DEEL's change team
- DEEL's leadership team
- Non change team DEEL employees who are passionate about RSJ
- Office for Civil Rights liaison Lamont Green
- Other City Departments change team members



2017 Department-Wide Equity Goal

Align and integrate efforts of the Race and Social Justice Initiative (RSJI) throughout the Department.

- Department (Director and Executive Leadership Team)
- Division (Heads of Early Learning, K-12, and FAD)
- Unit (Managers and Supervisors)
- Direct Reports (Employees reporting to managers or supervisors, TES, and volunteers)



RSJI Highlights and Challenges

- Three strategies for the City's RSJI are partnering, policy and programming.
- DEEL's 2017 RSJI highlights were mainly in partnering, specifically internal partnering and challenges rested in policy and programming.



Highlights

- Department (Director), a division director, managers, and direct reports served on the RSJI Change Team
- Increased ethnic and linguistic diversity across our department
- Held an RSJI retreat consisting of executive leadership team, management team, and change team
- Implemented the Anti-Racist Continuum (ARC) and collected baseline employee data
- A detailed list of highlights is in Appendix A: DEEL RSJI Accomplishments from A-Z

Impact: Quantitatively, the number of employees visibly bringing attention to, discussing, and questioning inequitable practices has increased



Challenges

- Lack of an established and written departmental stance on DEEL's approach to race and social justice
- Employee's knowledge to operationalize RSJI principles in their everyday work
- Routine participation from DEEL's leadership team in critical Department-Wide RSJI efforts
- Leading with race and integrating DEEL's race and social justice efforts into core decision making and planning processes
- DEEL's approach to addressing expressed inequitable practices

Impact: Qualitatively, data results from the Anti Racist Continuum (ARC), revealed that because verbal proclamations are not transferred to written policies, practices, and/or programming, employees are distrustful of DEEL's authenticity and commitment to serving Seattle's most vulnerable populations through the lenses of equity and race and social justice.



Department Racial Equity Toolkits

1. Culturally Responsive Summer Learning RFI Process
2. Workforce/Equity Hiring Process
3. RSJI Change Team (Appendix B)
4. Seattle Preschool Program (SPP) and Comprehensive Child Care Assistance Program (CCAP) Outreach (Appendix C)



Culturally Responsive Summer Learning RFI Process

- **Mayor and Council piloted new summer program model** focused on culturally-responsive programming and practice
- **Explicit focus on serving African-American/Black students** and other students of color
- **DEEL collaborated with community partners** on Racial Equity Toolkit and RFI application development, including:
 - analyzing data
 - identifying culturally responsive program elements
 - outreach
 - performance metrics



Culturally Responsive Summer Learning RFI Process (cont.)

- **DEEL received a record 18 applications from CBOs** representing \$1.5 million in funds requested, with total available funding of \$340,000
- **DEEL funded 4 programs serving 200+ African-American/East African students** at sites including Rainier Beach HS, South Lake HS, Seattle Central College, and New Holly Campus.
- **As a result of this pilot**, DEEL is requiring all new Families and Education Levy summer programs to incorporate culturally responsive practice into their programming, beginning in Summer 2018.



DEEL Workforce Equity/Hiring Practices

- **Equity Outcome:** *The City's workforce reflects or exceeds the racial demographics of the communities we serve.*
- **Findings:**
 - DEEL is the most diverse City department with more than 50 employees – 65% identify as persons of color
 - More diverse than the City's overall employee demographics, Seattle workforce, and Seattle Public Schools students (target population for the FEL)
 - Less diverse than our Early Learning clients in child care and preschool



DEEL Workforce Equity/Hiring Practices (cont.)

Seven recommendations

Highlights:

- Annually review hiring procedures and results to set new goals for the year
- Use the City's new core competencies as a rating rubric
- Engage more staff in the resume review and interview processes
- Require implicit bias training for staff and community members involved in hiring practices



WMBE Results

- Consultant Contracts – DEEL Target = 50%

Consultant	Total Payments	WMBE Total	African-American %	Asian %	Native American %	Hispanic %	White Female %	Total WMBE %
CC	\$ 528,828.31	\$195,329.49	27.82%	0.00%	0.00%	7.30%	1.82%	39.94%
CR	\$1,026,846.90	\$493,298.50	13.18%	62.00%	0.00%	97.00%	33.27%	48.04%
Total	\$1,555,675.21	\$688,627.99	18.15%	41.00%	0.00%	3.13%	22.58%	44.27%

- Purchased Services – DEEL Target = 50%

Purchasing	Total Payments	WMBE Total	African-American %	Asian %	Native American %	Hispanic %	White Female %	Total WMBE %
Blanket	\$ 105,044.16	\$ 71,018.30	6.01%	28.71%	0.00%	2.11%	30.79%	67.61%
Direct	\$ 91,639.81	\$ 6,375.09	1.19%	0.55%	0.00%	0.00%	5.23%	6.96%
Purchasing	\$ 900,253.74	\$612,679.48	40.87%	6.36%	0.00%	2.46%	18.36%	68.06%
Total	\$1,096,937.71	\$690,072.87	34.22%	8.02%	0.00%	2.22%	18.45%	62.91%



Continuing Our Journey Towards Undoing Institutionalized Racism And Being An Anti-racist Multi-cultural Organization

Based on data from toolkits, employee surveys, and DEEL's Change Team's reflective practice, recommendations for next steps for our RSJI efforts include:

- Developing and implementing equity-driven race and social justice policies and practices
- Developing and implementing a strategy for ensuring routine participation from DEEL's leadership team and managers in critical RSJI efforts
- Establishing an official department-wide stance (policy/practice) on RSJI
- Integrating RSJI into strategic leadership planning and decision making processes from beginning to end
- Sufficiently equipping DEEL employees with the skills, knowledge, and attitude needed to operationalize RSJI in our daily work.



Appendix A: DEEL's RSJI Accomplishments A-Z

All-Staff meetings contain RSJI as a standing agenda item

Budgeted annual \$10,000 RSJI investment, which funds Change Team and some department-wide activities

Created a draft Change Team Charter that requires department-wide coordination and representation

Department (Director), Division Director, Managers, and Direct Reports serve on the RSJI Change Team

Examined the concept of authentic community engagement and invited community members as decision partners

Funded department-wide RSJI events

Grew ethnic and linguistic diversity across our divisions and unit employees

Held a RSJI retreat consisting of executive leadership team, management team, and change team

Implemented the Anti-Racist Continuum (ARC) and collected baseline employee data

Joined forces across divisions and units to enhance the relevancy of RSJI lunch-and-learns to DEEL's work

Kept to the practice of onboarding all new employees through the lens of RSJI

Library for RSJI materials is located centrally within the department



Appendix A: DEEL's RSJI Accomplishments A-Z (cont.)

Made sure expressed race and social justice inequities were acknowledged and, to some degree, addressed

Newsletter in the department contains RSJI coverage

Organized and administered a Department-Wide approach to developing and implementing RSJI efforts

Performance evaluations contain a racial equity smart goal

Quantitatively, the number of employees discussing and questioning inequitable practices has increased

Reflected on our racial equity data collection practices and made midcourse adaptations

SharePoint RSJI site established and operating

Training Plan instituted and implemented

Unpacked the theory of change

Validated that Deel's Change Team is making a difference in the department's approach to race and social justice

Work buckets for the RSJI Change Team established to include department-wide work efforts

Xeroxed copies of the Undoing Institutionalized Racism's (UIR) principles and practices and posted in main meeting room

Zoomed in on DEEL's racist policies and practices and began the discussion on authentic community engagement



Appendix B:

Toolkit Summary: RSJI Change Team

Equity Area: Service Equity

RSJI Community Outcome: Achieve racial equity in City departments' service delivery and resource allocation.

Racial Equity Outcome: (RSJI Change Team's anticipated result) DEEL employees, community-based organizations, contractors, and City of Seattle government employees are routinely implementing racial equity policies and practices that are progressing towards the establishment of an anti-racist, multicultural organization.

Stakeholders: DEEL Staff

Engaged: Via focus groups and anonymous survey



Appendix B:

Toolkit Summary: RSJI Change Team (CONT.)

Key Benefits:

- Hear from a population most impacted to inform the process
- Help inform department-wide policy, practices, and programming

Key Actions To Do Differently:

- Integrate a Change Team RSJI Feedback loop throughout core Department activities
- Non-change team colleagues supporting change team efforts
- Institute an onboarding process for Change Team members
- Establish a Change Team buddy system for departmental, division, unit, and individual accountability



Appendix B:

Toolkit Summary: RSJI Change Team (CONT.)

Leadership Assurance of Action Steps:

- Intentional planning time
- Department-wide RSJI assignments
- Institution of an integrated department-wide workplan
- Treating and tracking RSJI like any other requirement (Emergencies, on the job training)

Report back to stakeholders:

- Meetings (department, division, unit), written notices, focus groups, and SharePoint

Additional racial equity issues revealed: Department is still in the building stages, and needs to be intentional about transformative practical application



Appendix C: Toolkit Summary: Seattle Preschool Program (SPP) and Comprehensive Child Care Assistance Program (CCAP) Outreach

STATUS Report for SPP and CCAP Outreach: A formal RET has not yet been conducted due to other processes that were done to support outreach efforts.

SPP: DEEL hired Sharon Maeda to analyze the effectiveness of SPP's outreach efforts, especially in non-English-speaking communities, and developed an outreach strategy.

CCAP: DEEL is also undergoing an full landscape study on CCAP to assess outreach strategies, impact and evaluate potential modifications to eligibility requirements.

