



City of Seattle

Gregory J. Nickels, Mayor

Seattle Office for Civil Rights

Julie Nelson, Director

March 31, 2008

To: Department Directors

From: Julie Nelson 

Subject: Race and Social Justice Budget and Policy Filter Supplemental Toolkit

Earlier this month, Mayor Nickels announced changes to the Budget Issue Paper (BIP) process that will have a profound effect on the City's ability to implement and sustain the Race and Social Justice Initiative (RSJI). RSJI policy and budget filter questions are now a part of the BIP template.

The Office for Civil Rights and the RSJI Core Team, in coordination with the Executive Change Team, have developed a supplemental toolkit (attached). Use of the toolkit will help you and your staff members develop meaningful responses to the filter questions. The toolkit includes RSJI best practices criteria, definitions, and instructions for completing a Racial Equity Impact Analysis, along with examples.

Because the budget process can be demanding and move quickly, I encourage you to begin using this toolkit now with any anticipated budget issues. Core Team members are prepared to provide any technical assistance needed in your department. Please do not hesitate to contact your RSJI liaison (see list in Attachment 3 of the toolkit), if you need assistance from a Core Team member. In addition, training can be provided to Change Teams so they are also equipped to use the tools.

Please feel free to call me at 3-7822 or Glenn Harris, our new RSJI Project Manager, at 3-5199, if you have any questions.

Cc: RSJI Sub-Cabinet
RSJI Core Team
RSJI Change Team Leads

City of Seattle Race and Social Justice Initiative

Budget and Policy Filter

Supplemental Toolkit

March, 2008

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I: Introduction

All departments are implementing annual Race and Social Justice (RSJ) work plans, focusing on their own lines of business. In addition, department director accountability agreements with the Mayor include RSJ priorities. Department work plans include strategies for reducing racial disparity and fostering multiculturalism. Work is being done to address five areas common across departments:

- Workforce equity
- Economic equity
- Public engagement
- Immigrant and refugee inclusion and access to services
- Capacity building

In addition, each City department has an RSJI Change Team, a group of employees that helps lead RSJI work within the department, including implementation of work plans.

Now all City departments are beginning to use an RSJI Budget and Policy Filter on a routine basis to further incorporate the Initiative into the City's budget and policy development processes. Fairness and inclusion are the cornerstones of the Mayor's priorities for the City of Seattle. All who work in City government have a role to play in achieving race and social justice, and the budget and policy-making process is central to that effort.

The filter is a simple set of questions:

1. How does this action accomplish the Mayor's Race and Social Justice Initiative?
How did you determine the reasoning for your response?
2. Please identify any unintended consequences from this proposal.

These questions will be incorporated into City budget and policy processes, beginning most immediately with Budget Issue Papers (see Attachment 1 for the memo from the Mayor describing the filter and budget process). Departments are encouraged to use this toolkit on a routine basis to develop and/or improve programs, policies and procedures.

The toolkit is a more in-depth resource to supplement the Budget and Policy Filter questions. These tools, including identification of a set of RSJ best practices and a Racial Equity Impact Analysis, should be used to help develop informed responses to the RSJI Budget and Policy Filter questions. Because of the importance of understanding terminology included throughout this toolkit, key definitions are included in Attachment 2.

The toolkit includes the following:

- Section II: Race and Social Justice Best Practices Criteria
- Section III: Racial Equity Impact Analysis Worksheet Instructions
- Section IV: Racial Equity Impact Analysis Worksheet
- Section V: Example Applications (examples are included for illustrative purposes only, and although they bear some relation to existing City initiatives, may not reflect most current realities)

- Attachment 1 Memo from the Mayor about the RSJ Budget and Policy Filter
- Attachment 2 RSJ Budget and Policy Toolkit Key Definitions
- Attachment 3 RSJI Departmental Liaisons

When a budget or policy issue is under consideration, the following steps should be followed:

Step 1	Review RSJ Best Practices Criteria (see Section II), the Racial Equity Impact Analysis instructions (see Section III), and examples of completed analyses (see Section V).
Step 2	Identify appropriate staff to complete the analysis; determine whether Core Team assistance would be beneficial. Core Team assistance can be arranged via your departmental RSJI Liaison (see list in Attachment 3).
Step 3	Collect data necessary for completion of the Racial Equity Impact Analysis (see Section III for resources).
Step 4	Complete Racial Equity Impact Analysis Worksheet (see Section IV).
Step 5	Complete and submit Budget Issue Paper (or other documents) within your department to appropriate staff.
Step 6	Your Department Finance Director or Department Director submits materials to Department of Finance or Mayor's Office

Worksheet responses need not be submitted along with Budget Issue Papers, Senior Staff briefings or legislative review. If after reviewing responses to filter questions, Department of Finance, Office for Policy and Management and/or Office for Intergovernmental Relations staff have questions, additional information will be requested.

The City of Seattle RSJ Best Practices Criteria and Racial Equity Impact Analysis tool have been developed by the RSJ Core Team. The Core Team reviewed, learned from, and would like to acknowledge the excellent work of others, including the Annie E Casey Foundation and their Race Matters Racial Equity Impact Analysis tool, President Clinton's Initiative on Race, the Aspen Institute, and the Applied Research Center's Racially Equitable Policy Development Guide.

II. Race and Social Justice Best Practices Criteria

The criteria below will be used to identify actual best practices so they can be shared and replicated. As departments gain experience with the Budget and Policy Filter and Racial Equity Impact Analysis, we anticipate that these best practices criteria will be refined.

RSJI best practices will meet the following criteria:

1. Assess community conditions and the desired community impact

- Includes clear documentation of the existing community conditions, including disparities.
- Explicitly enumerates specific goals and outcomes to emphasize program goals of reducing racism and decreasing racial disparities (as well as other program or policy goals).
- Incorporates design to adjust goals and practices to keep pace with changing needs and racial demographics.

2. Expand opportunity and access for individuals

- Increases opportunity and/or access for those who historically have been excluded.
- Integrates strategies to improve access for immigrants and refugees, including appropriate interpretation and translation policies.

3. Affect systemic change

- Reforms the ways in which institutions operate to lessen racial disparities and eliminate discrimination.
- Analyzes and changes policies and practices that may perpetuate racial disparities and/or institutionalized racism.

4. Promote racially inclusive collaboration and civic engagement

- Creates opportunities for collaboration that fosters mutual respect among people who fully represent Seattle's racial diversity.
- Provides opportunities for program participants and leaders or people affected by a policy to take action to address racial disparities and foster racial equity.
- Fosters greater participation in civic engagement that can promote leadership in racial equity efforts.

5. Educate on racial issues and raises racial consciousness

- Explicitly educates about the importance of historical and contemporary facts regarding race, racism, and/or culture.
- Educates and encourages sharing about race and racism, including the connections between personal feelings and experiences and race-related systemic issues in society.

III. Racial Equity Impact Analysis Worksheet Instructions

The RSJI Budget and Policy Filter questions are as follows:

1. How does this action accomplish the Mayor’s Race and Social Justice Initiative?
How did you determine the reasoning for your response?
2. Please identify any unintended consequences from this proposal.

Actions under consideration will include a range of policies, programs and procedures. Analysis of some actions will be more readily evident than others, but the tool has been constructed such that it can be applied to all.

Conducting a Racial Equity Impact Analysis at the earliest possible stage of development or revision of a policy, program or procedure will help to ensure actions are aligned with the RSJ Initiative. The analysis should be completed by people who bring different racial and economic perspectives, ideally including both people of color and white people. This will maximize the valuable learning experience and allow the action to be shaped in a racially equitable manner.

Considering RSJI Best Practices criteria and completed a Racial Equity Impact Analysis will help develop responses to the filter questions. Racial Equity Impact Analysis questions, along with references to useful resources, are as follows:

Racial Equity Impact Analysis Questions	Resources
1. Lead department	
2. Project title	
3. Briefly describe the proposed action and the desired results	
4. How does the proposed action impact (check all that apply): <ul style="list-style-type: none"> <input type="checkbox"/> Racial disparity? <input type="checkbox"/> Institutionalized racism? <input type="checkbox"/> Multiculturalism? Please describe	Definitions of these terms are included in Attachment 2. If unfamiliar with these terms, a Core Team member can be assigned to help with the analysis.
5. How does the proposed action support (check all that apply): <ul style="list-style-type: none"> <input type="checkbox"/> Economic equity, including contracting? <input type="checkbox"/> Immigrant and refugee access to services? <input type="checkbox"/> Public engagement and outreach? <input type="checkbox"/> Work force equity? <input type="checkbox"/> Capacity building? Please describe	Historically Underutilized Business for economic equity http://www.seattle.gov/executiveadministration/smallbusiness/default.htm Immigrant and Refugee Guidelines http://www.seattle.gov/mayor/issues/rsji/immigrants/interpretationpolicy , including language maps and lists of interpretation and translation vendors http://inweb/immigrantsrefugees/#InterpTransPolicy Outreach and Public Engagement Policy http://inweb/rsji/publicengagement/

Racial Equity Impact Analysis Questions	Resources
6. Who are the racial / ethnic groups affected by this program, policy or practice? How will each group be affected?	<p>Demographics data and maps (GIS and Census tracts) http://www.census.gov/</p> <p>Language maps and lists of interpretation and translation vendors http://inweb/immigrantsrefugees/#InterpTransPolicy</p> <p>Disparities: A Snapshot of Seattle inweb.ci.seattle.wa.us/rsji/docs/RSJ_stats_sheet-final.pdf</p>
7. Have the voices of groups affected by the proposal been involved with its development? If not, why? Is there support for the proposal? Why or why not?	<p>Outreach and public engagement policy http://inweb/rsji/publicengagement/</p>
8. What strategies are being used, and how will they help achieve racial equity? Describe the resources, timelines, and monitoring that will help ensure success.	
9. Are there direct or indirect community impacts or benefits? Are there strategies to mitigate any negative impacts? Please describe.	
10. How have your Change Team or Core Team members assisted with the development or review of this action? Please describe.	<p>Core Team assistance can be arranged via your departmental RSJI Liaison (see list in Attachment 3).</p>

More information about the overall Race and Social Justice Initiative is available on the RSJI Inweb site: <http://inweb/rsji/assistance.htm>. More information about the budget process is available on the Department of Finance web site: <http://inweb/financedepartment/budgetmanual.htm>

IV. Racial Equity Impact Analysis Worksheet

Answer the following questions:

1. Lead Department: _____

2. Project Title: _____

3. Briefly describe the proposed action and the desired results: _____

4. How does the proposed action impact (check all that apply):

- Racial disparity?
- Institutionalized racism?
- Multiculturalism?

Please describe: _____

5. How does the proposed action support (check all that apply):

- Work force equity?
- Economic equity, including contracting?
- Immigrant and refugee access to services?
- Public engagement and outreach?
- Capacity building?

Please describe: _____

6. Who are the racial / ethnic groups affected by this program, policy or practice? How will each group be affected? _____

7. Describe the community members and/or groups who have been involved with the development of this proposal and the involvement process? Is there community support for or opposition to the proposal? Why? _____

8. What strategies are being used, and how will they help achieve racial equity? Describe the resources, timelines, and monitoring that will help ensure success.

9. Are there direct or indirect community impacts or benefits? Are there strategies to mitigate any negative impacts? Please describe: _____

10. How have your Change Team or Core Team members assisted with the development or review of this action? Please describe: _____

V. Example 1¹

1. **Lead department:** Seattle Public Utilities
2. **Project title:** Lidding of the Beacon Hill Reservoir
3. **Briefly describe the proposed action and the desired results:**

Currently the Beacon Hill Reservoir is an open reservoir that provides drinking water for SE Seattle businesses and residents. SPU would like to put a lid (cap) on the reservoir and expects the following results: protection of water source from environmental & human threats, conservation of water, reduced treatment needed, and 50 acres of park space added to Jefferson Park (one of the largest parks in SE Seattle)

4. **How does the proposed action impact (check all that apply):**

- Racial disparity?**
- Institutionalized racism?**
- Multiculturalism?**

Please describe:

Staff working on this project will receive relevant RSJ training to increase awareness and will work with consultants who have demonstrated expertise in involving and working with diverse communities. We will also look at contracting for this project and identify and promote historically under-utilized businesses (HUBs) that can assist with all phases. We will utilize available demographic information to identify populations for whom we should tailor our outreach and involvement strategies. We will solicit ideas from the community and consultant on how to incorporate multiculturalism into this process; and test, document and continue to use strategies that work. For example, prior or at our first meeting we will ask how communities prefer to receive information and how they prefer to communicate, etc. This will be used to create guiding principles and/or project values that help us understand when and how to achieve community buy-in / participation.

5. **How does the proposed action support (check all that apply):**

- Work force equity?**
- Economic equity, including contracting?**
- Immigrant and refugee access to services?**
- Public engagement and outreach?**
- Capacity building?**

Please describe:

Work force equity: We have reviewed job descriptions related to this and other projects and have worked closely with HR and consultants to get the word out.

¹ Examples are included for illustrative purposes only, and although they bear some relation to existing City initiatives, may not reflect most current realities

The job description has been expanded to include language skills and direct experience engaging communities.

Economic Equity: We have reviewed the scope of the project and are working closely with SPU's Environmental Justice and Service Equity division and Contractor Development and Competitiveness Center to promote this with HUBs.

I&R Access: We will be working closely with SOCR's public engagement manager and SPU's EJ team to identify effective public engagement strategies.

Capacity building: As was mentioned earlier, staff has received and will receive anti-racism training public engagement and other related training as needed. In addition we will be using BMP and other tools that have been developed (language maps, consultant list, etc.)

6. Who are the racial / ethnic groups affected by this program, policy or practice? How will each group be affected?

According to census data, Asian/Pacific Islander, East African, African American, and low income groups will be most affected by this project.

7. Describe the community members and/or groups who have been involved with the development of the proposal and the involvement process. Is there community support for or opposition to the proposal? Why?

We have been working with our consultant and have a staff person assigned to meet with community groups to get community input on this project. Funds for translation and interpretation, and hands-on activities have been budgeted to assist with language needs. We have compiled comments from all participants and they are included in this proposal.

8. What strategies are being used, and how will they help achieve racial equity? Describe the resources, timelines, and monitoring that will help ensure success.

We have worked with communities and partners to identify priorities, attached a timeline for what needs to get done, and have set up a community/partner steering committee to give and receive feedback on the status of the project.

9. Are there direct or indirect community impacts or benefits? Are there strategies to mitigate any negative impacts? Please describe:

Increased open/green space that represents/reflects community interest and needs.

10. How has your Change Team or Core Team members assisted with the development or review of this action?

We have met with our change team to let them know what is going on. We have also consulted with Michael Davis, Sharon King, Marget Chappel, Glenn Harris, Jacque Larrainzar, Darlene Flynn and other core team members as needed.

Example 2:

1. **Lead department:** City Light
2. **Project title:** Relamping Program
3. **Briefly describe the proposed action and the desired results:**

Seattle City Light is implementing a group relamping program for streetlights. The proposal outlines the steps SCL wants to take to engage a contractor to begin replacing 21,000 street lights. Then the utility will begin a rotating program to replace luminaires in neighborhoods in Seattle and the franchise cities that SCL serves. At present, the utility replaces street light bulbs as it becomes aware of outages from customers and other resources. This practice is more expensive than group relamping. Also, the customers are not as likely to experience street light outages.

4. **How does the proposed action impact (check all that apply):**
 - Racial disparity?**
 - Institutionalized racism?**
 - Multiculturalism?**

Please describe:

City Light will be more responsive to fixing streetlights in neighborhoods with higher population density and higher crime rates. These areas will be serviced first as the crews move northbound and southbound from Denny Way, replacing streetlight luminaires. Better lighting provides a greater sense of security and helps to deter crime. Currently, City Light relies heavily on customers to report lights out. People who do not speak English fluently are less likely to call in outages.

5. **How does the proposed action support (check all that apply):**
 - Work force equity?**
 - Economic equity, including contracting?**
 - Immigrant and refugee access to services?**
 - Public engagement and outreach?**
 - Capacity building?**

Please describe:

City Light will contract out for group streetlight repair work; we will be looking at HUBS. The contractors will work for prevailing wages for comparable work. By contracting this work out, City Light's highly skilled high voltage crews will be free to perform more complex work assignments. Under the group streetlighting plan, City Light will no longer rely on customers to report streetlights outages. We anticipate that complaints about malfunctioning streetlights will significantly decrease throughout the service territory, but particularly in areas with higher immigrant populations.

6. Who are the racial / ethnic groups affected by this program, policy or practice? How will each group be affected?

All racial and ethnic groups will be affected by this program. All customers will have better streetlighting due to fewer lights out and they won't have to call City Light to report problems then wait for the repair to be completed.

7. Describe the community members and/or groups who have been involved with the development of the proposal and the involvement process. Is there community support for or opposition to the proposal? Why?

The group streetlighting program was developed in response to general community complaints and concerns about how long it takes to replace streetlights. Management is supportive of this program, and has been experimenting with this concept during 2008.

8. What strategies are being used, and how will they help achieve racial equity? Describe the resources, timelines, and monitoring that will help ensure success.

The group contracting work will be done on contract. The timeline: 500 crew days to relamp 21,000 lamps. Depending on the contractor's staffing, the most populous Seattle neighborhoods will be relamped by the end of Daylight Savings time in 2008. When daylight is shorter, customers become more aware of streetlights that do not work. The quality and quantity of the contractor's work will be monitored by the Dept. of Executive Administration/Purchasing and by City Light.

9. Are there direct or indirect community impacts or benefits? Are there strategies to mitigate any negative impacts? Please describe:

Better streetlighting; increased security for the citizens; helps decrease crime; and improves customer satisfaction.

10. Has your Change Team or Core Team members assisted with the development or review of this action? Please describe:

Yes, two RSJI core team members are assisting with review of this action and advising the program manager.

Example 3:

1. **Lead department:** Co-led by SPU and HSD with partnerships from DON, SCL, OPM and City Council
2. **Project title:** Increase utilization of the Utility Rate Assistance Program
3. **Briefly describe the proposed action and the desired results:**
Evaluate Utility Rate Assistance Programs, which include outreach, demographics, policies and procedures to help increase access and savings to qualified households.

The Utility Rate Assistance Program helps low to moderate income SPU and SCL customers pay their utility bills by providing a 50% discount on electric, water, sewer and solid waste charges. The Utility Rate Assistance Program is administered by the Human Services Department and funded by Seattle City Light and Seattle Public Utilities. The purpose of the project is to examine demographic shifts in our customer base, current market penetration rates, outreach practices, effectiveness of existing program delivery mechanisms, and the impact of program policies, practices and procedures on participation rates. This evaluation will give us an updated understanding of who today's customer is, how to better meet their needs, identify barriers to participation, and inform program changes that will increase program access and economic advantage for Seattle's low to moderate income population. A report with budget considerations and proposed recommendations based on evaluation findings will be provided to City Council in May 2008.

4. **How does the proposed action impact (check all that apply):**
 - Racial disparity?**
 - Institutionalized racism?**
 - Multiculturalism?**

Please describe:

Based on the results of the evaluation, it is expected to decrease disparities by providing increased access and economic advantages to low-income to median income households and communities of color.

Through this analysis, institutional barriers have been identified within policies and procedures that currently exist. Some of these institutional barriers include:

- (1) Different income guidelines (200% Federal Poverty Level for low-income households vs. 70% State Median Income guideline for seniors who are at least 65 years old or people with permanent disability income).
- (2) More income documentation is required for low-income households vs. seniors and people with a permanent disability income.
- (3) Federally subsidized housing residents (Section 8, SHA, KCHA, HUD, Shelter+Care, etc.) are not able to qualify for rate discounts (despite their low-income status) because they receive a utility allowance along with their subsidized rent.

Decision and policy makers shall be briefed on the potential for increased benefits to underserved communities. This will forward our efforts in eliminating barriers experienced by these utility customers and reduce institutionalized racism.

5. How does the proposed action support (check all that apply):

- Work force equity?**
- Economic equity, including contracting?**
- Immigrant and refugee access to services?**
- Public engagement and outreach?**
- Capacity building?**

Please describe:

Work force equity: Hiring those who represent our customers/communities to help increase our language capacity in the workforce.

Economic equity, including contracting: Improve the quality of life, put more money in the customer pockets and use this saving to focus on other basic needs such as food, shelter, medical, etc. Help improve health and well-being but not having more financial worries. By doing this, more public dollars will be channeled into the communities we serve.

Immigrant and refugee access to services: Support language capacity through increased use of language line services and other means of interpretation. Help ensure that the printed information (brochure and application) are fully effective in those communities. Provide culturally competent outreach services to normally underserved populations.

Public engagement and outreach: Help ensure that staff are culturally competent and able to provide quality public engagement. This would also be helpful for improving and building our relationship within the communities we serve.

Capacity building: Increased cultural competency and on-going training and improvement as our demographics are changing.

6. Who are the racial / ethnic groups affected by this program, policy or practice? How will each group be affected?

Primarily people of color, immigrant and refugees, as well as underserved (seniors and people with disabilities). It is because of this evaluation/rate review, and the work we've done (evaluation from prior activities) that we know that a more thorough inclusive process is still needed.

7. Describe the community members and/or groups who have been involved with the development of the proposal and the involvement process. Is there community support for or opposition to the proposal? Why?

Yes, there has been support for this proposal but it would also depend on the cost effectiveness of the proposed / packaged recommendations.

Community members and representatives who have been part of the outreach evaluation process include Environmental Justice Network in Action (EJNA) partners such as International District Housing Alliance, Asian and Pacific Islander Women

and Family Safety Center, Khmer Community Association of Seattle-King County, St. Mary's Parish and Food Bank, Somali Community Services of Seattle and Horn of Africa Services.

We also have reviewed feedback from participants from last fall's summit, which included representatives from various non-profit organizations such as Catholic Community Services, SHA, Jewish Family Services, Neighborhood House, El Centro de la Rasa, Solid Ground, IDIC, ACRS, LIHI, Public Health & Consejo Counseling and Services.

8. What strategies are being used, and how will they help achieve racial equity? Describe the resources, timelines, and monitoring that will help ensure success.

Some of the strategies are: include our program partners: SPU, DON, HSD; access / review community feedback and program partners from the summit evaluation forms; review current outreach methodologies and budget; and review similar programs from other jurisdictions (Snohomish County, Portland and other cities in WA). This program is focused on economic equity within a group of residents who are primarily communities of color.

9. Are there direct or indirect community impacts or benefits? Are there strategies to mitigate any negative impacts? Please describe:

Yes, there are direct impacts, since the program would allow households to keep more money for basic expenses such as food, housing, clothing, medical, etc, and help alleviate financial stress. In addition, more money would be brought to businesses within this community.

10. Has your Change Team or Core Team members assisted with the development or review of this action? Please describe:

Yes, and we plan to continue to work with the Change Team and consult Core Team members as needed.

ATTACHMENT 1: Memo from the Mayor about the RSJ Budget and Policy Filter



Gregory J. Nickels
Mayor of Seattle

MEMORANDUM

DATE: March 11, 2008
TO: Department Directors
FROM: Mayor Greg Nickels 
SUBJECT: Important Changes to the Budget Issue Paper process

I am pleased to announce changes to the Budget Issue Paper (BIP) process that will have a profound effect on the city's ability to implement and sustain the Race and Social Justice Initiative.

The Race & Social Justice Executive Change Team has proposed two Policy & Budget Filter questions that will be added to the BIP template. The Policy & Budget Filter questions will ensure equitable city policies and practices by reviewing BIP proposals within the framework of the Race & Social Justice Initiative and by screening for potential unintended consequences of increased inequity. Departments will be required to respond to these questions in each of the BIPs they submit to DOF for review. DOF Staff will be required to provide feedback to Departments and recommendations to me.

In order to facilitate implementation of the new RSJI Policy & Budget Filter, a training session will be required for both Departmental Finance Analysts and Department of Finance Analysts. The trainings will be hosted by members of the RSJ Executive Change Team and located in City Hall's Boards & Commission Room, L280 on the following dates and times:

DOF Analyst Training:
Monday, April 7th, 1:30- 3:00 p.m.
City Hall
Boards & Commissions Room L280

Department Finance Training
Tuesday, April 8th, 2:30- 4:00 p.m.
City Hall
Boards & Commissions Room L280

As you know, fairness and inclusion are the cornerstones of my priorities for the City of Seattle. All of us who work in city government have a role to play in achieving race and social justice for everyone, and the budget process is central to this effort.

I look forward to this next stage of work in advancing the Race and Social Justice Initiative. Thank you.

ATTACHMENT 2: RSJ Budget and Policy Toolkit Key Definitions

Definitions	
Budget issue paper	A proposal put forth by a City department to the Mayor that identifies an issue to be considered within the context of development of the City's budget, often including an increase or decrease in funding.
Budget and policy filter	A set of two questions designed to help (1) determine how newly proposed or updated policies (including budgets and legislation) align with RSJI and (2) screen for potential unintended consequences that might increase racial inequity. The purpose of these questions is to enable decision-makers to see a more complete picture when choosing a course of action on a proposal, not just a budget or political perspective.
Capacity building	Increasing the knowledge of and tools used by city staff to achieve race and social justice
Economic / contracting equity	Efforts to achieve equitable racial outcomes in the way the City spends resources, including goods and services, consultants and contracting
Immigrant and refugee access to services	Government services and resources are easily available and understandable to all Seattle residents, including non-native English speakers. Full and active participation of immigrant and refugee communities exists in Seattle's civic, economic and cultural life.
Institutional racism	Organizational programs, policies or procedures that work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently.
Multiculturalism	Equal rights and respect accorded to all cultural groups. Multiculturalism creates the conditions for understanding, respect and interaction between cultures and equality of opportunity for all cultures.
Outreach	Activities to contact and potentially develop working relationships with specific individuals and/or groups for purposes including, but not restricted to, sharing information, education, or service provision
Public engagement	Activities that enable community members to effectively engage in deliberation, dialogue and action on public issues and in the design and delivery of public services.
RSJ best practices criteria	Criteria to assess whether a given policy or program is effective at achieving race and social justice

Definitions	
Racial disparity	Differences in outcomes or community conditions based on race. Examples include different outcomes in health, education, environment and criminal justice outcomes based on race.
Racial equity	Advantage and disadvantage cannot be predicted based upon race.
Workforce equity	<p>The City's overall workforce diversity reflects the diversity of the population living in Seattle. The City:</p> <ul style="list-style-type: none"> • Meets voluntary federal diversity goals; • Increases upward mobility opportunities for workers in low-wage occupation groups with high concentrations of workers of color; • Increases diversity in occupational groups where overall diversity is low or some racial groups are significantly under-represented; and • Promotes fair and equitable access to advancement and career development opportunities for all employees i.

ATTACHMENT 3: RSJI Departmental Liaisons

<p>Julie Nelson SOCR Director Tel: 3-7822</p>	<p>Glenn Harris RSJI Project Manager Tel: 3-5199</p>	<p>Jacque Larrainzar Acting Policy & Outreach Manager Tel: 4-4533</p>	<p>Darlene Flynn Policy Analyst Tel: 4-0291</p>	<p>Elliott Bronstein Public Information Tel: 4-0291</p>	<p>Brenda Anibarro Policy Analyst Tel: 4-4514</p>
<p>Department liaison for:</p> <ul style="list-style-type: none"> • Executive • Human Services • Police 	<p>Department liaison for:</p> <ul style="list-style-type: none"> • Fleets and Facilities • Economic Development • Housing 	<p>Department liaison for:</p> <ul style="list-style-type: none"> • Executive Admin. • Seattle Center • Library • Neighborhoods 	<p>Department liaison for:</p> <ul style="list-style-type: none"> • Public Utilities • Personnel • Transportation • Municipal Court 	<p>Department liaison for:</p> <ul style="list-style-type: none"> • City Light • Information Technology • Fire 	<p>Department liaison for:</p> <ul style="list-style-type: none"> • Planning and Development • Arts/Cultural Affairs • Parks and Recreation