

Racial Equity Toolkit

to Assess Policies, Initiatives, Programs, and Budget Issues

Our vision is to eliminate racial inequity in the community. To do this requires ending [individual racism](#), [institutional racism](#) and [structural racism](#). The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:

Step 1. Set Outcomes.

Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.

Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.

Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.

Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.

Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: Outreach and engagement for the 2017 Urban Forest Stewardship Plan update

Description:

Trees are an essential part of our city. A healthy urban forest provides benefits including air and water pollution mitigation, habitat for wildlife, and storm water runoff reduction. Trees are fundamental to the character of Seattle—a city that celebrates its reputation as one of the country's greenest cities. Studies have shown that trees in a neighborhood contribute to community involvement and have positive health benefits ranging from asthma relief, improved academic performance, and shorter recovery times for patients. The City recognizes the value and benefits of the urban forest, and the need for an integrated and adaptive approach to hands-on maintenance and caring for our trees. In 2013, to address the needs of Seattle's urban forest, the City updated the Urban Forest Stewardship Plan as a guiding document for action. The UFSP sets Seattle urban forestry goals and creates a framework for City departments, non-profit organizations, residents, and the community as a whole to support efforts to maintain the urban forest. The UFSP is updated every five years. Inclusive outreach and engagement is crucial to the plan update process.

Department: Office of Sustainability and Environment

Contact Name: Sandra Pinto de Bader Contact Email: Sandra.Pinto_de_Bader@seattle.gov

Type: Policy Initiative Program Budget Issue

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable community outcomes related to the issue? (Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources can be found at: [rsji/toolkit/outcome.htm](#))

1. Outreach and engagement efforts around the Urban Forest Stewardship Plan (UFSP) update intentionally engage people of color, immigrant, refugee, and low income populations to participate in the process, provide input, help shape policies, strategies, and actions in support of the urban forest.

NOTE: The following are big-picture program outcomes we don't want to lose track of:

2. Everyone has access to information about how trees benefit their lives as well as the tools and resources to support their efforts to take care of trees.
3. Urban forest services and benefits are equitably distributed throughout Seattle.
4. City of Seattle investments to plant and maintain 'public' trees are equitably distributed.
5. WMBE businesses have the opportunity to participate in City-run maintenance/care associated with Seattle's urban forest.

1b. Which racial equity opportunity area(s) will the issue primarily impact?

- Education
 Community Development
 Health
 Environment

- Criminal Justice
 Jobs
 Housing

1c. Are there impacts on:

- Contracting Equity
 Workforce Equity

- Immigrant and Refugee Access to Services
 Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? Yes No

Check all neighborhoods that apply (see map):

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> All Seattle neighborhoods | <input type="checkbox"/> Lake Union | <input type="checkbox"/> East District |
| <input type="checkbox"/> Ballard | <input type="checkbox"/> Southwest | <input type="checkbox"/> King County (outside Seattle) |
| <input type="checkbox"/> North | <input type="checkbox"/> Southeast | <input type="checkbox"/> Outside King County |
| <input type="checkbox"/> NE | <input type="checkbox"/> Delridge | Please describe: |
| <input type="checkbox"/> Central | <input type="checkbox"/> Greater Duwamish | <input type="text"/> |

2b. What are the racial demographics of those living in the area or impacted by the issue?

(See Identifying Stakeholder and Data Resources sections)

The UFSP addresses the whole city. Historically, people of color, immigrant, refugee, and low income populations have not been properly reached in order for them to participate in the UFSP update process.

2c. How have you involved community members and **stakeholders**?

(See Identifying Stakeholders section for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)

During the 2012-2013 Plan update process the team briefed the Urban Forestry Commission and the Freight Advisory Board; hosted a weekday evening urban forestry open house in City Hall; made presentations to the Queen Anne/Magnolia District Council, the Thornton Creek Watershed Oversight Council, the North Seattle Industrial Association, the Tree Ambassador/Green Seattle Partnership Forest Stewards, and participated in a Great City brown bag lunch session. The team also created a webpage with information on the plan and the update process as well as a link for the public to provide comments on the draft plan during the three-month public comment period.

2d. What does data and your conversations with **stakeholders** tell you about existing racial inequities that influence people's lives and should be taken into consideration?

(See Data Resources Section. *King County Opportunity Maps* for information based on geography, race and income.)

The public provided input on the draft plan. Comments were centered around specific elements of the plan and not on racial inequities and their impacts. Things to consider:

- Do under-served neighborhoods have lower canopy cover? Do wealthy neighborhoods (those with views) have fewer trees? Better data can be obtained from a comprehensive canopy cover assessment.

- Is tree maintenance lower in under-served neighborhoods? The Urban Forest IDT could work on gathering data.

Data needs:

- Race/canopy cover overlay. Tree planting data and SDOT data on street tree rejection rates by neighborhood. Where are investments/activities happening with relation to Race?

- Focus groups to understand people's beliefs/concerns/interests about trees to help inform Plan update.

2e. What are the root causes or factors creating these racial inequities?

Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement.

Lack of inclusive public engagement during the Urban Forest Stewardship Plan update process. Consider the difference between outreach and engagement efforts and the unintended consequences of only doing outreach with target populations. Effective engagement will harvest information to include in the Plan update.

Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement...

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity?

What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step 1?

There wasn't a robust inclusive outreach and engagement process as a way to gather input from target populations to incorporate into the plan. in last UFSP update. Given the Plan's citywide impact, it is important to receive input from historically underrepresented populations. Without inclusive outreach and engagement the City is not hearing from people of color, immigrant, refugee, and low income populations and is creating policies that may not address the real needs of those communities. With effective, inclusive engagement the team could learn of opportunities to better serve historically underrepresented communities, i.e. tree planting opportunities based on community interest (if the community doesn't express interest, it might be an opportunity to do outreach and share the many benefits of trees); tree maintenance (especially in shared maintenance situations such as street trees). An effective outreach process will increase access to information for people of color, immigrant, refugee, and low income populations about how trees benefit their lives as well as the tools and resources to support their efforts to take care of trees. Effective outreach will also give those communities the opportunity to provide input, help shape policies, strategies, and actions in support of the urban forest. Consider the difference between outreach and engagement and the unintended consequences of only doing outreach with target populations.

Outcomes 2-5 will result from inclusive stakeholder involvement.

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity?

What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.2e? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies?

Move from an outreach to an inclusive engagement process.
Include dedicated funding to create and implement an outreach and engagement plan/strategy.
Include focus groups as a means to engage target populations.
Determine whether translation and interpretation services will be needed to effectively involve underrepresented communities in the plan update process.

Policy Strategies?

Engaging the community with an RSJI lens will inform policies and strategies in the updated plan.

Partnership Strategies?

Work with the Equity and Environment Initiative Community Partners Steering Committee, district councils, faith-based organizations, and ethnic and social services organizations in order engage people of color, immigrant, refugee, and low income populations during the 2017 UFSP update process.

Engage NGOs focused on trees and urban forestry, such as Forterra, Earthcorps, Nature Consortium, Friends of Parks, Parks Foundation, Got Green, Puget Sound Sage.
Do focus groups with Seattle Housing Authority and other affordable housing providers as a way to engage low income communities.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

5. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

The team will evaluate inclusive outreach and engagement effectiveness by keeping track and reporting on the number of people of color, immigrant, refugee, and low income participants in the plan update process. The team will incorporate effective ongoing outreach strategies to ensure people of color, immigrant, refugee, and low income populations continue to be involved in the implementation of the plan's actions in support of the urban forest.

Once reliable data is available, the team will put in place policies to, over time, remove racial inequities around the City's urban forestry work.

Metrics will include:

- How many people did we reach out to. What groups were involved.
- Determine specific equity metrics for outcomes 2-5.
- Work with partners and community to create an outreach and engagement plan in preparation for the Plan update.

5b. What is unresolved? What resources/partnerships do you still need to make changes?

The Plan update team will need to begin working with Equity and Environment Initiative Community Partners Steering Committee, district coordinators, district councils, faith-based organizations, and ethnic and social services organizations to create an outreach plan in advance of the 2017 UFSP update.

Step 6. Report Back.

6. Share analysis and report responses from Step 5 with Department Leadership and Change Team Leads and members involved in Step 1.

Creating Effective Community Outcomes

Outcome = the result that you seek to achieve through your actions.

Racially equitable community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

Examples of community outcomes that increase racial equity:

OUTCOME	OPPORTUNITY AREA
Increase transit and pedestrian mobility options in communities of color.	Community Development
Decrease racial disparity in the unemployment rate.	Jobs
Ensure greater access to technology by communities of color.	Community Development, Education, Jobs
Improve access to community center programs for immigrants, refugees and communities of color.	Health, Community Development
Communities of color are represented in the City's outreach activities.	Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment
The racial diversity of the Seattle community is reflected in the City's workforce across positions.	Jobs
Access to City contracts for Minority Business Enterprises is increased.	Jobs
Decrease racial disparity in high school graduation rates	Education

Additional Resources:

- **RSJI Departmental Work Plan:** <http://inweb/rsji/departments.htm>
- **Department Performance Expectations:** <http://web1.seattle.gov/DPETS/DPETSWEBHome.aspx>
- **Mayoral Initiatives:** <http://www.seattle.gov/mayor/issues>

Identifying Stakeholders + Listening to Communities of Color

Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. (See *District Profiles in the Inclusive Outreach and Public Engagement Guide* or refer to U.S. Census information on p.7)

Once you have identified your stakeholders

Involve them in the issue.

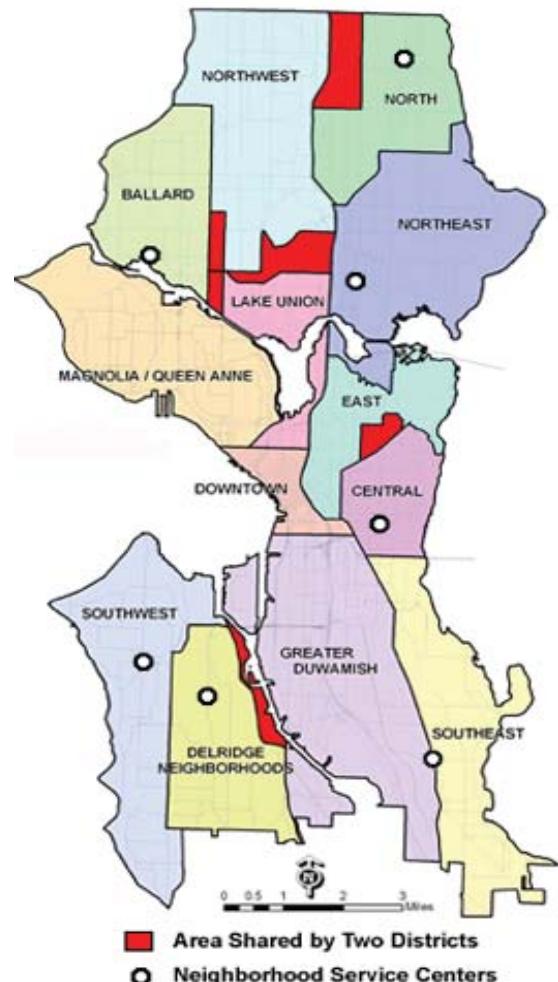
Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

Listen to the community. Ask:

1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)
2. What factors produce or perpetuate racial inequity related to this issue?
3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?

Tip: Gather Community Input Through...

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team



Examples of what this step looks like in practice:

- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide**: <http://inweb1/neighborhoods/outreachguide>

Data Resources

City of Seattle Seattle's Population and Demographics at a Glance:

http://www.seattle.gov/dpd/Research/Population_Demographics/Overview/default.asp

Website updated by the City Demographer. Includes: Housing Quarterly Permit Report • Employment data

- 2010 Census data • **2006-2010 American Community Survey** • 2010 Census: Demographic highlights from the 2010 Census; Basic Population and Housing Characteristics Change from 1990, 2000, and 2010 – PDF report of counts of population by race, ethnicity and over/under 18 years of age as well as a total, occupied and vacant housing unit count; Three-page subject report – PDF report of detailed population, household and housing data • American Community Survey: **2010 5-year estimates and 2009 5-year estimates** • Census 2000 • Permit Information: Comprehensive Plan Housing Target Growth Report for Urban Centers and Villages; Citywide Residential Permit Report • Employment Information: Comprehensive Plan Employment Target Growth Report for Urban Centers and Villages; Citywide Employment 1995-2010 • The Greater Seattle Datasheet: a report by the Office of Intergovernmental Relations on many aspects of Seattle and its region.

SDOT Census 2010 Demographic Maps (by census blocks): Race, Age (under 18 and over 65) and Median

http://inweb/sdot/rsji_maps.htm

Seattle's Population & Demographics Related Links & Resources (From DPD website:

http://www.seattle.gov/dpd/Research/Population_Demographics/Related_Links/default.asp

Federal

- [American FactFinder](#): The U.S. Census Bureau's main site for online access to population, housing, economic, and geographic data.
- [Census 2000 Gateway](#): The U.S. Census Bureau's gateway to Census 2000 information.

State

- [Washington Office of Financial Management](#): OFM is the official state agency that provides estimates, forecasts, and reports on the state's population, demographic characteristics, economy, and state revenues.

Regional

- [Puget Sound Regional Council](#): PSRC is the regional growth management and transportation planning agency for the central Puget Sound region in Washington State.

County

- [King County Census Viewer](#): A web-based application for viewing maps and tables of more than 100 community census data indicators for 77 defined places in King County.
- [King County Department of Development and Environmental Services](#): the growth management planning agency for King County.
- [Seattle & King County Public Health - Assessment, Policy Development, and Evaluation Unit](#): Provides health information and technical assistance, based on health assessment data
- [King County Opportunity Maps](#): A Study of the Region's Geography of Opportunity. Opportunity maps illustrate where opportunity rich communities exist, assess who has access to those neighborhoods, and help to understand what needs to be remedied in opportunity poor neighborhoods. Puget Sound Regional Council.

City

- [The Greater Seattle Datasheet](#): A Seattle fact sheet courtesy of the City of Seattle's Office of Intergovernmental Relations.

Other

- [Seattle Times Census 2000](#): articles, charts related to Census 2000 and the Seattle/Puget Sound region.

Glossary

Accountable- Responsive to the needs and concerns of those most impacted by the issues you are working on, particularly to communities of color and those historically underrepresented in the civic process.

Community outcomes- The specific result you are seeking to achieve that advances racial equity.

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.

Inclusive Outreach and Public Engagement- Processes inclusive of people of diverse races, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so community members can effectively engage in the design and delivery of public services.

Individual racism- Pre-judgment, bias, stereotypes about an individual or group based on race. The impacts of racism on individuals including white people internalizing privilege and people of color internalizing oppression.

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.

Opportunity areas- One of seven issue areas the City of Seattle is working on in partnership with the community to eliminate racial disparities and create racial equity. They include: Education, Health, Community Development, Criminal Justice, Jobs, Housing and the Environment.

Racial equity- When social, economic and political opportunities are not predicted based upon a person's race.

Racial inequity-When a person's race can predict their social, economic and political opportunities and outcomes.

Stakeholders- Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Examples might include: specific racial/ethnic groups, other institutions like Seattle Housing Authority, schools, community-based organizations, Change Teams, City employees, unions, etc.

Structural racism - The interplay of policies, practices and programs of multiple institutions which leads to adverse outcomes and conditions for communities of color compared to white communities that occurs within the context of racialized historical and cultural conditions.

Workforce Equity- Ensure the City's workforce diversity reflects the diversity of Seattle