

**Equity and Social Justice Inter-Branch Team Work Plan Template**  
**January 1 to December 31, 2014**

Agency: DES

IBT Delegate: Paula Harris-White

| Objectives  | Description of Commitment(s)<br>(Specify if department/agency level,<br>countywide and/or with partners)  | Indicators of Success  | Expected completion<br>date(s)  | Result(s) and Lessons Learned |
|---|---|--|---|-------------------------------|
| <b>Objective 1:</b><br><b>Consider equity impacts in decision-making, policy-making and program planning:</b><br><br><b>Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review</b> | <p><b>HRD 1:</b> HR Analytics. In collaboration with department partners, HRD will be building a comprehensive HR analytics program. A primary lens for understanding the descriptive, relational and ultimately predictive analytics will be equity and social justice. Understanding current and future workforce demographics as well as how demographics play a role in other workforce issues like discipline, absence management and retirement, will allow King County to more consistently identify problems and design effective interventions.</p> <p><b>HRD 2:</b> In collaboration with other departments, HRD will ensure the <u>county's pay practices</u> considers principles of equity and social justice by developing a new compensation policy that ensures equity and social equity considerations are part of our salary setting process (through negotiations for classification-wide wages and with newly hired incumbents on where to be placed within the established range)</p> <p><b>HRD 3:</b> <u>Employment</u>. In collaboration with other department representatives, HRD will review personnel guidelines, CBAs and current hiring policies and practices to create standard, transparent processes</p> | <ul style="list-style-type: none"> <li>Departments and divisions regularly reviewing, discussing and making decisions based on workforce analytics</li> <li>Positive trends in our data as a result of productive interventions</li> <li>Completion of a new fair, just and equitable compensation policy for all employees.</li> <li> <ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> </ul> </li> <li>Policies and procedures are changed to provide for a leaner recruitment process; training</li> </ul> | <ul style="list-style-type: none"> <li>Pilot with 2-3 organizations by June, 2014</li> <li>On-going and continuous improvement for our data and the sophistication of our measures</li> <li>December, 2014</li> <li> <ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> </ul> </li> <li>December, 2014</li> </ul> |                               |

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|   | and remove barriers. (Stakeholders countywide)   | <p>developed; tools needed identified as part of budget process</p> <ul style="list-style-type: none"> <li>CBA provisions are identified along with timelines to address barriers to hiring</li> </ul>  |  |                               |
| <p><b>Objective 2:</b><br/>Build community trust and capacity;<br/>Improved customer service; robust civic engagement</p> <p>Each dept./branch commits to areas for application of the community engagement guide</p> | <p><b>HRD 4: Internship:</b> HRD commits to <u>developing equity-driven internship programming</u> and building robust partnerships with community organizations to open new avenues and entry-points into our workforce. Creating transparent pathways for interns coming from community based organizations that focus on assisting at-risk or disadvantaged youth and adults is an underutilized way to reach talent, develop our workforce, and truly engage the KC community.</p> <p><b>HRD 5: Employment.</b> In collaboration with other departments, HRD will eliminate barriers throughout the recruitment process (Stakeholders countywide and specific pilots in DES)</p> | <ul style="list-style-type: none"> <li>Volume and diversity of community partners with whom we work</li> <li>Increase in number of interns, particularly interns coming from socially underserved communities</li> <li>Target time to hire is 6 weeks or less measured from job close to offer.</li> <li>Applicants can apply for County jobs in multiple ways</li> <li>Regular and predictable communication points</li> </ul> | <ul style="list-style-type: none"> <li>Pilot with 2-3 organizations by June, 2014</li> <li>On-going and continuous improvement for our data and the sophistication of our measures</li> <li>Ongoing</li> </ul> |                               |
| <p><b>Objective 3:</b><br/>Promote fairness and opportunity in County government practices</p>  | <p><b>HRD 6:</b> HRD will <u>train all safety and disability case managers</u> and staff to identify possible implicit bias during the course of case decision-making</p>  | <ul style="list-style-type: none"> <li>Train all safety and disability case managers</li> </ul>   | <ul style="list-style-type: none"> <li>June 2014</li> </ul>  |                               |

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| a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels | <p><b>HRD &amp; DES Director's Office:</b> In collaboration with the DES ESJ manager, cross functional training team, and others HRD will <u>create and offer trainings</u> to raise awareness and visibility of ESJ with employees of all levels</p> <p><b>HRD 7:</b>In collaboration with other organizational filming personnel, HRD will <u>create a standard work "video creation" process</u> that will provide guidance in assuring that videos created follow ESJ guidelines</p> <p><b>HRD 8: <u>Employment.</u></b> In collaboration with other departments, HRD will <u>ensure each and every job opportunity</u> including special duty, stretch assignments and job openings are announced and advertised across the county, and to the general public when appropriate (Pilot in DES— Encourage Countywide participation)</p> | <ul style="list-style-type: none"> <li>• Create and offer an “ESJ Academy”, ESJ toolkit, as well as other ESJ offerings ; increase number of ESJ training participants from 621 to 800 during 2014</li> <li>• Development of a video creation checklist</li> <li>• All internal employees know about special duty and stretch assignments</li> <li>• All SME's and panel members have reviewed the implicit bias video</li> <li>• All SME's and panel members contain diverse participants</li> <li>• The percentage of diversity at the final interview or selection process increases</li> </ul> | <ul style="list-style-type: none"> <li>• December 2014</li> <li>• June, 2014</li> <li>• Ongoing</li> </ul> |                               |
| <b><u>Objective 3:</u></b>  | <b><u>HRD 9: Breaking the Bronze Barrier:</u></b> In collaboration with other departments, HRD   | <ul style="list-style-type: none"> <li>• Percent bronze, silver</li> </ul>   | <ul style="list-style-type: none"> <li>• Nov. 2014</li> </ul>  |                               |

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| <b>b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)</b>                                   | <p>will increase participation in the Healthy Incentives program amongst hard-to-reach populations (several countywide efforts):</p> <ul style="list-style-type: none"> <li>Implement 2<sup>nd</sup> year of ATU Strive for Gold</li> <li>Implement new outreach to FMD custodians</li> <li>Offer online programs in Spanish</li> </ul> <p><b>HRD 10: <u>Employer of the Future</u>.</b> In collaboration with other departments, HRD will recommend a plan that includes consistent recruiting, retention and development of a diverse workforce that will be central to our development into an Employer of the Future. Designing HR policies and practices, making changes to the basic tools for managing our organization, and creating lasting cultural change will require us to consistently use equity and social justice lens and design specific strategies.</p> | <p>and gold</p> <ul style="list-style-type: none"> <li>Feedback from focus groups</li> <li># of online users accessing the Spanish version</li> <li>Employer values that reflect our commitment to diversity</li> <li>Clear strategies for how we are going to actively attract and promote a diverse workforce</li> <li>Trends in our workforce profile that show us getting closer to our goal</li> </ul> | <ul style="list-style-type: none"> <li>Sept. 2014</li> <li>July 2014</li> <li>Future state design cultural, diverse workforce transition plan by end of 2014</li> <li>On-going</li> </ul> |                               |
| <b>Brainstorm: Any other ideas, possibilities, areas to explore in your department or countywide via the IBT?</b>  | <b>HRD:</b> Need to create more work across agencies, through ESJ HR Community committee, possibly DES ESJ committee?   |   |   |                               |
| <b><u>Objective 3:</u></b><br><b>Promote fairness and opportunity in County government practices</b>   | <b>DES Director's Office 1:</b> insure that all DES directors, deputies, supervisors and managers complete the Basic ESJ Training   | All DES management trained on ESJ   | December 2014   |                               |
| <b>a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels</b> | <b>DES Director's Office 2:</b> In partnership with HRD, Develop the ESJ Academy and graduate first "class: by end of the year  | Increased number of ESJ practitioners in the county   | December 2014   |                               |
|  | <b>DES Director's Office 3:</b> In partnership with other IBT members, review county workforce policies and practices with an   | Issues that have been raised by IBT members about current county workforce practices will   | December 2014   |                               |

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|  | equity lens   | be reviewed with an equity lens<br>addressed   |   |                               |
| <u><b>Objective 2:</b></u><br><b>Build community trust and capacity;<br/>Improved customer service; robust civic<br/>engagement</b><br><br><b>Each dept./branch commits to areas for<br/>application of the community engagement<br/>guide</b>   | <b>ADR 1:</b> with partners (Seattle School<br>District and City of Seattle): Lead<br>consultant in designing Restorative Justice<br>program for Garfield High School. Engage<br>administration, faculty, students and<br>parents to address suspension practices<br>through restorative justice interventions. | Proposed design is adopted by<br>GHS administration. Appropriate<br>situations are referred to pilot<br>project.   | September 2014  |                               |
| <u><b>Objective 3:</b></u><br><b>Promote fairness and opportunity in County<br/>government practices</b><br><br><b>a) Each dept./branch commits to internal<br/>communications/engagement, as well as<br/>structures and mechanisms, to raise<br/>awareness and visibility of ESJ with<br/>employees at all levels</b> | <b>ADR 2:</b> with partners (City of Seattle and<br>Federal Executive Board): Provide in<br>comprehensive training to mediators in<br>Social Justice Mediation models.  | 10 ADR mediators attend 5-day<br>training in social justice<br>mediation.  | December 2014   |                               |
| <u><b>Objective 3:</b></u><br><br><b>b) Each dept./branch commits to<br/>continuous improvement to institutionalize<br/>equity in all organizational practices (e.g.,<br/>hiring, procurement)</b>   | <b>ADR 3:</b> Measure progression and<br>identify/remove potential obstacles of<br>practicum students and mediators to<br>ensure a diverse cadre of mediators and<br>increased access to the ADR field of under-<br>represented population.   | Equal rates (%) of retention and<br>certification of white and people<br>of color in the training program.   | December 2014   |                               |
| <b>Brainstorm: Any other ideas, possibilities,<br/>areas to explore in your department or<br/>countywide via the IBT?</b>  |   |  |   |                               |
| <u><b>Objective 2:</b></u><br><b>Build community trust and capacity;<br/>Improved customer service; robust civic<br/>engagement</b><br><br><b>Each dept./branch commits to areas for<br/>application of the community engagement</b>   | <b>FBOD 1:</b> Expand regional certification<br>program for small business.<br><br><b>FBOD 2:</b> Partner with USDOT and State of   | Add Seattle Colleges to regional<br>partnership (other members<br>include King County, Sound<br>Transit and Port of Seattle). Add<br>one additional partner in 2014.<br><br>Workshops with small firms | February 2014<br><br><br><br><br><br><br><br><br><br>January 2014 kickoff |                               |

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| guide   | <p>WA on new federal business enterprise program that will require a specific level of small business participation on all USDOT funded contracts.</p> <p><b>FBOD 3:</b> Expand Job Order Contracts from \$8m to \$12m (two \$6m master contracts) and ensure contracts utilize minority and women owned firms as subcontractors for a variety of small-scale public works projects.</p> <p><b>FBOD 4:</b> Review how FBOD can provide effective referral services for citizens who have property that is subject to the annual property tax foreclosure process.</p> <p><b>FBOD 5:</b> Implemented new personal net worth criterion for SCS certification. Allows more firms to be considered as “small” and therefore eligible for contracting opportunities.</p> | <p>accounting new program and offering assistance with application process. Also, implementing new contracts which achieve the participation requirements.</p> <p>Review needs with Inter-dept Forum. Scope and advertise new contracts. Select contractor.</p> <p>Prepare issue paper that highlights needs and how FBOD staff can provide early assistance to citizens, especially veterans, senior citizens and others in need. Train staff and provide referral tools.</p> <p>Surveyed impacted small firms in 2013 and communicated results.</p> | <p>and ongoing monitoring</p> <p>First half of 2014 (new contracts in place second half of 2014)</p> <p>Second half of 2014</p> <p>January 2014 kickoff</p> |                               |
| <p><b>Objective 3:</b><br/><b>Promote fairness and opportunity in County government practices</b></p> <p><b>a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels</b></p> | <p><b>FBOD 6:</b> Train all staff in crucial conversations training to reinforce FBOD values, especially value of respect.</p> <p><b>FBOD 7:</b> All supervisors/managers will be asked to attend new leadership training, which includes ESJ component.</p>  | <p>Staff receives training and there is demonstrated use of new tools/techniques.</p> <p>Supervisors and manager attend leadership training and are asked to review how ESJ can be incorporated into workplace and operations.</p>  | <p>First half 2014 based on phased schedule</p> <p>First half 2014</p>  |                               |

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| <b>Objective 3:</b><br><br><b>b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)</b>   | <b>FBOD 8:</b> Continue to expand Small Business Accelerator for technical services and goods contracts, ensuring Department ownership for results.<br><br><b>FBOD 9:</b> Focus on increasing diversity in candidate pool for recruitments, especially supervisor and management positions.<br><br><b>FBOD 10:</b> Support development and implementation of socially responsible banking practices using county's standard banking services contract. | Up to one-third of technical service contracts use the accelerator<br><br>Document diversity of candidate pools prior to starting interview process<br><br>Council adopts ordinance. FBOD prepares RFP and executes new contract with social responsibility provisions, including new community reinvestment plan. | Ongoing 2014<br><br>Ongoing 2014<br><br>February 2014 ordinance adopted<br><br>April to Sept 2014 RFP and new contract | FBOD director will send out email to agencies in February requesting early identification of projects for which Accelerator could be used. |
| <b>Brainstorm: Any other ideas, possibilities, areas to explore in your department or countywide via the IBT?</b>   | <b>FBOD:</b> Explore possibility of early college savings programs for elementary school children and target disadvantaged communities in King County. Potential partnership with State GET program. Another possibility is to broaden local "Bank-On" program that offers banking and other services to disadvantaged residents (e.g., alternatives to high cost payday loans).   | Explore pilot Project with GET   | tbd  | Potential partnership with City of Seattle   |
| <b>Objective 1:</b><br><b>Consider equity impacts in decision-making, policy-making and program planning:</b><br><br><b>Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review</b> | <b>OEM 1:</b> will demonstrate a "Whole Community" approach in decision-making, policy development and program planning. Our services catalogue established a directory of key services that we will continue to provide as we engage community members and organizations where outreach and partnerships may not have been developed in the past.   | The Emergency Management Advisory Committee (EMAC) membership is expanding to engage other county voices that have not been actively involved in the past. OEM staff role and support to EMAC offers an opportunity for OEM to engage and include more representation for the "Whole Community"                    | The expansion of EMAC membership and OEM's staff involvement will be an ongoing 2014 effort                            |  |

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| <b><u>Objective 2:</u></b><br><b>Build community trust and capacity;</b><br><b>Improved customer service; robust civic engagement</b><br><br><b>Each dept./branch commits to areas for application of the community engagement guide</b>   | <b>OEM 2:</b> will promote efforts directed at raising the preparedness levels of communities most impacted by emergency events and catastrophic disaster. This includes: meeting the Americans with Disability Act (ADA) requirements, Supporting the King County policy on translations; conducting public education; making and accessibility to emergency services by all. | Implementation of SMART 911 ADA checklists completed and approved for all designated shelters.<br><br>100% compliance with the King County Translation policy.<br><br>Public education campaigns in all 3 King County Coordination Zones.<br><br>Partner with Public Health and other “Whole Community” partners to improve the ability of vulnerable population to prepare and recover from an emergency and /or disaster. | In conjunction with other King County Departments (Public Health, Department of Transportation), OEM will continue to identify translation policy opportunities that recognizes the growing diversity of cultures within King County. |                               |
| <b><u>Objective 3:</u></b><br><b>Promote fairness and opportunity in County government practices</b><br><br><b>a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels</b> | <b>OEM 3:</b> will recruit “Whole Community” partners to participate in committee discussions and act as active members of planning and decision making.   | Promote the expansion of diversity memberships on external committees.  | The recruitment of “Whole Community” partners will continue through 2014  |                               |
| <b><u>Objective 3:</u></b><br><b>b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)</b>   | <b>OEM 4:</b> OEMs Hiring processes will emphasize diversity on interview panels; all interview panels receive ant-bias in hiring training.  | 100 % of new hires interviewed by a diverse panel.  | Ongoing 2014  |                               |
| <b>Brainstorm: Any other ideas, possibilities, areas to explore in your department or countywide via the IBT?</b>  |  |   |   |                               |
| <b><u>Objective 3:</u></b><br><b>Promote fairness and opportunity in County government practices</b>   | <b>ORM 1:</b> is working with the Prosecuting Attorney’s Office to include an ESJ component to case evaluations. ORM will  | ESJ components included in case & file evaluations with PAO.  | June 2014   |                               |



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| a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels   | also internally add an ESJ component to file evaluations  |   |                                |                               |
| <b>Objective 1:</b><br>Consider equity impacts in decision-making, policy-making and program planning:<br><br>Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review   | <b>BRC 1:</b> Invite ESJ Program Manager to BRC all staff meeting to socialize staff to ESJ goals and applying an ESJ lens  | Activities are identified and included in BRC continuous improvement roadmap, including how we educate contractors and consultants working alongside us.                      | June 2014                      |                               |
| <b>Objective 2:</b><br>Build community trust and capacity;<br>Improved customer service; robust civic engagement<br><br>Each dept./branch commits to areas for application of the community engagement guide  | <b>BRC 2:</b> Identify opportunities for school and college outreach by BRC staff to share diversity of entry paths for careers in technology and diversity of our backgrounds. | Find out if and how others do this (e.g. MicroSoft) and complete one or two school or college visits.   | Q4/2014                        |                               |
| <b>Objective 3:</b><br>Promote fairness and opportunity in County government practices<br><br>a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels | <b>BRC 3:</b> Provide ESJ training for BRC staff  | All BRC staff receives ESJ training.<br><br>Staff are asked to consider how ESJ can be incorporated into workplace and operations (what do we want to stop, start, continue). | Q4/2014                        |                               |
|   | <b>BRC 4:</b> Train all staff in crucial conversations training to reinforce FBOD values, especially value of respect   | All BRC staff receives training and there is demonstrated use of new tools/techniques   | Dec 2014                       |                               |
| <b>Objective 3:</b><br>b) Each dept./branch commits to continuous improvement to institutionalize   | See BRC 1.  |   |                                |                               |

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| equity in all organizational practices (e.g.,<br>hiring, procurement)   |   |  |   |                               |
| Brainstorm: Any other ideas, possibilities,<br>areas to explore in your department or<br>countywide via the IBT?  |   |  |   |                               |
| <b>Objective 2:</b><br><b>Build community trust and capacity;</b><br><b>Improved customer service; robust civic</b><br><b>engagement</b><br><br><b>Each dept./branch commits to areas for</b><br><b>application of the community engagement</b><br><b>guide</b> | <b>OCROG 1:</b> OCR will participate in the<br>Tenant's Union effort and develop renters'<br>kits that are usable by many communities<br>including those speaking other languages.  | Usable renter's kits (translated<br>and culturally relevant) for<br>immigrant communities with an<br>effort this year toward the<br>Spanish and Russian<br>communities.    | December 2014   |                               |
|   | <b>OCROG 2:</b> OCR will, in conjunction with the<br>City of Tacoma and a grant from HUD, use<br>community engagement guide/principles,<br>along with best practices, to determine<br>which Fair Housing materials to update<br>and translate for which community groups<br>and where and when to roll out these<br>materials and conduct in-person trainings.  | Updated, translated and relevant<br>materials. Foreign language<br>workshops held. More<br>engagement from communities<br>with LEP.  | Materials and groups<br>identified Q1<br>Materials updated and<br>translated Q2/Q3<br>Trainings Q2/Q3 |                               |
| <b>Objective 2:</b><br><b>Build community trust and capacity;</b><br><b>Improved customer service; robust civic</b><br><b>engagement</b><br><br><b>Each dept./branch commits to areas for</b><br><b>application of the community engagement</b><br><b>guide</b> | <b>RALS:</b> - Taxicab Advisory Commission (TAC)<br>- The Taxi /For Hire Industry is made up of<br>taxi and for-hire vehicle drivers and owners<br>who are predominately immigrants. Many<br>are refugees/asylees from East<br>Africa. RALS, in conjunction with the City of<br>Seattle, will continue providing staff<br>support to the TAC to ensure the diverse<br>voices and perspectives of drivers on<br>industry issues are heard. | TAC meets monthly; has an<br>annual work plan; issues<br>recommendations to the City and<br>County on policy and legislative<br>issues; and publishes an annual<br>report. | 2014 Annual Report<br>due March 2015  |                               |
| <b>Objective 1:</b><br><b>Consider equity impacts in decision-making,</b><br><b>policy-making and program planning:</b><br><br><b>Each dept./branch commits to specific</b>   | <b>FMD 1:</b> FMD does consider ESJ in its<br>policy/program decisions. In conjunction<br>with PSB/PAO, FMD RES section is working<br>to ensure all Real Estate Sales and Leasing<br>transactions include ESJ principles and  | All RES property agents receives<br>ESJ training and a standard<br>approach and filter for ESJ is<br>used for all RES sales and leasing<br>transaction.                    | June 2014   |                               |

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| policy or program focus areas to apply<br>Equity Impact Review  | appropriate language is spelled out in each transaction as to how ESJ is impacted from this transaction  |  |   |                               |
| <b>Objective 2:</b><br>Build community trust and capacity;<br>Improved customer service; robust civic engagement<br>Each dept./branch commits to areas for application of the community engagement guide  | <b>FMD 2:</b> FMD continues, where funding allows, construct ADA improvements in KCCH restrooms to ensure increased ADA access to public restrooms throughout various parts of KCCH.   | Completion of 3-4 public restroom conversions in 2014 and 3 more in 2015. Also, positive feedback from the public utilizing Superior Court services has been a strong indicator of success   | Dec 2014 (3-4)<br>Dec 2015 (3)  |                               |
| <b>Objective 3:</b><br>Promote fairness and opportunity in County government practices<br><br>a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels | <b>FMD 3:</b> FMD uses diverse interview panels on all of its hiring, promotions and special duty opportunities to ensure ESJ principles of fairness and inclusiveness is part of FMD culture.   | All employees desiring opportunities to promote and/or apply for special duty opportunities are made to feel they have an opportunity to succeed and have undergone a transparent process. All supervisors and key lead positions will undergo diversity training, before being placed on an internal interview panel. | Dec 2014  |                               |
|   | <b>FMD 3:</b> In compliance with State and Federal laws that require Criminal Justice, fingerprint-based backgrounding, FMD worked with OLR in ensuring the potential adverse impacts such a background could have was not limited to entry-level employees that tend have a high level people of color. | MOU was crafted with all affected Labor Unions throughout King County and not just FMD.  | Initial round May 2014<br>Continuous monitoring for existing employees and all new hires requiring unescorted access to specific Criminal Justice spaces will be required to have criminal justice background checks. |                               |
|   | <b>FMD 4:</b> Breaking the Bronze Barrier. FMD is working with HRD to assist FMD employees who are ESL impacted and tend to have Bronze participation levels for out   | More FMD employees moving from Bronze to Silver and ultimately Gold.   | July 2014 (action plans)<br>Jan 2015  |                               |

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|            | of pocket health care costs, to get to the<br>gold level.  |                       |                                |                               |