

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

Department of Transportation: Director's Office

Objectives	Description of Commitment(s) (Specify if department/agency level, countywide and/or with partners)	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
Objective 1: Consider equity impacts in decision-making, policy-making and program planning: Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review				
Objective 2: Build community trust and capacity; Improved customer service; robust civic engagement Each dept./branch commits to areas for application of the community engagement guide	Communications Section: 1. Continue to ensure that all who will be affected have opportunities to participate in the department's decision-making processes. 2. Use a variety of outreach tools and strategies, such as community partner outreach, language translation, surveys, social media, ethnic media, and face-to-face contact, to encourage involvement by underrepresented groups. Track and document involvement and feedback received to measure participation and the effectiveness of outreach efforts. Results will be included in reports documenting public input. 3. Continue to support efforts to educate transit riders of proposed service reductions and transit fares, including newly proposed reduced fare category intended to assist transit riders with incomes at up to 200 percent of the poverty level.		Ongoing	
Objective 3: Promote fairness and opportunity in County government practices a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ employees at all levels	Communications: Transit Advisory Committee <ul style="list-style-type: none"> Transit Advisory Committee (TAC) to receive equity and social justice training. New TAC member recruitment will reflect county ESJ goals as part of criteria. TAC work program will include review of ESJ as part of transit service planning.		Ongoing	

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with				
Objective 3: b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)	Director's Office: Hire a temporary project/program manager to apply an ESJ lens to existing and newly developed recruitment and workforce development activities to ensure the department fully leverages internal ESJ opportunities. The Program Manager will implement improvements designed to: <ul style="list-style-type: none">• enhance the leadership capabilities of our current leaders• build the skills of our current workforce to be the leaders of the future and prepare them for leadership and promotional opportunities• Increase cultural awareness and competency• Actively develop succession plans	<ul style="list-style-type: none">• Program Manager meets with each division and becomes familiar with countywide workforce development projects and programs• Assessment of current state and opportunity identification is completed• Leveraging plan is developed and stakeholders agreement is secured• Plan and project improvements are implemented	April 30 May 30 July 31 September 30	
Brainstorm: Any other ideas, possibilities, areas to explore in your department or countywide via the IBT?				

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January 1 to December 31, 2014

Department of Transportation: King County International Airport

Objectives	Description of Commitment(s) (Specify if department/agency level, countywide and/or with partners)	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
Objective 1: Consider equity impacts in decision-making, policy-making and program planning: Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review	The King County International Airport will fund insulation improvements for an estimated 93 homes in calendar year 2014. These improvements are part of the Residential Aircraft Noise Remedy Improvement Project (RANRIP). These improvements will occur in the neighborhoods surrounding the airport. These improvements will improve noise levels and housing values in neighborhoods where a large proportion of residents speak languages other than English, are members of racial minorities, and/or are economically disadvantaged.	An estimated 93 homes will be constructed in 2014	Dec. 31, 2014	
	KCIA operates and maintains the Ruby Chow Park located on the northeastern border of the Airport. The Airport provides landscape maintenance, parking lot maintenance and disposes of the trash using Airport funds.	Continue to operate and maintain park for public use using Airport funds.	Dec. 31, 2014	

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Objective 2: Build community trust and capacity; Improved customer service; robust civic engagement Each dept./branch commits to areas for application of the community engagement guide	The King County International Airport will continue to engage Hughes Aerospace to work with the FAA and the aviation industry to develop ways to retain airspace capacity and adopt improved flight procedures. Retention of airspace capacity sustains businesses dependent on the airport and represents job opportunities for residents living near the Airport. Improvement in flight procedures helps mitigate noise levels for surrounding residential and business neighborhoods and offers enhanced safety features. Adoption of improved procedures would enhance the quality of life for the neighborhoods surrounding the airport.	Quarterly progress updates on development of ideas that retain airspace capacity and improve flight procedures. Identify communication options to inform the community on progress.	On-going throughout calendar year	
	Maintain water quality for the Airport neighborhood by being responsible for the industrial permit of the National Pollutant Discharge Elimination System (NPDES). The permit requires the Airport to follow Dept. of Ecology standards by complying with Best Management Practices (BMP) and water quality benchmarks. BMP actions include things such as cleaning vaults and storm filters. Water quality is monitored by taking periodic samples to make sure standards are met. The Airport, along with the rest of the County, also maintains the NPDES municipal permit.	Maintenance of industrial permit with the Dept. of Ecology	Monthly and quarterly activity throughout the year	

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Objective 3: b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)				
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January 1 to December 31, 2014

Department of Transportation Services: Fleet Division

Objectives	Description of Commitment(s) (Specify if department/agency level, countywide and/or with partners)	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
<p>Objective 1: Consider equity impacts in decision-making, policy-making and program planning:</p> <p>Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review</p>	<p><u>Fleet Administration</u></p> <p>1. Partner with the Department of Community and Human Services (DCHS) to continue to distribute surplus property to eligible nonprofit organizations that provide social and health-related services to people who are low-income and/or have special needs.</p> <p>Reductions in county government staffs have created an inventory that can benefit the community through the county's nonprofit transfer surplus property program. DCHS reviews applications and determines a nonprofit's eligibility, and Fleet Administration coordinates the transfer of property.</p> <p>2. Fleet will continue to reach out to approximately 400 nonprofits that participate in the King County Employee Giving Program, providing information about eligibility requirements to receive King County surplus property as well as application procedures and contact information.</p>	<p><u>Fleet Administration</u></p> <p>1. Annual report that identifies surplus property sales and savings for King County and the value of surplus property transfers to nonprofits.</p> <p>2. Track new nonprofits that participate in the surplus property donation program.</p>	<p><u>Fleet Administration</u></p> <p>1. Ongoing</p> <p>2. Ongoing</p>	
<p>Objective 2: Build community trust and capacity; Improved customer service; robust civic engagement</p> <p>Each dept./branch commits to areas for application of the community engagement guide</p>	<p><u>Fleet Administration</u></p> <p>Expand Bicycle Donation Pilot Program. Fleet's goal is to distribute lost-and-found bicycles to persons with low incomes through authorized nonprofits; to provide access to equipment that promotes healthy activities for youths and adults. Establish additional partners which serve a diverse low-income population.</p>	<p><u>Fleet Administration</u></p> <p>15% increase distribution of bikes from 27 in 2013, to 32 in 2014: addition of one to two new partners.</p>	<p><u>Fleet Administration</u></p> <p>Ongoing</p>	
<p>Objective 3: Promote fairness and opportunity in County government practices</p> <p>a) Each dept./branch commits to internal</p>	<p><u>Fleet Administration</u></p> <p>In 2013, Fleet purchased from 5 Small Business vendors (approximately \$86,500). Our goal in 2014 is to educate our buyers at Fleet and Motor Pool</p>	<p><u>Fleet Administration</u></p> <p>Fleet staff will track usage and report findings at year end</p>	<p><u>Fleet Administration</u></p> <p>Ongoing</p>	

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communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ employees at all levels with	Maintenance Stores regarding opportunities to engage Small Business vendors and increase our purchasing with eligible vendors by 15%. (\$100,000).			
<u>Objective 3:</u> b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)				
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Department of Transportation: Marine Division

Objectives	Description of Commitment(s) (Specify if department/agency level, countywide and/or with partners)	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
<p><u>Objective 1:</u> Consider equity impacts in decision-making, policy-making and program planning:</p> <p>Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review</p>	<p>In 2014, the Ferry District will be designing and constructing two new vessels for completion in 2015. During this project the Marine Division will keep focused on looking for ESJ opportunities in the vessel designs. Some opportunities that have recently been identified include:</p> <ol style="list-style-type: none"> 1) Providing additional efficient transportation through designing a passenger capacity of 250 per vessel which is an increase of 45%. Also adding an addition 31% capacity for bikes carried onboard. 2) ADA amenities including an ADA restroom on each vessel and monitors onboard to allow written communication for our riders with hearing challenges. 	<ul style="list-style-type: none"> The opportunities listed in the description (additional capacity, ADA amenities) are included in the final design. Additional opportunities are also found and included in the final design. 	<p>Vessel design- Spring/summer 2014</p> <p>Vessel construction completion- 2015</p>	
<p><u>Objective 2:</u> Build community trust and capacity; Improved customer service; robust civic engagement</p> <p>Each dept./branch commits to areas for application of the community engagement guide</p>	<p>For the 2014 West Seattle Schedule, the Marine Division will reference the parks and Farmer's Market in an effort to bring attention to the Water Taxi's ability efficiently transport residents of downtown (and others) to the weekly Farmer's Market in West Seattle (utilizing the Water Taxi's shuttles) to purchase local fresh food and goods and also to reference the three parks within walking distance of the West Seattle Water Taxi terminal. (Jack Block, Don Armeni, and Seacrest Park)</p>	<ul style="list-style-type: none"> The indicators of success includes the ability to re-write the schedule brochure to highlight these areas and educating the crew on this to field questions that passengers may have. 	<p>April 2014</p>	

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Objective 3: Promote fairness and opportunity in County government practices a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ employees at all levels with	The Marine Division will be to bring in Roxanne Vierra, King County Civil Rights Specialist, to facilitate a class with a question and answer session for the crew during our spring training week. Although this has now become an annual event, each year brings new topics of conversation related to the care of our riders with disabilities. Topics are based on what Roxanne brings to us as a concern or ongoing challenge of the County. Topics are also brought up by crew during a question and answer system related to their challenges in our operation.	The indicators of success will be that Roxanne Vierra will bring a new relevant topic to discuss. (Topic to be decided) The full crew attends the seminar and the crew is able to present workplace challenges they deal with in order to find solutions in managing those.	April 2014	
Objective 3: b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)	The Marine Division will include in our crew's spring training a presentation on anti-harassment at the workplace that is being created by King County's HR and PAO departments. This will be used to educate our division in this area to promote a safe workplace that is equitable in its practices.	The indicators of success will be that we are able to have a full crew turn out for the presentation and that our administrative team has some 'takeaways' from brainstorming how we can create a better workplace environment.	April 2014	
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Department of Transportation: Roads Services Division

Objectives	Description of Commitment(s) (Specify if department/agency level, countywide and/or with partners)	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
Objective 1: Consider equity impacts in decision-making, policy-making and program planning: Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review	The division will develop maps specific to RSD services that illustrate ESJ communities. Maps would geographically locate Capital Improvement Projects, RSD services, and maintenance activities to enable analysis of ESJ community service levels.	<ul style="list-style-type: none"> Maps have been produced and guide analysis of service delivery 	February, 2014.	
Objective 2: Build community trust and capacity; Improved customer service; robust civic engagement Each dept./branch commits to areas for application of the community engagement guide	Division staff will engage in public outreach to compete for Community Development Block Grant funding for unincorporated community outside of Skykomish in regards to the closure of the Old Cascade Highway at Miller River.	<ul style="list-style-type: none"> FEMA alternative projects awarded and constructed. CDBG grant award for additional infrastructure work in Skykomish. 	December 31, 2014 to 2015 depending on construction schedules.	
Objective 3: Promote fairness and opportunity in County government practices a) Each dept./branch commits to internal communications/engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ employees at all levels with	RSD will host at least two, Director-led brown bags to overview the RSD-ESJ maps at King Street Center and Renton-Maintenance Facility. Maps will be posted on RSD intranet	<ul style="list-style-type: none"> Brown bags have been advertised and held with good Roads staff attendance. Maps have been posted on the intranet 	December 31, 2014	

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Objective 3: b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)	Based on the results of the map generating exercise, RSD will monitor and review the division's projects and programs to ensure that ESJ communities have equitable access to road services, information, and public engagement opportunities.	<ul style="list-style-type: none">Allocation decision(s) were altered based on consideration of Equity and Social justice maps and data.	Ongoing	
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Department of Transportation: Transit Division

Objectives	Description of Commitment(s) (Specify if department/agency level, countywide and/or with partners)	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
Objective 1: Consider equity impacts in decision-making, policy-making and program planning: Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review	<u>Low-Income Fare</u> (Carol Merrill): The Transit Division, along with support from the Department of Community & Human Services and external entities (e.g. local social service providers) will consider the equity impacts associated with implementing the reduced, low income fare. Particular attention will be focused on determining the most accessible and cost-effective way for customers to obtain program eligibility.	<ul style="list-style-type: none"> Number of community based organizations and social service providers participating in the effort to assist with income verification for those customers not currently enrolled in an existing benefit program. 	March 2015	
Objective 2: Build community trust and capacity; Improved customer service; robust civic engagement Each dept./branch commits to areas for application of the community engagement guide	<u>Low-Income Fare</u> (Carol Merrill): Establish a cross-functional committee/team to assist in the development of a detailed program implementation for the low income transit fare. This effort will solicit input from community based organizations and social service providers as well as market research involving potential customers. Send the detailed low income fare program implementation plan to the Council for review and consideration by June 1, 2014.	<ul style="list-style-type: none"> Helpful feedback and input received from potential customers and partners that can be incorporated into the low income fare program implementation plan. Approval of this plan by the Council in a timely manner allowing for program implementation to stay on track for meeting March 1, 2015 launch date. 	June 2014	
	<u>Mobile Orca Sales/Fare Media Outreach</u> (Carol Merrill): Use portable units at outreach events to increase access to Orca cards for diverse populations and underserved areas of the County. Investigate potential use for implementation of low-income fare program.	<ul style="list-style-type: none"> Number of outreach events, number of people reached at events. Increase contact network to include additional agencies (# of new "partner" agencies). 	March 2015	
	<u>Equity Conversations Project</u> (Chris O'Claire): Learn how to best engage with ESJ populations and the organizations that serve them via workshops, rider conversations and follow-up meetings with both groups. The goal is to define a way to work with organizations serving under-represented populations during service changes or other major public outreach by Metro, AND educate those groups about how we incorporate social equity into our service planning.	<ul style="list-style-type: none"> Foster partnerships with these organizations. Create a model for staff to work with these organizations and ESJ populations in the future. 	December 2014	

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Objective 3: b) Each dept./branch commits to continuous improvement to institutionalize equity in all organizational practices (e.g., hiring, procurement)	<u>Partnership to Achieve Comprehensive Equity (PACE)</u> (Rob Gannon): Create a labor-management partnership to shape the workplace as an environment for positive change, improved communication among all employees, and a workforce that reflects, respects, and embraces diversity as a shared core value. This is a unique initiative between ATU Local 587, PTE Local 17 and Metro Transit.	<ul style="list-style-type: none"> Advance diversity and equal opportunity for all Metro employees as an agency strategic priority. Establish annual goals, objectives, and a comprehensive work plan for 2014 (and beyond) with employee subcommittees for the following topics: hiring and promotion practices; the patterns and root causes of discipline and adverse actions; communication and the ways we interact across diverse groups; equal opportunity infrastructure; customer service and customer complaints; and training and workforce development. Produce the first annual report on the topic of diversity and employee engagement. 	December 2014 (ongoing initiative)	
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