

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

2016-2018

(Preliminary Version)



King County

EQUITY AND SOCIAL JUSTICE STRATEGIC PLAN

2016-2022

IMPLEMENTATION PLAN FOR SIX GOAL AREAS



FOR THE EQUITY AND SOCIAL JUSTICE STRATEGIC PLAN

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HOW TO READ THE GOAL AREAS

King County's Equity and Social Justice (ESJ) Strategic Plan provides a framework and direction for how the County will use the four strategies of the Plan within and across our six Goal Areas. The supporting draft Implementation Plan for each Goal Area lay out the proposed actions that will help create shifts in how we govern, build our internal capacity, and intersect and coordinate with regional collaborators to become 'pro-equity'.

Each Goal Area Implementation Plan includes these parts:

GOALS

High-level and aspirational, these goals chart a 6-year path toward the shared vision.

OBJECTIVES

SMART objectives (specific, measurable, achievable, relevant, and time-bound) help departments/agencies and the County as a whole, measure the progress toward each goal. Objectives will be modified and updated on a two-year cycle as we grow, learn and make progress.

■ MINIMUM STANDARDS

The proposed Minimum Standards establish a set of core expectations and standard practices necessary to sustain progress in advancing equity and social justice in each Goal Area. Many of the proposals elevate some of the 'best-practices' underway within County departments and agencies.

■ WITHIN NEXT YEAR & IN 2017 AND 2018

Lays out the proposed actions that departments and agencies are expected to take within the next year, and through the next biennium.

■ RESPONSIBILITY AND STAKEHOLDERS

Lists the groups who are accountable for implementing the proposed actions. Where centralized capacity-building functions are proposed, appropriate departments and agencies have been identified as owners of those functions.

IMPLEMENTATION PROCESS

Many of the goals and objectives in this Strategic Plan can and will be pursued with current levels of resourcing and by re-prioritizing. At the same time, some goals and objectives propose system, practice and policy changes that are new, significant, and/or require King County to identify significant new resources for successful implementation. As a result, elements of this Strategic Plan are contingent on appropriate resourcing, including in the biennial budgets. Therefore, the Goal Areas will be implemented using two-year cycles to build our organization's capacity in ESJ 'adaptive management' as described in the Executive Summary. Departments and agencies will be expected to complete department/agency-level ESJ Strategic Plan Implementation Action Plans by February 2017.

LEADERSHIP, OPERATIONS & SERVICES



Advance pro-equity practices and systems at all levels through accountable leadership and employees who are change agents.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

LEADERSHIP, OPERATIONS & SERVICES

GOAL 1: Develop effective and accountable leadership for advancing ESJ to drive pro-equity governance at all levels of the organization

Objective: By 2018, all supervisors, managers and directors will have ESJ measures in their performance appraisals and/or professional development plans.

Objective: Each year through 2022, there will be a 3 percent increase in employees answering positively to (strongly agree or agree) the Employee Survey question, "Department leadership does what it says it's going to do."

Objective: Each year through 2022, there will be a 3 percent increase in employees answering positively to (strongly agree or agree) the Employee Survey question, "I have the support to apply equity and social justice to my work."

GOAL 2: Develop an organization where all employees are change agents who actively apply their ESJ knowledge to their work

Objective: Each year through 2022, there will be a 3 percent increase in employees answering positively to (strongly agree or agree) the Employee Survey question, "I have the skills to apply equity and social justice to my work."

GOAL 3: Visibly and publicly display progress on Equity and Social Justice

Objective: By 2018 implement a system to display progress on the ESJ Strategic Plan at the County and department/agency levels, and then through 2022 report progress on an on-going basis.

GOAL 4: County operations, programs and services are pro-equity in our service delivery – responsive and adaptive, focused on those whose needs are greatest – and collaborate with other King County and external service providers.

Objective: By 2022, all departments and agencies will use ESJ values and their guidance document (see Goal 2 in Plans, Policies & Budgets Goal Area) to guide their operations, programs and service delivery.

Minimum Standards

- Elected leaders and directors are ultimately responsible for ESJ, and other leaders and employees are responsible for implementation. For leadership minimum standards, see matrix of standard work (last page of this goal area's Implementation Plan).
- ESJ goals and measures are built into department director contracts/agreements.
- Implement a visible system of accountability and progress for ESJ Strategic Plan Goal and Policy Areas.
- On a biennial basis, "plan, do, check, adjust" the Implementation Plans of the ESJ Strategic Plan.
- ESJ Strategies of investing in employees, community partnerships and upstream and where the needs are greatest should be incorporated into development of and adjustments to operations, programs and services.
- Operational deployment and related resource (e.g., grant awards) distribution should reflect our equity and social justice policy intent.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

LEADERSHIP, OPERATIONS & SERVICES

Within the next year

- Create a partnership for top elected leaders (Executive and other Separately Elected Officials) to convene and advance ESJ
- Move responsibility of ESJ to elected leaders and directors, and other leaders and employees are responsible for implementation
- Build in ESJ goals and measures into department director contracts/agreements
- Implement the minimum standards (roles and responsibilities)
- Cabinet meetings regularly focus on Equity and Social Justice Strategic Plan, aligning with Best Run Government efforts
- New joint and regular meeting with Inter-Branch Team and Ops Cabinet (e.g., every other month) to oversee the implementation of the ESJ Strategic Plan and its six goal areas
- Create a system to receive and share information consistently about the ESJ Strategic Plan with employees and the public

In 2017 and 2018

- Implement a visible system of accountability for the 6 goals areas, and report out on ESJ Strategic Plan progress
- On a bi-annual basis, “plan, do, check, adjust” the operational plans of the ESJ Strategic Plan, such as the minimum standards for all goal areas.
- Provide technical assistance and support to guide pro-equity operational deployment

Responsibility and stakeholders

- The Executive and separately elected leaders partner and lead ESJ
- The Executive holds directors accountable for leading their departments
- Elected officials and directors are ultimately accountable for advancing the ESJ Strategic Plan and the six goal areas
- Operations Cabinet and ESJ Inter-Branch Team members work together to support Elected officials and directors in the implementation of the ESJ Strategic Plan in departments and agencies
- Each ESJ Strategic Plan Goal Area will have a lead, a team, and will report regularly to IBT, Cabinet and Operations Cabinet, and to employees and the community more generally
- The Leads of the ESJ Strategic Plan Goal Areas make up the Strategic Plan Core Team
- The Director of the ESJ Office will be the facilitator of the ESJ Strategic Plan process and implementation

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

LEADERSHIP, OPERATIONS & SERVICES

OPERATIONS: ACCOUNTABILITY AND LEADERSHIP						
	Elected leaders	Cabinet and directors	Operations Cabinet	Inter-Branch Team (IBT)	Employees, managers & supervisors	ESJ Office
	<ul style="list-style-type: none"> Elected officials partner to discuss/advance ESJ 	<ul style="list-style-type: none"> Guide cross-department and agency work/scouting for new opportunities Learn from each other/share successes/challenges 	<ul style="list-style-type: none"> IBT and Ops Cabinet have bi-monthly forum on progress on ESJ Strategic Plan 	<ul style="list-style-type: none"> IBT and Ops Cabinet have bi-monthly forum on progress on ESJ Strategic Plan Support director and deputies in implementation, coordination and accountability of ESJ Strategic Plan Learning community for ESJ 	<ul style="list-style-type: none"> Participate in feedback mechanisms to provide data to inform state of our efforts (survey, workshops) Include items from other goal areas, such as workforce/workplace 	<ul style="list-style-type: none"> Lead and facilitate ESJ Strategic Plan process and implementation Lead and facilitate ESJ at Cabinet, Ops Cab and IBT
As bodies or groups		<ul style="list-style-type: none"> Lead action plans & set tone for implementation of ESJ ESJ in performance reviews ESJ in management meetings IBT member integrated into management structure or regularly attending leadership meetings Tier 4 boards Incorporating into budget and program development/evaluation decisions Increase ESJ visibility and engagement internally & externally 	<ul style="list-style-type: none"> Support directors and remove barriers for IBT members 	<ul style="list-style-type: none"> Fully participate on IBT, including work teams / committees IBT member integrated into management structure or regularly attending leadership meetings Provide leadership and technical assistance to their departments/agencies and internal ESJ team Coordinate, track, and report on action plans 	<ul style="list-style-type: none"> Have an annual development goal related to ESJ Responsible for implementing all elements and goal areas of ESJ Strategic Plan 	<ul style="list-style-type: none"> Lead and develop: <ul style="list-style-type: none"> Tools Trainings Presentations ESJ employee engagement Communications Local, regional & national relations, convenings, collaborations Technical assistance to agencies and community
	As members					

PLANS, POLICIES & BUDGETS



Promote accountability to ensure our plans, policies and budgets incorporate our ESJ values so that we equitably address the needs of our communities.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

PLANS, POLICIES & BUDGETS

GOAL 1: Department and agency business plans, including line of business and other planning processes, include analyses of equity impacts from their operations, services and programs, as well as equity targets and measures of progress.

Objective: By 2017, develop an improved, streamlined Equity Impact Review Tool that incorporates the ESJ Strategic Plan guidance and enables improved planning and budgeting to improve equity analysis and outcomes.

Objective: By 2018, have demonstrated the use and value of the Equity Impact Review Tool in no less than 10 major policy, planning, budgeting, or facility siting decisions.

GOAL 2: Policy guidance incorporates the ESJ Shared Values from this Strategic Plan, into analysis and decision-making for operations and service delivery.

Objective: By 2018, 100% of departments and agencies will develop and publish ESJ guidance that is aligned with this plan and clearly lays out how their organization will incorporate the ESJ Shared Values from this plan, into analysis and decision-making for their operations and service delivery.

GOAL 3: Budget decisions, rates, and allocation, including the base budget, reflect the values and strategies of the ESJ Strategic Plan and are tied to ESJ outcome measures and tracked.

Objective: By the 2019/2020 budget submittal, 100% of decision-making for the budget and rates will be backed by an equity analysis and, whenever appropriate, be tied to ESJ outcome measures.

Objective: The 2019/2020 budget submittal will include funding that is allocated using a Participatory Budgeting process.

Objective: By 2022, King County's advocacy at the State has resulted in a sustainable and more equitable funding structure for services most needed by our residents and our growing population. King County maintains growth in cost for services at or below inflation and population growth.

Minimum Standards

- For County-level plans¹ and department-level plans, involve community organizations, partners and stakeholders early and use the Community Engagement Guide at the beginning of the process to define community involvement.²
- County and department level policies³ explicitly include equity and social justice as a principle and have community participation from the start.
- County and department/agencies' budget requests and decisions reflect the County's equity goals and priorities by highlighting the ESJ Strategic Plan strategies of investing in employees, community partnerships, and investing upstream and/or where the needs are greatest—with transparent and accountable leadership.
- County and department/agency budget requests and decisions identify where budget changes impact communities of color, low income residents, and limited-English speaking populations; and, if the impacts are negative, identify ways to address and mitigate those impacts.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

PLANS, POLICIES & BUDGETS

Within the next year

The King County Executive's strategic budget direction includes the following priorities:

- Invest in upstream strategies and where needs are greatest, on community partnerships and on employees.
- Fund and implement major initiatives that move King County towards upstream investments, such Best Starts for Kids' Youth and Family Homelessness Prevention Initiative and Communities of Opportunity.
- Fund targeted ESJ investments in the 2017/2018 biennial budget process.
- PSB will continue to improve and integrate guidance and tools for comprehensive incorporation of ESJ considerations into the Line of Business planning process.
- PSB supported by OESJ will improve guidance for deeper analysis of equity impacts in budget changes and overall resource allocation during the 2017/2018 biennial budget process, and produce an equity budget policy paper.

In 2017 and 2018

- Clear and ambitious ESJ goals and objectives will be embedded in all King County plans, policies, rates, and budgets.
- PSB will lead an assessment of all fees and rates charged to external county customers to identify opportunities where more equitable rates will improve outcomes and make recommendations that will inform rate setting in the 2019 Executive Budget submittal.
- Community input and participatory budgeting will be incorporated into the budget process for the 2019/2020 biennial budget, which begins in 2018.
- Departments and agencies will more equitably engage all levels of the County's workforce and their customers in operational planning and decision making.
- PSB supported by OESJ will provide improved guidance and develop training on the use of demographic data to better understand how and whom our decisions impact.
- Measurements of ESJ progress, both enterprise level and department-specific, will be displayed on visual management (aka. tier boards) and a part of regular agency performance discussions and review.
- Community-relevant measures of progress for the ESJ Strategic Plan will be included in the county's public performance reporting website.

Responsibility and Stakeholders

Elected leaders will hold department and agency directors responsible for implementation of this goal area in agency plans, policies and budgets. Progress on ESJ goals will be measured, displayed on visual management boards, and discussed throughout County departments and agencies.

¹Recent examples include the Strategic Climate Action Plan and Comprehensive Plan

²Community engagement and ESJ considerations are minimum standards for strategic planning as defined in [King County Strategic Planning Guidebook](#)

³Recent examples include Best Starts for Kids, low-income transit fare

WORKPLACE & WORKFORCE



Invest in having a pro-equity organization and workplace culture for every employee, driven by a racially diverse and culturally responsive workforce at all levels.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

The suite of proposed actions is a roadmap for achieving the four goals and objectives of the ESJ Strategic Plan Workplace & Workforce Goal Area by 2022 through standard and shared work. Employees first shaped these ideas. Then, the ESJ Strategic Plan Workplace & Workforce cross-agency team of subject matter experts helped identify and develop Countywide systems changes to remove barriers in ways that increase access to resources and decision-making and result in greater opportunities for employees by race and place in the organization.

This team included representatives from the Office of Equity and Social Justice (OESJ), Best-Run Government: Employees Diverse & Agile Workforce (BRG:E DAW) group, ESJ Inter-Branch Team, Equal Employment Opportunity/Affirmative Action (EEO/AA) Committee, unions, and various departments and agencies who are already leading the way.

The team developed these ideas into achievable and meaningful actions listed in this section of 2016-18 Implementation Plan. These actions help King County advance workplace and workforce equity on three levels:

- **Using a racial equity framework to identify gaps and prioritize actions to meet the goals and objectives below. King County is developing an ESJ Organizational Maturity Model will help departments/agencies pinpoint how to become more equitable and racially just.**
- **Creating Countywide minimum standards that improve daily work lives for employees and increase their access to resources and decision-making – especially for employees most impacted by race- and place-based inequities – by lifting up some of the County’s current best practices in this goal area**
- **Phased systems transformation that shape more equitable outcomes in recruitment, hiring, promotion and retention of a racially diverse workforce**

Responsibility and Stakeholders

King County Executive Office, including OESJ and Office of Performance, Strategy and Budget (PSB), Department of Executive Services Human Resources Division (HRD), Office of Labor Relations, and all King County departments and agencies

* The actions between 2016 and 2018 are designed to help accountable entities build capacity to meet the recommended minimum standards below by 2022. Resources to support the strategies outlined below are included in the 2017/18 budget proposals.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

GOAL 1: EQUITABLE AND INCLUSIVE WORKPLACE CULTURE

Require and sustain a daily workplace culture where every employee experiences trust and respect, is treated with dignity, and feels engaged and confident to perform well.

Objective: Engage all departments/agencies so that by 2022, all leadership and management are trained and practicing fully equitable and racially just leadership behaviors by actively removing barriers that have unintended consequences on workplace and workforce equity (*see notes on ESJ Organizational Maturity Model on page 21*).

Progress measure: Each year through 2022, there will be a 3 percent increase in employees answering positively to (strongly agree or agree) the Employee Survey question, "My supervisor takes action to create a racially just workplace."

Objective: Train all managers so that by 2022 they have the people-skills, cultural competencies, and their leadership support, to help any of their employees do their best work and grow professionally at the County.

Objective: Review all disciplinary policies and practices for consistency with ESJ Shared Values and actions taken to eliminate disproportionate impacts on any groups.

Minimum Standards for Goal 1 Met by 2022

- Each department/agency tracks ESJ Strategic Plan Workplace/Workforce Goal area action plans and metrics on their visual and performance management systems (tier boards) – working with Office of Equity and Social Justice (OESJ) – and uses ESJ adaptive management practices.
- Using 360-type or similar assessments and ongoing follow-up and coaching, all directors, deputy directors, managers and supervisors develop and apply King County's core competencies in creating multicultural, inclusive workplaces, coaching every employee to grow. Through follow-up and coaching, they will develop a plan for reducing individual bias in decision-making. *A cost-effective alternative assessment tool will be developed using existing County resources.*

Within the next year

- ESJ Strategic Plan Workplace & Workforce Goal Area committee will develop and launch the Equity and Social Justice Organizational Maturity Model to help departments and agencies chart their progress toward the goals and objectives for workplace and workforce equity (Action 1 in table on next page). (In process)
- Each department and agency to use the ESJ Organizational Maturity Model to identify gaps and prioritize actions to meet the goals and objectives, and have a corresponding action plan displayed on their visual management systems (tier boards) (Action 1 in table on next page). *OESJ and Workforce Equity Manager will provide training and on-going support for departments and agencies.*
- Best-Run Government: Employees (BRG:E) and OESJ will lead a work team to develop a restorative workplace model (and include departments and agencies where such efforts are underway), that helps rehabilitate workgroups by rebuilding trust and sustaining an equitable, respectful and racially just workplace culture. (In process)
 - To identify and better understand root causes of issues that lead to unhealthy workplace culture, Office of Risk Management, BRG:E and OESJ will develop a system of tracking and monitoring the number and types of complaints and grievances filed by employees, and their final resolutions.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

- Department of Executive Services Human Resources Division (HRD), supported by OESJ and working with the County's Employee Engagement Manager and Workforce Equity Manager, will launch these activities to build capacity of our managers and supervisors as people leaders who can successfully grow and manage an equitable, engaged and racially just organization (in process):
 - Establish core competencies (including people-skills and cultural awareness for managing racially diverse workgroups) for all employees, including managers/supervisors and leaders (Action 2 in table on page 21).
 - Develop and implement Leadership Essentials: a centralized skill development training for managers and supervisors built around core competencies (Action 2 in table on page 21).

In 2017 and 2018

- All departments/agencies to train at least 95% of managers and supervisors (this group includes nearly 500 employees Countywide) on leadership and coaching at least using HRD's Leadership Essentials by end of 2018.
- All departments/agencies to train 100% of HR managers (total number of HR managers is close to 30 employees) on leadership and coaching at least using HRD's Leadership Essentials by end of 2017.
- Using existing County resources, OESJ and HRD will work with the HR community and Department of Information Technology to develop *a cost-effective alternative assessment to the Lominger "360" assessment*.
- Managers and supervisors in the Leadership Essentials cohorts begin utilizing "360"-type assessments (or a similar alternative) in 2017.
- BRG:E and OESJ will launch equitable, racially just and restorative workplace model pilot in high-potential workplaces.
- In 2017, Deputy County Executive for Operations will begin requiring departments and agencies to report on the number and types of complaints and grievances filed by employees—and their final resolutions—on a quarterly basis.
 - In 2018, departments and agencies will review baseline data, identify trends, and create action plans to decrease negative trends. Deputy County Executive for Operations will request updates on actions plans and their related outcomes.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

GOAL 2: EQUITABLE WORKFORCE DEVELOPMENT

Systematically develop and retain a more racially diverse and culturally responsive workforce at all levels: leadership, management, and staff.

Objective: By 2022, to the extent consistent with federal and state law, **all new hires and promotions in the highest salary ranges** (top 20% of the salary range or salary range 65 and higher), within each department and agency, reflect our region's projected workforce demographics for 2030.

Objective: By 2022, all departments and agencies have fully active school-to-work pipelines from historically economically disadvantaged communities.

Minimum Standards for Goal 2 Met by 2022

- All recruiting policies and hiring practices, including job classifications, are developed to “screen-in” candidates and eliminate barriers to recruitment—such as unnecessary education requirements and experience—and hiring of a racially diverse and culturally responsive workforce by shifting the hiring process to focus on the core competencies of the ideal candidate (*see Language Access minimum standards for hiring from the Communication & Education Goal Area*). (In process)
- All internal promotions are developed to “screen-in” candidates and eliminate barriers to recruitment—such as unnecessary education requirements and experience—by shifting the hiring process to focus on the core attributes of competitive internal candidates. (In process)
- All departments and agencies advertise in a range of places where a wide variety of candidates is more likely to look for job postings, and launch more robust outreach efforts. (In process)
- All subject matter reviewers in screening process successfully complete “Countering Bias” training and Implicit Association Test (IAT) before and after the training to identify and understand their biases.
- All hiring authorities and *internal* hiring panel members **a)** individually take the Implicit Association Test (IAT) and **b)** as a team, successfully complete “Countering Bias” or other approved culturally-responsive hiring training, prior to being selected for hiring panels, during candidate review process, and discuss and take steps to reduce individual bias in interviews and candidate selection process.
 - All hiring panels are strongly encouraged to use “Guidelines for Multicultural Interactions” (or similar facilitation tools) in their hiring processes.
- Require diversity of race, gender and age on interview and hiring panels. (In process)
- HRD conducts semi-annual audits of all hires and promotions for positions in the top 20% of the salary range or salary range 65 and higher, by department and agency to determine whether best practices were used to maximize opportunities to increase number of racially diverse, culturally responsive hires (Goal 2 objective).
 - **For the top 20% of the salary range or salary range 65 and higher hiring and promotion processes:**

In workplaces where outcomes do not support Goal 2, hiring authorities must provide justification—prior to making an offer—about their candidates of choice, if their selections differ from those recommended by their hiring panels.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

Within the next year

- Workforce Equity Manager, working jointly with the County's Human Resources (HR) community, will develop bias and culturally responsive hiring training and coaching for current recruiters, and hiring authorities and managers, on effective outreach, culturally responsive hiring and partnerships with our communities and employees. (In process)
- HRD will develop policy and/or process to require diversity of race, gender and age on interview and hiring panels.
- HRD will develop mechanism to link use of "Countering Bias" or other culturally responsive hiring trainings to employees' PeopleSoft records determining who will be eligible to participate in recruitment and hiring processes – from screening to hiring.
- Deputy County Executive for Operations will begin requiring departments and agencies to report on successful completion of bias and culturally responsive training **and their outcomes** on diverse hires and promotions in the top 20% of the salary range or salary range 65 and higher.
- OESJ will develop a centralized Employee-Youth Mentorship & Employment Program for youth who face barriers to employment, shaped by a cross-agency workgroup.

In 2017 and 2018

- OESJ and HRD will develop and pilot strategic workforce development planning.
- By December 2017, OESJ and HRD will develop a feasibility study for a centralized recruitment program for the whole organization targeting effective outreach, recruitment and diverse and culturally responsive hires, especially in leadership and management positions.
- Each department and agency will develop an equitable, culturally responsive workforce development plan – including a school-to-work pipeline and a succession plan – that grows internal talent and hires to reflect the mosaic of King County communities at every level.
- OESJ will launch a centralized Employee-Youth Mentorship & Employment Program for youth who face barriers to employment, shaped by a cross-agency workgroup.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

GOAL 3: EQUITABLE EMPLOYEE DEVELOPMENT AND ACCESS TO OPPORTUNITIES

Establish a shared-commitment, resources and support—between leadership, managers, staff, and labor—to grow every employee’s talent through training, development, coaching and mentoring.

Objective: By 2022, *at least* all employees earning in the bottom 20% of the salary range have active employee development plans (if they want) including a skills inventory, training and “on-the-job” exposure. Employees should jointly develop these plans with their supervisors/managers (and have support from their labor unions if applicable).

Objective: By 2022, King County has easy-to-understand career paths that employees use for equitable access to advancement opportunities in management, leadership and other County work areas.

Minimum Standards for Goal 3 Met by 2022

- Special duty and term-limited temporary opportunities (internally offered as special duty assignments) of six (6) months or more are **advertised and open to all employees**, subject to applicable labor contract provisions, HR policies and programs designed for employee advancement and training, and budget constraints. *Placements of less than six (6) months may be filled in accordance with clearly documented and communicated agency procedures.* (In process)
- Every employee has a development plan that includes quarterly check-ins on the employee’s experience at the County and the County’s role in retaining that employee, as well as an action plan (training, ‘on-the-job’ exposure, etc.) for how the employee plans to grow her/their/his talent at King County—if they want.
- Managers, supervisors and HR community members successfully demonstrate their proficiencies in being able to support employees as they navigate career pathways for advancement.
- All department and agencies equitably resource employee training and development, with primary focus on employees earning in the bottom 20% of the salary range and those who have historically had limited access to training.
- Job classifications have transparent career paths and associated competencies, skills and training to guide employee career development. (In process)

Within the next year

- HRD, OLR and Labor partners will launch Opportunities at Work, an apprentice program to support employee development in the trades. (In process)

In 2017 and 2018

- By early 2017, HRD and OLR will work with departments, agencies and labor unions, to create trainee job classifications to provide opportunities for a less experienced workforce to enter County service.
- HRD will create development plan templates, and training on employee development and workplace planning for managers and supervisors.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

- Departments and agencies offer employees earning in the bottom 20% of the salary range and those who have historically had limited access to training, a “Stay Interview” as a part of their development plan to help them grow in the organization.
- HRD’s reclassification efforts to develop transparent career pathways will continue, and be included in the 2019-20 biennial budget’s Total Compensation bargaining. (In process)
- HRD will map competencies, skills and existing training to multiple career pathways in support of employee development and career advancement. (In process)

GOAL 4: EQUITABLE ACCESS TO DECISION-MAKING

Build an organization of shared decision-making and shared-responsibility between staff, managers, leadership and labor partners, that is grounded in consistent and effective communication, accountability and transparency.

Objective: By 2022, each employee at every level of the organization is given opportunities to engage in a shared decision-making process—throughout the year—to innovate and solve problems within their roles, around business practices, policies, programs and decisions that impact them and our communities.

Minimum Standards for Goal 4 Met by 2022

- All departments and agencies inform and update employees, in an equitable way, of the County’s major initiatives (i.e. Equity and Social Justice, Best-Run Government, Continuous Improvement, Regional Mobility, Best Starts for Kids, and Climate Change), at minimum, on an annual basis.
- Hiring panels consistently include frontline staff and community partners, where appropriate and feasible.
- Departments and agencies provide opportunities (at least quarterly) that seek process improvement ideas from individuals, teams or work units. Approved ideas receive a reasonable level of resources to meet the improvement goal.
- Workgroups routinely include Continuous Improvement efforts to remove barriers for employees to drive employee engagement, contributions and innovations as a standard business practice.
- For major staff reductions (not including reduction in vacancies), the County:
 - Gathers and maintains demographic data, including race/ethnicity and gender of employees on proposed and final layoff lists.
 - Transparently communicates demographic data of proposed and final layoff lists to employees in departments/agencies impacted by staff reductions.
 - Uses demographic trends to identify and address barriers within Labor Agreements that negatively impact the County’s ability to retain a racially diverse and culturally responsive workforce at all levels.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

Within the next year

- All departments and agencies continue current Employee Engagement efforts around action planning and implementation.
- Departments and agencies begin to identify staff—through a fair and open process—who will participate on interview panels for 2017.

In 2017 and 2018

- Departments and agencies send identified pool of staff interviewers to complete appropriate training prior to interview panel participation.
- Departments and agencies develop annual plans for how they continue to include and train staff on an ongoing basis as it relates to interview panels and hiring decisions.
- Starting in 2017 (if not already started), departments and agencies provide opportunities (at least quarterly) that seek process improvement ideas from individuals, team or work units. Approved ideas receive a reasonable level of resources to meet the improvement goal.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

WORKPLACE & WORKFORCE

Table 1: Summary of proposed actions shared above and details of what they are.

PROPOSED ACTIONS	REASONING
<p>1. Organization-wide use of King County’s Equity and Social Justice Maturity Model on Becoming Fully Equitable and Racially Just to identify gaps and prioritize actions to become a more ESJ-mature organization. Recommend including key community partners to review on a regular basis.</p>	<p>The ESJ Maturity Model on Becoming a Fully Inclusive and Racially Just Organization is being designed to help departments/ agencies build values-based culture change in a shared and systematic way, while enabling them to innovate and define how they will progress based on their unique circumstances. An external review – by a trusted and willing community partner of the agency/department – will support an honest assessment of progress.</p>
<p>2. A centralized, basic skill development training for managers and supervisors that specifically builds the following competencies and utilizes a “360” (or similar) assessment for professional growth and accountability.</p> <ul style="list-style-type: none"> ■ How to have multicultural interactions, communication, and expectation-setting that are 1) empathetic and 2) culturally-specific and respectful ■ How individual bias shapes manager decisions on how they see, treat, discipline, evaluate, reward and develop their employees ■ Understanding, preventing and effectively addressing micro-aggressions in the workplace ■ How to build shared-decision making, shared-responsibility in a multicultural workgroup 	<p>Many of the supervisors and managers have been selected for their project management and technical skills and may not have not been sufficiently trained on how to manage people. The county will need to provide them with appropriate training to develop the skills and competences to manage a culturally diverse and nimble workforce. Managers and supervisors also need to be trained on bias and micro-aggressions, how to identify them and how to handle them in the workplace and in their workgroups. In addition, in order to have the most competent managers and supervisors, they need to engage in a “360” or similar evaluative assessment by the employees they supervise to insure accountability to both their staff and leadership.</p>
<p>3. A healthy, restorative workplace model that effectively rehabilitates workgroups to rebuild trust and sustain a healthy, inclusive and respectful work culture.</p>	<p>In many workplaces, engaging with employees revealed the failure to address micro-aggressions and other unfair treatment in the workplace resulted in an unhealthy work environment. In order to provide the best services to the public and maintain a healthy and productive workgroup, we need to be able to address these concerns in a way that restores trust and respect within the workgroup.</p>
<p>4. A feasibility study of a centralized recruitment program for the whole organization targeting effective outreach, recruitment and racially diverse and culturally responsive hires, especially in leadership and management positions.</p>	<p>King County’s workforce roughly reflects the racial diversity of our communities, but this diversity is not present at every level of our organization. Becoming more equitable and racially just at the highest levels can effectively further our goal to be more culturally responsive to all our communities. Having centralized recruitment – instead of the current decentralized and non-standardized system – will increase focus, quality and efficiency toward a common objective.</p>
<p>5. Training and coaching for current recruiters, and hiring authorities and managers on effective outreach, culturally responsive hiring and partnerships with our communities and employees.</p>	<p>The goal is for all of our recruiters, hiring authorities and hiring managers to have standard competencies on racially diverse and culturally responsive hiring to be able to help the organization achieve the stated goals above. This training would build capacity and a standardize practices on culturally responsive recruitment, hiring and promotions.</p>
<p>6. A cohesive workforce development strategy that includes competitive hiring pipelines and links an employee’s career development with our changing workforce needs.</p>	<p>Fewer than half of the employees who participating in the 2015 Employee Survey responded positively to having fair and equal access to staff advancement opportunities and receiving open and honest communication from senior leaders. It is projected that 40% of our workforce will leave county employment in the next five years because of regular attrition and retirement, which provides a unique opportunity to equitably develop a career “pathways” and school-to-work pipelines that meet both the needs and expectations of an increasingly diverse workforce and a culturally responsive organization.</p>

COMMUNITY PARTNERSHIPS



Invest in community-based partnerships that will steadily inform the County's decision-making and foster full and equitable civic participation.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

COMMUNITY PARTNERSHIPS

GOAL 1: Systematically provide resource support to community-based organizations to leverage their expertise toward advancing ESJ outcomes.

Objective can be achieved by *adopting one of the following approaches* to investing in community partnerships:

Approach 1: By 2018, develop funding strategy that directs a percentage of the department's or agency's resources toward investment in community-based organizations with demonstrated success in engaging populations currently underserved by the department and least represented in the department's decision-making.

Approach 2: By 2018, develop and implement hiring plan for Community Liaison(s) to build and sustain partnerships between the department or agency and populations currently underserved by the department or agency and least represented in the department's or agency's decision-making. Liaisons will be centrally coordinated as a Countywide network to ensure continuity and efficiency in County engagement with community partners.

Objective: By 2020, department or agency can demonstrate inclusion of communities of color, limited-English speaking communities, and low-income communities in program and budget planning, and decision-making.

Objective: By 2020, department or agency will report budget allocation toward community partnerships or staff hired to serve as Community Liaisons.

Minimum Standard for Goal 1

- Community Engagement Guide is consistently applied to all outreach activities, primarily to create opportunities for residents to express their priorities and have a meaningful role in decision-making.

GOAL 2: Expand and promote diversity among applicant pool by creating pro-equity contracting processes that are visible and accessible to contractors of varied size and capacities, consistent with state and federal law.

Objective: By 2018, departments and agencies adopt a process of identifying deliverables for the year that will require external support, using an equity lens to ensure that, where possible, the work is structured to encourage participation by community-based organizations, small businesses and independent contractors.

Objective: By 2018, department or agency can demonstrate expanded outreach in publicizing contracting opportunities.

Objective: By 2020, departments and agencies can report an annual increase in the number of community-based organizations and small, minority-owned/women-owned/veteran-owned businesses servicing its external contracts, consistent with state and federal laws.

Minimum Standards for Goal 2

- Augment outreach lists to include individuals and businesses from communities currently underrepresented in department's contractors and vendors.
- Promote contracting opportunities via the Office of Equity and Social Justice (OESJ) website and community mailing list. Work with OESJ to provide technical assistance and other support that will eliminate barriers faced by contractors that are traditionally underrepresented in the County's applicant pool.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

COMMUNITY PARTNERSHIPS

GOAL 3: Provide non-monetary support to community-based partners that builds their internal capacities.

Objective: By 2018, technical assistance programming is developed that connects department's or agency's resources to capacity development of community partners (e.g. training, data sharing, peer-to-peer network development)

Objective: By 2020, department or agency can report technical assistance provided to community-based organizations and/or contractors serving communities of color, LES communities, and low-income communities. The report will include survey from partners describing increased capacities and any other non-monetary benefits provided by the department.

Minimum Standard for Goal 3

- Community engagement is approached as an opportunity to ascertain capacity-building needs of current and potential community partners.

Within the next year

- Complete assessment that examines current working relationships with community-based organizations; quality of service delivery to communities of color, Limited English Speaking (LES) communities, and low-income communities; and inclusion of communities of color, LES communities, and low-income communities in department's or agency's program and budget planning.
- Complete asset mapping of community-based organizations that are positioned to improve department's or agency's service delivery and engagement with underserved communities.
- Resources are dedicated to support FTE(s) in the OESJ to manage central coordination of Community Liaisons, creating an integrated approach to the County's work across departments and agencies and that is regional in scope.
- Risk management policies are revised to differentiate between insurance and indemnification liability required for large companies versus small businesses, community-based organizations and independent contractors.
- Complete assessment of department's or agency's internal resources and practices that offer technical and capacity-building value to community partners. Assessment should include survey of community-based organizations to clearly ascertain current needs and priorities. Outreach should be centrally coordinated and conducted in partnership with other departments.

COMMUNICATION & EDUCATION

King County, Washington

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Advance our education and communication to better engage our residents and communities in ways that are inclusive, culturally responsive and socially just.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

COMMUNICATION & EDUCATION

GOAL 1: LANGUAGE ACCESS

As one in five county residents speaks a language other than English at home or is limited-English speaking (LES), update King County tools for public-facing communication and education to align with current populations, needs, and demographic changes.

Objective: By 2020, home pages of every department on the County website will be available in the six top tier languages as defined by the County demographer, based on the most recent census data. Critical documents and community notifications will also be available in the six top tier languages to provide more inclusive processes that guide the County's areas of focus and resource allocation.

Key metric to assess success: number of pages available in top six languages.

Minimum Standards for Goal 1

- By 2020, make home pages of every department on the County website available in the six top tier languages as defined by the county demographer, based on the most recent census data.
- Promote plain language and culturally-competent language as a standard for all online communications and job announcements to make translation and outreach easier.
- Prioritize language skills in hiring to increase staff ability to serve Limited-English speaking (LES) customers.
- Each department should setup an account for language interpretation services by phone and train at least one person in a public-facing role in how to access the service.

GOAL 2: ENGAGEMENT ACCESS

Develop tools for better engaging with County services and opportunities for input on County projects and initiatives, regardless of neighborhood, immigration status, or primary language used for communication; and improve engagement by increasing capacity-building outreach and marketing buys with smaller, community-based organizations and media outlets.

Objective: By 2020, King County will have a consistent, shared, and proven suite of tools for effective engagement with community members on critical topics and issues.

Key metric to assess success: percentage of progress toward establishing tools for engagement.

As a major tactic, designated Web Team and communication staff in King County's Department of Information Technology will work with an employee stakeholder group, such as the County's Public Information Officers and Communication managers to decide on the suite of tools which should be both high-touch and high-tech (e.g., meetings, phone tree, webinars, social media communities, and other emerging online engagement software tools such as Telephone Town Halls).

Minimum Standards for Goal 2

- Ensure translations for major hearings through improved coordination between outreach and communication staff in departments and with separately-elected staff.
- Departments and agencies can demonstrate improved communication with, education and outreach to, and interactions with communities of color, LES communities, and low-income communities through increased

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

COMMUNICATION & EDUCATION

number of translated documents and materials, increased number and quality of outreach activities over the previous year, or an increase in the participation level of residents at recurring or annual activities.

- Departments and agencies can demonstrate improved employee engagement through feedback from periodic surveys or focus groups, and an increase in employee participation in engagement activities.

GOAL 3: TECHNOLOGICAL ACCESS

Given the digital divide and that many communities rely on mobile devices to bridge that gap, improve the collaborative use of mobile-optimized web pages, and social media across County agencies and services as an engagement, outreach, and feedback tool for the public.

Objective: By 2020, there is increased access to engagement, outreach, and feedback activities related to County services by the internet or mobile devices for currently under-served residents.

Key metric to assess success: increases in the total number of followers, subscribers, reach of posts through online sharing, and website traffic from posts on social media.

Minimum Standards for Goal 3

- Departments and agencies will include social media campaigns in all communication plans and increase coordination and outreach, and by having a physical presence at—or serving as monetary sponsor for—a specified number of community events each year as a way to provide engagement activities and materials, and feedback opportunities. Campaigns should include outreach to media serving LES and other traditionally under-served communities.
- Equal online access to information for all employees (in office or by personal email) through employee information in mobile-aware formats for ease of access on mobile devices.

GOAL 4: IMPROVED COLLABORATION AND LANGUAGE-RELATED TOOLS AND RESOURCES FOR EMPLOYEES.

Improve collaboration and language-related tools and resources for employees to provide more services to those who are LES and include more of the community's voice in the policy-making process.

Objective: By 2020, King County employees will have sufficient and dedicated budgetary resources to do outreach, partnership, and evaluation work aimed at creating or expanding existing tools, and implementing emerging tools for communications and education with residents and community stakeholders. Funding level will be decided in collaboration with budget, communications, and senior leadership staff.

Key metric to assess success: employees have resources necessary to increase outreach, partnership, and evaluation work relative to baseline funding levels in 2016. The funding must result in improvements in those three areas as measured by increases in the total number of outreach contacts and successful partnerships that increase public engagement and participation or input on County services.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

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Minimum Standards for Goal 4

- At least one staffer in each division is trained in using standardized process for soliciting and using a vendor for document translation and interpretation.
- Department and agencies can demonstrate inclusion of communities of color, LES communities, and low-income communities and outreach to multiple contacts within communities, not just a narrow list of contacts.
- Budget allotment for translations, interpretation for community events, and ESJ training for staff.
- Require completion of training with ESJ-approved curriculum within first six months for staff in supervisory roles.
- Departments should be encouraged to sponsor trainings and lunch-and-learns on ESJ topics and buy-in and participation from senior management.

Within the next year

- Increase Human Resources Division (HRD)-provided language training for current staff in public-facing roles.
- Work with ESJ team to integrate equity-related communication, messaging, and education materials existing Continuous Improvement efforts by including ESJ in all Continuous Improvement publications, online posts, education materials, and messaging documents.
- HRD launching GovDelivery alert for all special duty assignments to increase equitable access to these professional development opportunities.
- Public Information Officers will review all current communications and education materials to ensure that they are culturally-relevant and context-sensitive as part of the annual review of materials provided to the Director of Customer Service.

In 2017 and 2018

- Issue an Executive directive, strategy, and research resources to create a centrally managed process for adding language options to website. This would involve creating a standard process for providing regular updates for forms in other languages. (E.g. ensuring that updates to court forms are consistent across all language versions.)
- Ensure that County certification requirements mirror state language certification requirements for employees providing interpretation and that any labor impacts are considered and reviewed with labor relations staff.
- Align language access goals with efforts in HRD to expand the bilingual pay premium for employees who speak a language in addition to English.
- Complete implementation of Countywide, SharePoint-based, internal and public-facing engagement calendar with transparent, real-time inventory showing the array of partnerships, communication efforts, and education and community engagement programming underway to enable bundling of outreach or services to specific communities, or to avoid duplication of services or activities.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

COMMUNICATION & EDUCATION

- Expand Office of ESJ capacity to empower staff to provide technical support to departments and separately elected on ESJ issues (translation, outreach).
- Improve internal resource coordination to reduce internal inequity between departments, divisions, and programs.
- Expand Office of ESJ capacity to support outreach staff assigned to specific communities (a community liaison who knows the needs and is a connector. See Community Partnerships goal area).
- Build real world and online community partnerships (especially with existing groups and coalitions of organizations) to help create and share communication and outreach materials in their respective connection channels.
- More relationship-building in communities where the County programs exist and better engagement of the talent that is in the community and on staff, particularly among people of color.
- Measure the number of well-established, regular outreach, engagement, and communications with ethnic and other potentially-marginalized communities. The count should show growth each year in participation or reach (social media visibility/impressions, amount of feedback from participants).
- Do an annual, department-level survey of communication and education materials for adherence to ESJ Strategic Plan deliverables.

Responsibility and stakeholders

Employees, elected officials, department directors, community organizations, educators, media and mass communicators, communications and outreach workers in all agencies, and IT staff.

FACILITY & SYSTEM IMPROVEMENTS (CIP)



Develop facility and system improvements responsive to the values and priorities of residents and stakeholders and achieve pro-equity outcomes.

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

FACILITY & SYSTEM IMPROVEMENTS (CIP)

GOAL 1: Infrastructure system master plans, including line of business and other strategic planning processes, include clear objectives to advance equity and social justice that are informed by and sensitive to priority populations and key affected parties .

Objective: By 2018, for all King County infrastructure systems complete and publish master planning updates that include pro-equity future state for the system that guides equity and social justice priorities and goals through the capital portfolio and capital program levels.

GOAL 2: Capital development policy, budgets, portfolios, and programs are developed in accordance with community equity priorities, informed by a perspective on historic and existing inequities, and include a description of their contribution to improving equity in community conditions.

Objective: By 2018, all capital portfolio and program documents will develop and publish ESJ priorities that align to the ESJ Strategic Plan; are informed by equity impact review processes; are specific to the existing infrastructure and system conditions; and inform the ESJ approaches and characteristics of capital projects.

GOAL 3: Activities and responsibilities for pro-equity progress are clear and defined at the Dept., Division, and Section levels.

Objective: By 2018, the project charter and/or project design program conveys a project scope, schedule and budget that includes project goals for equity and social justice, addressing governance, contracting, siting, development, design characteristics, construction practices, operations, and maintenance.

Minimum Standards

- All infrastructure and facility master plans describe the intended equity and social justice outcomes for the system (a.k.a. the 'pro-equity' version of the system)
- All CIP program and portfolio budgets have evaluated and include a description of how equity and social justice considerations are advanced through project decisions—and provide guidance and/or direction on equity considerations and objectives on a project-by-project basis
- Communication and engagement efforts of all capital development programs and projects are culturally appropriate
- Funding sources (levies, bonds, etc.), siting, design, and construction of capital projects are responsive to the equity interests and priorities of historically disadvantaged communities

Within the next year

- Integrate ESJ into Capital Project Management Working Group (CPMWG) tools and protocols
- Finish, test, and revise ESJ section of sustainable infrastructure/ green building scorecard
- Continue to develop demographics and data on the existing equity predicament on the ESJ iMAP application

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

FACILITY & SYSTEM IMPROVEMENTS (CIP)

- Develop and deliver ESJ guidance and training to those engaged in facility and system improvements, including those doing master planning, portfolio development, program and project implementation
- Coordinate with FBOD to ensure contracting reform efforts advance pro-equity economic impacts of capital investment
- Convene and build consensus among planners and capital development managers on the policy intent and mechanics to ensure ESJ is a consideration and/or driver in resource allocation
- Guide planning and development of multi-lingual/marginalized community liaison network program that more efficiently and respectfully allow Facility and System Improvements decisions to reflect the interests and priorities of all King County residents

In 2017 and 2018

- Facility and system improvements (CIP) efforts contribute to the development and maintenance of a community liaison network
- Master plans are updated to include explicit guidance on intended equity and social justice goals and the role of Facility and System Improvements in advancing toward system equity
- Capital portfolio management practices are optimized to drive toward pro-equity system outcomes
- Capital project managers are provided in project charters and design programs background information on the equity context and specific equity and social justice project goals that address process, distributional and cross-generational equity opportunities

IMPLEMENTATION PLAN FOR SIX GOAL AREAS

FACILITY & SYSTEM IMPROVEMENTS (CIP)

Summary of actions to advance ESJ in Facility and System Improvements

Transparent and accountable leadership	... upstream and where the needs are greatest	... in community partnerships	... in employees	ESJ SP strategies – Invest:
<ul style="list-style-type: none"> Ensure all master plans describe equity ambitions in sufficient detail to guide pro-equity CIP, asset management, operations, education, communication and partnering Train CIP sponsors and project teams on ESJ intentions and processes 	<ul style="list-style-type: none"> Base master plan direction on thorough understanding of the equity predicament today and an analysis of how alternative approaches will differ in bearing on upstream conditions and priority populations Provide technical assistance in conducting Equity Impact Review on CIP program and portfolio options Develop predictive analytics that track changes in determinants and demographics and model pro-equity effects of alternative deployment approaches 	<ul style="list-style-type: none"> Contribute expertise and resources to build an enterprise-scale LEP/hard-to-reach community liaison network program Engage diverse stakeholders to ensure CIP efforts respond to equity concerns and advance equity policy intent Engage community organizations to connect with their constituencies on program direction 	<ul style="list-style-type: none"> Strengthen training for planners in ESJ policy intent, tools, and analytics Foster best-practices sharing among master planning staff in various agencies 	<p>Master plans that guide system development, based on policy intent and change drivers</p> <p>CIP portfolio total bundle of capital investments</p> <p>CIP program bundles of 'like' projects (e.g. roof replacements, HVAC upgrades)</p> <p>Capital projects Engagement Planning Siting Design Construction O&M</p>
<ul style="list-style-type: none"> Ensure CIP portfolios and programs: Describe the equity conditions today and how their (portfolio or program) investment approach accounts for and advances equity policy intent Provide guidance to projects on the most relevant opportunities for individual projects to advance to system-wide pro-equity ambitions 	<ul style="list-style-type: none"> Improve conditions and opportunity for youth and those whose access to resources is most compromised Steer project-related learning opportunities to those who can most benefit from access to resources 	<ul style="list-style-type: none"> Build capacity in community-based organizations – Use them to connect with priority stakeholders Advance economic justice by contracting with local SCS entities for project-related tasks and support 	<ul style="list-style-type: none"> Stronger technical assistance and training to CIP program and portfolio managers so they have: stronger cultural competencies more rigorous skills in equity analytics and scenario development better data sets on equity conditions today 	
<ul style="list-style-type: none"> Project managers show: how they achieved an inclusive governance and/or advisory process how ambitions of stakeholders were factored into siting, design and/or construction approach the economic justice ambitions achieved in project contracting 			<ul style="list-style-type: none"> Strengthen staff capacity to identify and advance place-based/context-sensitive ESJ opportunities: Inclusive engagement and governance training Tools and analysis to understand equity conditions today 	