

RACIAL EQUITY STRATEGIC PLAN



MANAGEMENT COORDINATION COMMITTEE COMMITMENT LETTER

October 16, 2018

The Local Hazardous Waste Management Program (LHWMP) is a multi-jurisdictional program serving all of King County including the City of Seattle, 37 other cities, two tribes, and unincorporated areas. Our mission is to protect and enhance public health and environmental quality in King County by reducing the threat posed by the production, use, storage, and disposal of hazardous materials. These materials are commonly found in many workplaces, schools, and homes.

Our County has been growing rapidly in population size and racial and ethnic diversity—including people of color moving here from all over the world. In addition, income disparity and lack of affordability are issues for many of our customers. Recent statistics show that people of color in our region are more negatively impacted than their white counterparts in nearly every area: health, housing, education, employment, and criminal justice. Immigrants, refugees, and low-income residents also face significant barriers in knowing about and accessing services.

Communities of color are often disproportionately impacted by hazardous material exposures. Therefore, the Local Hazardous Waste Management Program has a responsibility to understand these factors and strive for racial equity in our services and community outcomes. As members of the Management Coordination Committee (MCC), we are pleased to reaffirm our racial equity vision and commitments by adopting LHWMP's Racial Equity Strategic Plan and Implementation Plan.

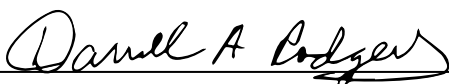
If King County is going to be the healthy, sustainable, and livable community we aspire to have, we need to improve the outcomes for people of color by addressing the barriers they face. As the region's demographics change, we need to plan for our future by addressing long-standing institutional barriers that inhibit success for everyone. We need to put into action our commitment to serving all people who live and work in King County and to ensuring that race is not a determinant of hazardous materials exposure. To do this we must make changes in the way that we plan, deliver services, and operate. By adopting LHWMP's Racial Equity Strategic Plan and by embedding racial equity principles and practices throughout LHWMP operations and services, we will increase the Program's reach, impact, and equity.

We, the MCC, do hereby adopt LHWMP's Racial Equity Strategic Plan and the Racial Equity Implementation Plan. We commit to working together and within our agencies and organizations to support best management practices to advance our racial equity priorities and goals. We also commit to continuing to learn and grow in our individual understanding of racial inequities and to approach this work with an open mind, curiosity, humility, and kindness. We ask our staff to do the same.

With our adoption, we commit to the following:

- The plan will guide the Program in being an anti-racist, community-centered organization.
- The principles, practices, and recommendations in the Racial Equity Strategic Plan and accompanying Implementation Plan will guide current and future Program operations and services.
- Program partners, leadership, and staff are committed to implementing the recommendations provided in the plan and building upon them in the coming years.

Approved by the Local Hazardous Waste Management Program Management Coordination Committee.



Darrell A. Rodgers
MCC Chair

October 16, 2018

Date



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ABOUT

The Local Hazardous Waste Management Program (LHWMP) is a multi-jurisdictional program serving all of King County including the City of Seattle, 37 other cities, two tribes, and unincorporated areas. Our mission is to protect and enhance public health and environmental quality in King County by reducing the threat posed by the production, use, storage, and disposal of hazardous materials.¹

We work with residents and businesses to reduce human and environmental exposure to hazardous materials and products. LHWMP is responsible for providing relevant and effective services to 2.1 million residents and 60,000 businesses. Our customers are racially, ethnically, and culturally diverse.

LHWMP fulfills local government responsibilities under state law (RCW 70.105.220) for managing hazardous waste from residents and, in limited volumes, by businesses and other “small quantity

generators.” It is funded by Local Hazardous Waste fees, which have legal restrictions on how funds may be spent. LHWMP is authorized by the Washington State Department of Ecology and, at the local level, by the King County Board of Health.

Program partners include Public Health – Seattle & King County, King County Water and Land Resources Division, King County Solid Waste Division, Seattle Public Utilities, Tribal Governments, and the 37 cities and towns in King County. LHWMP’s Management Coordination Committee—representing the Program partners—provides strategic oversight of the Program. Activities are carried out through a multi-agency management and staffing structure. LHWMP staff are embedded within four implementing agencies. Implementing agencies manage their respective staff (e.g. hiring, mandatory training, contracting, etc.) in accordance with agency-specific policies.

¹ When we say, “hazardous materials” in this report we are referring to hazardous products that are used by residents and in small amounts by businesses as well as hazardous wastes that are produced by residents and in small volumes by businesses and other “conditionally exempt small quantity generators.” Medium and large quantity hazardous waste generators are directly regulated by the Washington State Department of Ecology.

LHWMP establishes Program-specific policies, processes, and standards for staff assigned to the Program. It strongly encourages partner agencies to honor them.

In fulfilling its mission, LHWMP focuses on three interconnected goals – **Reach, Impact, and Racial Equity**.

REACH

LHWMP has a responsibility to provide services to residents and businesses across King County. We accomplish this through strategies that effectively build awareness of hazardous materials and connect ratepayers with available Program services.

IMPACT

LHWMP services should be relevant to customers and effective in reducing or eliminating exposures. We accomplish this by advancing knowledge of hazardous material exposures, understanding our audiences, and delivering services designed to achieve desired outcomes.

RACIAL EQUITY

LHWMP is deeply committed to serving all people who live and work in King County and ensuring that race is not a determinant of hazardous materials exposure. We accomplish this by embedding racial equity principles and practices throughout LHWMP operations and services.



LHWMP seeks to improve outcomes for King County residents and businesses by implementing a concept known as **“targeted universalism.”** Targeted universalism recognizes that different populations have different needs and experience different barriers and benefits related to government services. We are working to understand these differences. We will continue to adjust our approaches to ensure that we provide relevant and effective services, and that we are equitable in helping ratepayers achieve the shared goal of reduced hazardous material exposures.





INTRODUCTION

The City of Seattle and King County are both leaders in promoting racial equity in local government.² Our County has been growing rapidly in population size as well as racial and ethnic diversity. Income disparity and lack of affordability are issues that many of our customers face today. Recent statistics show that people of color in the region are more negatively impacted than their white counterparts in nearly every area: health, housing, education, employment, and criminal justice.

Over the past 20 years, LHWMP partnered with the City of Seattle Public Utilities (SPU) to integrate environmental justice and service equity in its program and services. LHWMP, in partnership with SPU's Environmental Justice Network in Action, conducted a community needs assessment to inform priorities for engaging underserved customers. In 2011, LHWMP adopted a Service Equity Policy to help advance,

focus, and guide our efforts. Since then, the Program has significantly improved staff capacity to design, deliver, and evaluate services in a culturally competent way. The Program also supported its commitment to equity by adopting tools, processes, and structural changes that embedded racial equity values, principles, and practices within its lines of business.³

As LHWMP deepened its understanding of equity and environmental justice, it became clear that we needed to go further. We needed to look at the root causes of inequities, and we needed to approach our work more holistically, thoughtfully, and strategically. In 2017, LHWMP and SPU's Environmental Justice and Service Equity Team (EJSE Team) launched this joint planning effort to improve LHWMP's operations, policies, practices, and services. This Racial Equity Strategic Plan and the companion Racial Equity Implementation Plan are products of that effort.

² See Volume 3, Appendix C Bibliography and Resources, and Appendix E for a crosswalk of the LHWMP, King County and Seattle Plan.

³ See Appendix F for additional details about LHWMP's past racial equity work.

The Strategic Plan serves as a guiding document for how LHWMP will advance its racial equity goals. The Implementation Plan outlines current status and key near-term actions LHWMP will take to implement the vision and guidance described in the Strategic Plan.

Program leadership, managers, and staff are expected to incorporate this Plan's recommendations into their respective areas of work. Activities and measures will be incorporated into the Program's project management plans, work plans, budget, and operations. Progress and outcomes will be regularly assessed through the Program's performance management system, which includes quarterly performance reports, service level analyses, and other evaluation activities. Improvements to current systems will be considered to ensure monitoring of deliverables and outcomes.

TERMINOLOGY

Having a common language and understanding of it is an essential element for advancing change. It allows us to have a shared vision and collective understanding of our what, why, and purpose. Throughout the Strategic Plan look for terms such as race, equity, racial equity lens, racial equity, social justice, and environmental in Volume 3, Appendix B for definitions of these terms and other terminologies.

Equity considers past and present inequities in its design of strategies and approaches to ensure people get what they need. LHWMP understands that equity cannot be achieved without addressing the root cause of inequities. To address root cause, the Program must lead with race. Although, race is a social construct, and not biological, the impact of racism is a reality for many of our customers. By leading with race, we acknowledge that racial inequities exist. When we look at existing data across all systems, disparity is greatest when race is applied to the analysis. We cannot achieve racial equity if we do not lead with race. Racial equity is an outcome realized when the benefits and burdens of systems are not dependent on an individual's race or skin color.

Racial equity lens is a strategic tool designed to help change our "business as usual" model so that we can achieve racially equitable outcomes for our program policies, practices, and service delivery. Social and environmental justice cannot be achieved without a racial equity framework and a strategic tool to ensure racial equity is embedded in all that we do.

RESEARCH & ANALYSIS

This Strategic Plan and the accompanying Implementation Plan are based upon information we gathered from Program staff and subject matter experts, research on best practices for racial equity, and analysis of gaps and lessons learned from LHWMP, partners, and other organizations.

Beginning in 2017, the Racial Equity Planning Team held interviews with LHWMP operations managers, project managers, and teams. The planning team gathered information about LHWMP's recent racial equity work including relevant project reports, situation analyses, and data. Additionally, the planning team researched best management practices,⁴ and gathered LHWMP's prior equity work (1998–2015).

Resulting data and information were used as the basis for conducting a gap analysis and in developing recommendations.

⁴ Sources include the King County Equity and Social Justice Strategic Plan, the King County Community Engagement Guide, the City of Seattle Racial Equity Toolkit, King County's ESJ recommendations for establishing equity baselines and multiple documents produced by the Government Alliance on Race and Equity (GARE), Portland Metro Diversity Action Plan, LHWMP's Compendium of Guidance and References for Equity in Hiring, and LHWMP's 5-Year Community Centered Communications Plan were explored. See Appendix C for Bibliography and Resources.



The planning team evaluated former and current practices to determine what has and has not worked, and where improvements are needed. The gap analysis examined:

1. **LHWMP services** including general services (moderate risk waste collection, communications, and technical assistance), focus projects (safer cleaning, lead safe homes, and auto paint) and policy.
2. **LHWMP management operations** including leadership and planning, performance management, financial management, workforce and workplace, community partnerships, and internal communications.

The gap analysis was used to develop recommendations for the Program and for each LHWMP service area and management function. These recommendations were reviewed and refined by an expanded planning team—which included additional staff from the SPU Racial Equity Team, the LHWMP Director’s Office, and an individual from Public Health – Seattle & King County. The expanded planning team met on a regular basis beginning in February 2018.

CHALLENGES & OPPORTUNITIES

The following section outlines some challenges that LHWMP faces, as well as opportunities to address these limitations, which were identified during the planning process.

CHALLENGES

- **Limited reach and impact.** LHWMP has worked to reach and serve people of color, low-income, refugee, and immigrant communities in King County for over 20 years. These efforts have changed and evolved over the years. Most efforts involved close partnering with community members. However these efforts have reached relatively small numbers of people and do not appear to have resulted in significantly reduced exposure to household hazardous products.
- **Differing agency perspectives.** LHWMP is a multi-agency coalition. While LHWMP partner agencies are committed to racial equity, they have different perspectives, approaches and/or competing priorities. LHWMP works to establish Program-wide standards, policies, and practices, but cannot force partner agencies to adopt them.

- **LHWMP funding and operating limitations.** LHWMP operates within a defined legal domain, which guides the services that we can provide and restricts how resources may be used. However, LHWMP strives to advance racial equity in its work and operations, and to address the root causes of racial inequities wherever possible within those limitations.
- **Affordability.** LHWMP is one of many programs funded through local fees – which have a cumulative impact on residents and businesses in a region that struggles with affordability. Work described in this Plan is expected to be accomplished through shifting current resources within the Program, rather than increasing ratepayer fees.
- **LHWMP services are not well known.** LHWMP and its services are not generally known to most residents and businesses in King County. While all homes and businesses are required to pay Local Hazardous Waste (LHW) fees, ratepayers must seek out the Program’s services. For example, ratepayers need to bring wastes to LHWMP facilities, access prevention information and resources by phone or online, or contact the Program’s business team for on-site consultations. This differs from other utility services, such as garbage, water, electric, gas and sewer, which are provided directly to homes and businesses.





- **Confusion about hazardous materials and waste.** There are several areas of confusion for customers. First, the products and chemicals we focus on household and “moderate risk waste” from businesses are often poorly understood. People often mistakenly think that LHWMP is involved with legacy environmental contamination (i.e. Superfund sites) and/or more toxic chemicals and industries that are directly regulated through state and federal agencies. Second, people confuse hazardous waste collection with garbage and recycling services. And third, many people assume that consumer products are “safe” and do not realize that commonly available household products are hazardous.
- **Relatively low priority compared to other community issues.** Many people place a higher priority on issues such as public safety (crime, gangs, litter, roads and sidewalks), housing, employment, and food security. For most, moderate risk waste is not a high a priority.
- **Distrust of government.** Given the political landscape, many residents and businesses harbor a distrust of government. This is particularly true for communities of color and recent immigrants. This creates barriers and resistance for LHWMP in building relationships and providing services.
- **LHWMP lacks robust demographic data.** LHWMP staff do not regularly collect customer demographic data when providing services. This may be due in part to reluctance on the part of the customer, as well as staff. Relevant and accurate data about non-customers is also difficult to obtain. This makes it difficult to develop meaningful and effective services for many of the Program’s ratepayers.
- **LHWMP lacks knowledge about and access to community networks.** Many formal and informal networks exist among the large, diverse, and growing populations of King County. It is unclear how best to effectively reach, engage, and serve the approximately 837,700 residents of color in King County. Increased collaboration with community networks could help significantly.

OPPORTUNITIES

1. Increase clarity and agreement about what leading with racial justice means.

There is widespread confusion about what “leading with racial justice” means among LHWMP staff. Staff would like clearer vision and guidance on how racial equity intersects with other Program goals and responsibilities. There is a need for clearer roles and responsibilities among the communications, racial equity and research teams, and better understanding of how these technical teams influence other project teams.

2. Effectively partner with people of color, immigrant, refugee, and low-income customers through community partnerships.

Managers and staff throughout LHWMP expressed a desire to develop and enhance meaningful community partnerships. Some partnerships were ended when LHWMP underwent a line of business reorganization. The Program needs to collaborate with people of color, immigrant, refugee, and low-income communities to ensure that services are developed with community input and are relevant, community-centered, effective, and culturally appropriate. There are different perspectives about how community partnerships should function within LHWMP. There are also other issues to address including who “the community” is, how best to partner with them, and how to coordinate among Program partners. There is increased need for resources to support this work.

3. Increase focus on racial equity in Program leadership, planning and operations.

LHWMP will need to increase the resources devoted to improving racial equity in service delivery and planning. The Program will also need to design and implement a community-centered planning process for the 2020 Comprehensive Plan update. Additionally, LHWMP should look for ways to diversify its workforce, including more strategic opportunities for hiring interns, improving partner agency hiring practices, and capacity-building for staff.

4. Enhance racial equity practices related to LHWMP’s workforce and workplace.

As an interagency program, LHWMP faces unique challenges to racial equity implementation. The Program’s implementing partners may have different perspectives on what equity is. They do not share a common language or framework and may not adopt LHWMP’s

recommendations. For example, when LHWMP established equity-in-hiring practices in 2015, some agency partners resisted implementing those practices.

5. Improve demographic data and racial equity-centered performance measures.

LHWMP does not have adequate data on the race and ethnicity of the people it serves. Program staff do not regularly collect ethnic or demographic data, because of resistance from customers and/or staff’s discomfort with asking for this information. LHWMP should improve demographic data gathering using the protocols developed in 2017. It should also develop an integrated data system that makes this information more available to LHWMP’s programs and services.

There is also a need to develop racially equitable performance measurements that support our racial equity goals. Developing specific baselines and performance measures will support accountability and results. Measures should show the relationship between activities, indicators and results.

6. Better integrate City of Seattle and King County equity planning and implementation approaches.

The City of Seattle and King County both are implementing plans to improve racial equity and social justice in the ways that they operate and deliver services. LHWMP should seek partnership opportunities with the City of Seattle and King County that align, coordinate, and leverage resources. LHWMP has a “crosswalk” to show how our Plan aligns with and supports those of Seattle and King County.⁵

⁵ See Volume 3, Appendix E





RACIAL EQUITY VISION

The Local Hazardous Waste Management Program (LHWMP) is committed to advancing racial equity. This Plan was initiated to help the Program transform the way it operates and delivers services. In order for the Plan to be truly effective, a clear, aspirational-but-feasible vision was needed—one that would provide a foundation for the Plan, be applicable to all areas of the Program, and describe what future success will look like.

The vision was developed with significant Program-wide engagement—including the Management Coordination Committee (MCC), leadership team, and staff—which built collective ownership. As part of the visioning process, the

leadership team and MCC participated in an exercise to center racial equity as a framework. The exercise helped participants think about inequities beyond access and inclusion, and instead use a lens that addresses race and racism. By centering racial equity in the visioning process, the racial equity vision became a commitment that addresses the current systems and infrastructure of the Program. The vision informs more comprehensive and thoughtful strategies that aim to transform LHWMP, so that all customers benefit.

The Racial Equity Vision and Commitments outlined in the following pages were approved by LHWMP's MCC in February 2018.

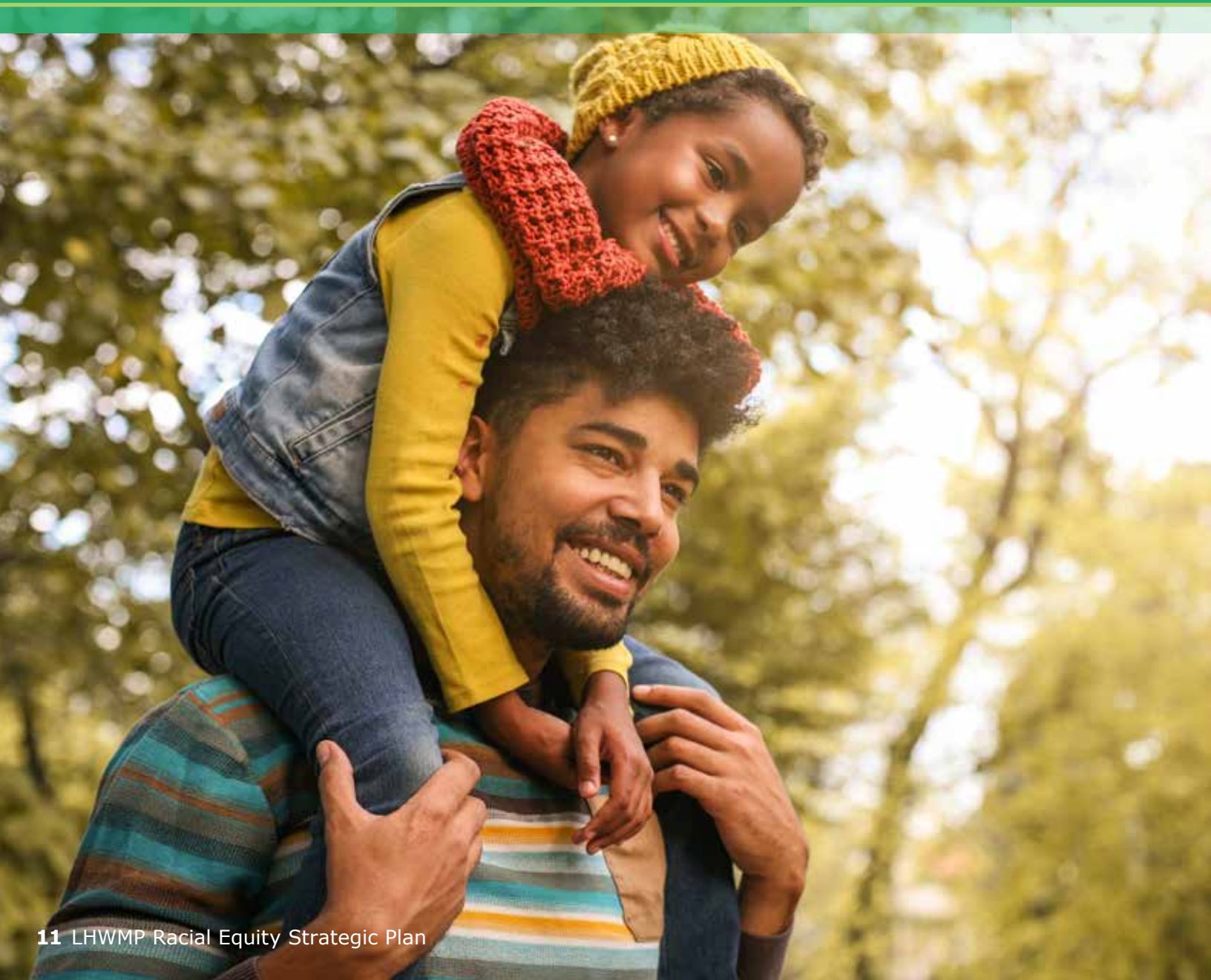
LHWMP'S RACIAL EQUITY VISION STATEMENT

Race is not a determinant of hazardous materials exposure in households and businesses in King County.

To achieve this:

- Racial equity and environmental justice principles and practices are embedded throughout LHWMP operations.
- LHWMP recognizes and reflects the racial diversity of the ratepayers it serves.
- We actively engage and partner with others to understand and address racism and utilize culturally relevant data to inform our work.

See Appendix A for a copy LHWMP's Racial Equity Vision and Commitments document. See Section 5 for the detailed commitments.





OUR THEORY OF CHANGE

L **eading with race: A framework of racial justice strategies to address root causes and eliminate inequities.**

The Local Hazardous Waste Management Program “leads with race.” The Program recognizes that individual, structural, and institutional racism contribute to inequities and disproportionality in the services that it provides. Racial inequities exist across all systems and indicators for success.

By focusing on racial equity, LHWMP provides a framework and resources to develop policies, practices, and tools that address these inequities and eliminate disparity in exposure to hazardous waste materials. We will advance change through the following four strategies that will help improve our health and environmental outcomes, make the most impact, and deliver services to our customers who have the greatest needs.

STRATEGY 1: Build organizational capacity to address racial disparities and inequities.

LHWMP will engage Program staff and agency partners to create a shared understanding and lens of individual, institutional, and structural racism. Programs and services will be informed by relevant community data. Best practices will be embedded in learning opportunities, tools, and application of knowledge to support a community of practitioners who can work to advance racial equity.

STRATEGY 2: Embed race and social justice policies and practices across LHWMP.

LHWMP's policies and practices account for race and other demographic differences in household hazardous waste exposure. This will result in improved service delivery to all customers, and in protecting the environment.

STRATEGY 3: Align LHWMP efforts within King County, the City of Seattle, as well as, local, regional and national initiatives through strategic partnerships and collaborations.

LHWMP will collaborate with peers and partners who are committed to racial, social, and environmental justice. Opportunities for strategic partnerships will be identified to align efforts within agencies across city and county governments, non-profit and for-profit agencies, foundations, and other philanthropic organizations.



STRATEGY 4: Be a community-centered organization that partners with communities for inclusive outreach and engagement.

LHWMP will collaboratively partner with communities to ensure Program goods and services are relevant and accessible, so that all can benefit. To ensure equitable inclusion of customers' voices and participation, the Program's outreach and engagement approach is racially equitable and informed by our customers. LHWMP's projects and service delivery will be informed by community priorities as identified by the customers it serves.



RACIAL EQUITY COMMITMENTS & PERFORMANCE GOALS

RACIAL EQUITY COMMITMENTS

In conjunction with its Racial Equity Vision, LHWMP adopted a series of more detailed Racial Equity Commitments, which describe how the Program plans to transform the way that it provides services and operates. The commitments are included below under strategies 1-4, based on the primary strategy they support.

PERFORMANCE GOALS & MEASURES

Each of LHWMP's four strategies are supported by goals and measures that represent key actions we expect to take in the next three years to advance our racial equity vision. The strategic elements of this Plan were created to provide long-term direction. The Performance Goals and Measures, along with the Implementation Plan, focus on the next three years. These are our best proposed measurements; they will evolve during the 2019 work planning process.

STRATEGY 1: Build organizational capacity to address racial disparities and inequities.

RACIAL EQUITY COMMITMENT

A. Workforce & Workplace: LHWMP's personnel management supports our equity goals by:

1. Identifying and implementing best practices to hire and develop a racially diverse and culturally responsive workforce at all levels of the Program.
2. Identifying and implementing best practices for retaining employees of color.
3. Maintaining an equitable and inclusive workplace culture.
4. Ensuring all employees are culturally competent, consistently apply equity practices in their work, and are able to serve as change agents.

PERFORMANCE GOALS & MEASURES

A. Increase racial equity in agency policies and practices.

1. Equity in hiring best practices are implemented and used by each LHWMP partner agency by Q4 2019.
2. Hiring policies, processes and practices are evaluated and improved to ensure they are in alignment with LHWMP's racial equity vision and commitments by Q2 2020.
3. Best practices for retaining employees of color, immigrants, and refugees are established with each LHWMP partner agency and implemented by Q4 2019.
4. Equity commitments are embedded in LHWMP Partner Agency Service Agreements by Q1 2019 for the 2019-2020 budget biennium.
5. A hiring and recruitment plan is developed to attract interns from diverse racial and ethnic communities by Q2 2019.

B. Ensure all employees understand race, racism, and institutional racism; have the skills to apply learnings; and are practitioners of embedding racial equity in their work.

1. LHWMP staff understand why and how we lead with racial equity and use the

plans, recommendations, and tools to advance racial equity priorities in their work by Q4 2018.

2. An assessment and evaluation of staff knowledge and competency of racial equity is completed by Q3 2019.
3. A learning plan to address Program staff competency gaps is created by Q4 2019.
4. The Racial Equity Toolkit is revised and a learning plan for its use is developed by Q1 2019.

STRATEGY 2: Embed race and social justice policies and practices across LHWMP.

RACIAL EQUITY COMMITMENTS

A. Leadership & Planning: Racial equity is embedded in planning, budgeting, and priority setting. LHWMP reflects the racial diversity of the ratepayers it serves. Plans and programs visibly reflect equity and social justice goals and are grounded in meaningful community data, demographics, analysis, and engagement.



B. Services: LHWMP services are designed, delivered, and evaluated equitably for the diversity of residents and businesses across King County. Services are relevant, community-centered, effective, and culturally appropriate. Service gaps and racial disparities are identified and addressed. Policy initiatives affect changes upstream, where both needs and opportunities are greatest.

C. Data and Research: Services for people of color, immigrant, refugee, and low-income communities are evidence-based and guided by robust, relevant, and accurate environmental and community data. Where there is limited or no data, LHWMP will use the gap as an opportunity to be innovative in how data can be identified and gathered. Data is gathered and analyzed using an equity lens and culturally appropriate practices. Data includes community experience as well as scientific, technical, and audience research. LHWMP avoids redundancy by maximizing its use of data from other sources.

D. Performance Management: Meaningful metrics are in place for each line of business as well as the Program's operational functions. Indicators and metrics are in place for LHWMP's equity goals. Activities are evaluated against these indicators, and results are visible in progress reporting and use to measure effectiveness and inform Program improvements.

E. Financial Management: LHWMP's financial management supports our equity goals by:

1. Investing resources based on needs and priorities identified through equity planning.
2. Appropriately resourcing equity practices.
3. Maintaining pro-equity contracting practices.
4. Compensating community partners for their services.
5. Recognizing that service delivery for communities of color may be more cost intensive than white communities and budgeting accordingly.

PERFORMANCE GOALS & MEASURES

A. Application of racial equity lens in planning, budgeting, priority setting and financial management.

1. Recommendations from LHWMP's Racial Equity Strategic and Implementation Plans are completed and reflected in the project management plans for each service by Q4 2018.
2. Planning and development of the Community Engagement Plan for the 2020 Comprehensive Plan Update is completed by Q4 2018.
3. Community engagement and input for LHWMP's 2020 Comprehensive Plan Update is completed by Q4 2019.
4. Community input is reflected in LHWMP's priorities, budgets, operations and funding as described in the 2020 Comprehensive Plan Update by Q2 2020.
5. Budget and spending guidance are developed to align with LHWMP's equity goals by Q2 2020.

B. Increase services for people of color, immigrant, refugee and low-income communities.

1. Using a racial equity lens, targeted universalism goals are identified and developed for residential, business, collection and policy services by Q4 2019.
2. Targeted universalism plans are implemented for all LHWMP services by Q3 2020.
3. An educational campaign to increase awareness of LHWMP business services among people of color, low-income, immigrants, and refugees is implemented by Q3 2019.
4. An educational campaign to increase awareness of residential services among people of color, low-income, immigrant and refugee communities is implemented by Q1 2020.
5. Criteria for policy prioritization are revised to align with community priorities by Q3 2019.

C. Enhance racial equity practices in Program operations.

1. The resource team (communications team, racial equity team, and research team) is launched to provide coordinated guidance and support to LHWMP staff for implementation of racial equity priorities by Q1 2019.

2. A method of collecting demographic data from residents and businesses being serviced by LHWMP is established and implemented by Q3 2019.
3. Racial equity performance measures are established and implemented for the Program and for each service area by Q4 2018.
4. A plan for developing baseline data is developed by Q2 2019.
5. The Racial Equity Toolkit is available and accessible to staff by Q2 2019.
6. Best practices are identified and guidance for pro-equity contracting is established by Q3 2019.
7. LHWMP adopts a best practices policy for compensation of community partners by Q3 2019.
8. All LHWMP projects use pro-equity contracting practices by Q1 2020.



STRATEGY 3: Align LHWMP efforts within King County, the City of Seattle, as well as local, regional and national initiatives through strategic partnerships and collaborations.

RACIAL EQUITY COMMITMENT

LHWMP will collaborate with peers and partners who are committed to race, social, and environmental justice. Opportunities for strategic partnerships will be identified to align efforts within agencies across city and county governments, non-profit and for-profit agencies, foundations, and other philanthropic organizations.

PERFORMANCE GOALS & MEASURES

- A. Collaborate with the City of Seattle, King County, local city and community partners** to identify and support initiatives to advance and improve racial equity in King County by Q2 2019.
- B. Become members of the Local and Regional Government Alliance on Race and Equity (GARE) and other alliances or cohorts** to expand network opportunities, knowledge and skill building; and leverage resources and tools to advance racial equity priorities and vision by Q1 2019.

STRATEGY 4: Be a community-centered organization that partners with communities for inclusive outreach and engagement.

RACIAL EQUITY COMMITMENTS

- A. Community Partnerships:** Develop and establish meaningful collaboration with people of color, immigrant, refugee and low-income communities to ensure that services are relevant and effective in reducing and eliminating hazardous material exposures. Services are community-centered, informed and developed with community input.
- B. Community Engagement:** Our process, design, and implementation of community engagement will include customers who are the most impacted as community experts. We will create robust engagement processes that eliminate institutional barriers and build effective strategies to improve access, inclusion, and community buy-in on planning, development, and implementation of services delivered to community members.

PERFORMANCE GOALS & MEASURES

- A. Collaborate with the City of Seattle, King County, local city and community partners** to identify and support initiatives to advance and improve racial equity in King County beginning in Q2 2019.
- B. Strengthen community partnerships** through new and existing relationships with community-based organizations to better serve customers of color, immigrants, refugees and low-income communities by Q1 2019.
- C. Improve community outreach and engagement** through strategic partnerships and approaches. Use a community-centered model that is responsive to community needs. Demonstrate community engagement best practices in the development of the 2020 Comprehensive Plan Update by Q4 2019.





STRATEGIC PLAN SUPPORTING DOCUMENTS

These additional documents describe: 1) how the Racial Equity Strategic Plan and Implementation Plan were developed; and 2) provide guidance and support to help LHWMP staff and leadership.

These supporting documents are found in:

- **Volume 2:** Racial Equity Implementation Plan
- **Volume 3:** Appendices

Some of the supporting materials are likely to evolve as they are updated and we gain new information and data. Updated versions of these supporting materials will be available to staff.

For more information about this report contact:

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ACKNOWLEDGEMENTS

The Racial Equity Strategic Plan, Implementation Plan, and Appendices were made possible through the broad participation of managers and staff across the Local Hazardous Waste Management Program. The Project was co-lead by LHWMP's Program Director's Office and Seattle Public Utilities' Environmental Justice and Service Equity Division (EJSE), who have actively partnered with LHWMP over the past 20 years. Key support and advice was provided by individuals across LHWMP. The plans also reflect learnings from many other organizations—local, regional and national.

LHWMP's Management Coordination Committee provided oversight and adopted the final plans.

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REFLECTION QUESTIONS & NOTES

What steps can I take to improve racial equity?

- **Where I live?**

- **Where I work?**

- **Where I play?**

REFLECTION QUESTIONS & NOTES

What steps can I take to grow in my own understanding of racial inequities?

RACIAL EQUITY STRATEGIC PLAN

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Local Hazardous Waste
Management Program
in King County, Washington



Alternative Formats Available

Call 206-477-5470; TTY Relay: 711

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