

FAS: Centering EQUITY



Leading with race.

That's the commitment of teams in the **Department of Facilities and Administrative Services (FAS)**. Leading with race is more than a philosophy at FAS—it's a daily practice and a way of furthering Mayor Harrell's One Seattle vision.

With 11 divisions and 620-plus employees, FAS operates as a public-facing front door to the public and is often a resident's first interaction with the City of Seattle. FAS also provides core services that underpin every aspect of City government.

The following details how FAS teams lead with race and center equity in all that we do—from who and how we hire to how City funds are spent and services provided.

Investing in Communities

One of the most powerful ways a local government can advance equity is through how and where it directs its dollars. FAS ensures the City of Seattle's spending power goes toward historically underserved communities. We do this by overseeing several key citywide programs.

Priority Hire

In 2013, FAS started the City's Priority Hire program to connect local workers in economically distressed areas with jobs on public works construction projects. In addition, City projects and public/private partnership projects have apprentice utilization requirements and women and people of color aspirational goals.

As a result, more than \$45 million in construction wages has gone back into low-income communities since the program started—\$20 million more than would have been earned without the program. The program is nationally recognized and among only a few in the U.S.



To help her family, Marquia left her job for a career with a living wage, benefits and career growth. She found it in construction. She completed FAS' ANEW pre-apprenticeship program and went to work on a City Priority Hire project. She eventually became a journey-level heavy equipment operator and started her own company, GN Squared Construction. She also worked on Climate Pledge Arena for Mortenson, earning \$53 an hour, plus benefits.

City Property Transfers

FAS also led the historic transfer of three City properties to Black-led community organizations and more are on the way. The Central Area Senior Center was transferred to community ownership, a 99-year lease with Africatown Community Land Trust for Fire Station 6 was established, and Byrd Barr Place was transferred to a Black-led advocacy group.

WMBE Program

FAS works to ensure BIPOC- and women-owned businesses have equitable opportunities for City contracts. FAS oversees the City's Women- and Minority-owned Business (WMBE) Program.

Every office and department participates and, under FAS' leadership, purchasing and consulting spending with WMBE firms almost doubled in 10 years.

2021

55 WMBEs completed FAS' Technical Assistance Services (TAS) program

49% were Black-owned firms and were connected with City services

105.7% increase in firms participating in TAS

Highlights

Informing this work is the City's new WMBE Advisory Committee. FAS leads the 12-member committee, which represents four stakeholder sectors and gives input on contracting equity issues.

Expanding Access

Ensuring residents have equal access to City services and opportunities is paramount to leading with race. FAS has developed department and Citywide programs, policies and trainings dedicated to expanding access.

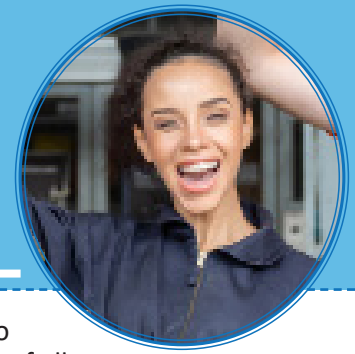
Racial Equity Toolkit

FAS has more Racial Equity Toolkits (RETS) of any department in the City, with 10 in or nearing completion. RETs lay out a process to guide FAS' development, implementation and evaluation of policies, programs, and budget issues to address the impacts on racial equity.



Seattle
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FAS: Leading with RACE



FAS RETs include:

- *Minority Business Enterprises (MBE) on Community Workforce Agreement Projects.* Identifies barriers that might be reduced or eliminated so that MBEs are on a more level playing field to participate in City projects.
- *Shared Mobility by City Employees.* Assesses the potential racial equity impacts for City employees and drivers through a contract pilot with Orange Cabs.
- *Joint Enforcement Team (JET) Outreach and Engagement.* Assesses impact of JET regulatory inspections on businesses of color.
- *Customer Service Bureau (CSB) Preferred Language Line.* Increased language access for callers to the CSB so calls are answered in a caller's preferred language.
- *Customer Service Centers.* Increases access to City services for communities known to be underserved by City of Seattle services.
- *Business License Application Accessibility.* Eliminates access barriers for people of color applying for a Seattle business license.
- *Cannabis Licensed Businesses.* Creates a social equity program by which forfeited or additional cannabis business licenses could be issued to people of color.



FAS' cannabis RET team met with Hollingsworth Cannabis Company to learn about business challenges for people of color.

- *Seattle Animal Shelter (SAS) Service Fee Waivers.* Shifts fee waivers for SAS services to a need-based model and increases engagement with BIPOC community.
- *Increase Minority Business Accessibility of City Surplus.* Creates opportunities for minority-owned businesses to receive information about surplus items in advance and aligns inventory with minority business needs.

Language Access

In 2021, FAS also launched a language access team to create consistency, share best practices and maximize

resources that expand access to residents. The team is made up of all public-facing divisions, has completed a budgetary needs assessment and identified workplan priorities that are currently underway.

ADA and Accessibility

Additionally, FAS has expanded access to City facilities and services by leading the City's ADA/Accessibility program. To ensure systematic awareness and change, FAS launched a mandatory ADA employee training across the City and regularly provides consultation to departments.

Staying Accountable

FAS holds itself accountable to its workforce and the community it serves in a number of ways.

Hiring Practices and Workplace Culture

FAS applies an equity lens and toolkit to all its recruiting and hiring. As a result, senior leadership now reflects the community we serve, with nearly 55% identifying as female and approximately 45% of senior leadership identify as BIPOC or LGBTQ.

Members of leadership, managers and strategic advisors must also complete written performance agreements, and every agreement includes an expectation related to furthering race and social justice.

Change Team

FAS is also ensuring the right people are at the table when policy decisions are made. That's why the FAS' Change Team is a key partner in pushing FAS to lead with race and establish relational culture. Through this partnership, the Change Team is embedded in FAS' budget process, hiring, recruiting, training and onboarding of employees, quarterly leadership team meetings and monthly departmentwide communications. The Change Team is comprised of at least one employee from FAS' 16 divisions.

Disparity Study

Finally, in 2021 FAS launched a first-ever City of Seattle disparity study designed to remove inequities that exist in the City's soliciting and procuring of contracts and awarding of public funds. Colette Holt and Associates, a national Black and woman-owned legal and consulting firm, is leading the study to identify specific and measurable actions the City can take.

Want to Learn More?

To learn more about FAS' equity work, please contact FAS Equity and Policy Director Elisa Young at 206-707-3179 or elisa.young@seattle.gov