



DISTRICT OF COLUMBIA

# DRAFT RACIAL EQUITY ACTION PLAN

FY2023 - FY2025



## **Draft Racial Equity Action Plan**

2022

Government of the District of Columbia

### **Mayor's Office of Racial Equity (ORE)**

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# A MESSAGE FROM THE MAYOR



Dear Washingtonians:

The past two years of the pandemic showed us many things. It showed us that together we can face unimaginable challenges and rise to meet them with courage and compassion. It also showed us that the work we started before the pandemic to address long-standing disparities is today more urgent than ever.

In 2021, I established DC's first Office of Racial Equity (ORE) to put racial equity at the forefront of our recovery to rebuild in ways that give everyone a fair shot to flourish in our city.

Establishing ORE builds on my Administration's ongoing commitment to racial equity through initiatives like [ResilientDC](#) and [EquityRFP](#) and unprecedented investments in programs and services which hold the greatest promise to close racial equity gaps. In 2022, we invested in the biggest budget in DC history by addressing the root causes of some of our city's deepest inequities, such as placing \$444 million into our Housing Production Trust Fund to create thousands of new affordable homes and \$40 million in legacy initiatives to help Black residents thrive in DC and create wealth through home ownership.

This Racial Equity Action Plan unites our many efforts under one platform to build upon existing assets and help propel us toward a shared vision—a DC where race and ethnicity can no longer drive and predict resident outcomes. As a roadmap, it leads us toward this north star through short and mid-term steps that DC government will take over the next three years.

As I have said before, undoing hundreds of years of discrimination will not be simple or easy, but it is critically necessary. Making progress will require our whole of government working together—not just together with each other, but together with residents and our wider DC community. Everyone has a role to play in upholding and advancing racial equity.

I am proud of our first Racial Equity Action Plan. While this document is a strong achievement, it is but the first of many mile markers on our road together toward a more equitable DC. The road may be long, but with thoughtful plans like this one, coordinated government efforts, and engaged communities, it can lead and bend toward justice.

Thank you for helping us to lead this change,

Muriel Bowser, Mayor



# A MESSAGE FROM THE CHIEF EQUITY OFFICER



Dear Washingtonians,

In February 2021, Mayor Muriel Bowser established the Mayor's Office of Racial Equity (ORE) to develop a framework for all District Government agencies to apply a racial equity lens to our work through the creation of just policies, practices, and budgets. This framework builds upon existing equity and racial equity initiatives of the Bowser Administration. I've had the distinct honor to serve as the District's first Chief Equity Officer and advance our shared vision of a more racially equitable city.

We cannot realize this vision alone. It will require prioritizing the lived experiences of residents, understanding the perspectives of community advocates, and thoughtfully examining government policies and practices. ORE wants to serve as a partner inside of DC government to you, our residents and community advocates. Your experiences and priorities are central to our work: we are here to listen, understand, and foster progress. We want you to be equal shareholders in DC's success and equal partners in creating lasting, equitable change.

Just as racial inequities took many years to create, DC government is committed to closing equity gaps long-term. ORE's DC government partners are essential to effecting these changes through policy and practice. My office stands ready to support our government colleagues in their roles as change agents with tools, coordination, and technical assistance.

Through our partnerships in and outside of DC government, ORE has already begun to lay the groundwork to spur collective action to close racial equity gaps and improve outcomes for all Washingtonians. In our first year, ORE created a learning and development series for DC staff, established an interagency committee to elevate promising practices, created toolkits and resource guides to put racial equity into practice, and advised twelve agencies as they drafted agency-level racial equity action plans. Most importantly, we have strengthened our relationships with you, our fellow residents and external stakeholders. Progress aside, ORE's charge is more urgent than ever and there is much more to accomplish together.

The Racial Equity Action Plan (REAP) brings with it the opportunity to acknowledge that government must work to repair harm and eliminate structures that reinforce differential experiences and outcomes by race and ethnicity. The enclosed draft plan represents the culmination of nearly a year of community engagement, rigorous research, conversations with experts, and consensus-building with leaders across DC government. The REAP outlines the District's racial equity goals, proposes key indicators to measure progress over time, and promotes alignment with other District plans. We invite you to review the plan and provide comments that will help get us closer to our shared vision: a District of Columbia where everyone can thrive with a sense of agency and where race will no longer predict opportunities, outcomes, or the distribution of resources.

Sincerely,

Amber A. Hewitt, Ph.D.  
Chief Equity Officer, District of Columbia Government  
Director, Mayor's Office of Racial Equity



# EXECUTIVE SUMMARY

**Established by Mayor Bowser in 2021, the Mayor’s Office of Racial Equity (ORE) is charged with developing an infrastructure to ensure policy decisions and District programs are evaluated through a racial equity lens.<sup>1</sup>**

ORE is also responsible for collaborating with District agencies, residents, and external stakeholders to make meaningful progress toward a more racially equitable city. Central to ORE’s vision of racial equity in the District are the lived experiences of DC residents; their perspectives and needs helped to shape this plan and will guide its implementation.

ORE envisions a District of Columbia where everyone can thrive with a sense of agency and where race will no longer predict opportunities, outcomes, or the distribution of resources. To that end, **the Racial Equity Action Plan (REAP) serves as a three-year**

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<sup>1</sup> In its simplest form, a racial equity lens is a set of questions asked in decision-making processes to include the lived experiences and voices of individuals who have been impacted by racism. We use a racial equity lens to help identify and prevent barriers to equitable outcomes. A racial equity lens cannot dictate what choices to make, but it can help the user to make more informed, inclusive decisions.

**roadmap, updated annually, outlining actions that District government will take to close racial equity gaps and measure progress towards a more racially equitable DC.**

To create this first version of the plan, ORE conducted a national scan of REAPs from other jurisdictions, reviewed current racial equity research, and met with community members and District agency leaders. ORE endeavored to create a plan which would recognize that racial equity is both a process and an outcome, support transparent decision-making, enable evaluation with data disaggregated by race and ethnicity, and reflect the knowledge, needs, and resources of communities and the actions District government could take to make progress towards racially equitable outcomes for all District residents.

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## HOW WE’VE ENGAGED

To ensure that the REAP reflects resident voices, ORE has been engaging residents and community leaders throughout each stage of the REAP development and looks forward to continuing these conversations as we work together toward our shared vision of a racially equitable DC.

### Communities

In the fall of 2021, ORE hosted three focus group-style listening sessions – two with members of the DC Initiative for Racial

Equity, and a third with the Mayor's Office of Community Relations and Services (MOCRS). In January of 2022, ORE conducted thirteen one-on-one interviews with personnel from Healthy Families Thriving Communities, Latin American Youth Center (LAYC), and Mary's Center. In July and August of 2022, ORE hosted five interactive public engagement fora in partnership with four constituency-based offices within the Mayor's Office of Community Affairs (MOCA): the Mayor's Office on Asian and Pacific Islander Affairs (MOAPIA), the Mayor's Office on Latino Affairs (MOLA), the Mayor's Office on African Affairs (MOAA), and the Mayor's Office on African American Affairs (MOAAA). We released materials for these events in seven written languages and provided live interpretation in multiple languages for limited-English and non-English proficient (LEP/NEP) community members as well as deaf and hard of hearing residents. Several fora were designed as hybrid events to accommodate virtual and in-person participation.

### Agency Partners

ORE has sought feedback and built buy-in on the REAP with our agency partners since September 2021. At that time, ORE launched a year-long pilot cohort to provide guidance, fellowship, and technical assistance to twelve District agencies. These agencies, along with agency members from the Interagency Committee on Racial Equity (ICRE)<sup>2</sup>, have provided recommendations for measuring progress on racial equity and

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<sup>2</sup> The Interagency Council on Racial Equity (ICRE) is an advisory body comprised of twenty-five District staff from diverse agencies, seniorities, and personal backgrounds. ORE has been reporting to ICRE members monthly on REAP development and progress since the fall of 2021. ICRE members also contributed to the development of the racial equity indicator themes and helped to refine the REAP's vision and goals.

REAP implementation. ORE met with thirty-five additional agency directors and senior leaders between April and June of 2022 to engage them on the REAP vision and goals and discuss points of collaboration.

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## WHAT'S INCLUDED IN THE PLAN

The REAP outlines concrete actions that District Government will take to improve outcomes for all residents, particularly residents who have been the most impacted by structural racism. Like a roadmap, the REAP will help the District to chart its path to becoming more racially equitable and inclusive and to stay the course during implementation. The REAP is intended to:

- Drive institutional and structural change by helping to create coordinated, whole-of-government action.
- Lay out a plan to translate District government's commitment to racial equity into concrete steps.
- Be both process- and outcome-oriented.
- Promote meaningful and measurable results.

The REAP has four overarching goals:

1. DC Government staff understand and are committed to achieving racial equity.
2. DC Government is committed to eliminating racial and ethnic inequities.
3. DC Government is committed to meaningfully engaging community in government decision-making processes and strengthening community partnerships.
4. DC Government is an equitable employer and engages in racially equitable hiring, promotion, and retention practices.

As a roadmap towards the implementation

of these goals, the REAP includes an action chart outlining key activities, performance measures, timelines, and accountable agencies. An action chart progress report will be provided to the Mayor and Council each year following the REAP's initial release.

For more information and to view progress to date, visit us online at [ore.dc.gov/actionplan](https://ore.dc.gov/actionplan).

In addition to the action chart with implementing steps on the four goals above, the REAP also includes a list of indicators, which are numbers used to measure ways in which people might experience racial equity gaps. The indicators span seven themes:

- Housing
- Economic Opportunity
- Health
- Safety
- Education
- Neighborhood Life
- Civic Engagement

Because the REAP is an iterative plan, ORE will phase in and refine racial equity indicators as the plan evolves and ORE receives additional input from residents and District government partners. Please see the Appendix for further discussion and a full list of proposed indicators.

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## THE PATH FORWARD

REAP implementation requires a whole of government approach, and a recognition that addressing a history of racial inequity requires alignment across systems, programs, and communities. Though many agencies have been making progress towards racial equity since before ORE was created, we hope that this plan serves as a jumping off point for increased collaboration towards our shared racial equity goals. We invite residents to hold us accountable as your partners in government throughout the initial three-year duration of this plan and beyond.





# INTRODUCTION

Established by Mayor Bowser in 2021, the Mayor's Office of Racial Equity (ORE) is charged with developing an infrastructure to ensure policy decisions and District programs are evaluated through a racial equity lens. The Office is also responsible for collaborating with District agencies, residents, and external stakeholders to make meaningful progress toward a more racially equitable city. Central to ORE's vision of racial equity in the District are the lived experiences of DC residents; their perspectives and needs helped to shape this plan and will guide its implementation.



The Racial Equity Action Plan (REAP) outlines concrete actions that District Government will take to improve outcomes for all residents, particularly residents who have been the

most impacted by structural racism. Like a roadmap, the REAP will help the District to chart its path to becoming more racially equitable and inclusive and to stay the course during implementation. The REAP is intended to:

- Drive institutional and structural change by helping to create coordinated, whole-of-government action.
- Lay out a plan to translate District government's commitment to racial equity into concrete steps.
- Be both process- and outcome-oriented.
- Promote meaningful and measurable results.

The REAP has four overarching goals (outlined in more detail in the Four REAP Goals and Action Charts section of this document):

1. DC Government staff understand and are committed to achieving racial equity.
2. DC Government is committed to eliminating racial and ethnic inequities.
3. DC Government is committed to meaningfully engaging community in government decision-making processes and strengthening community partnerships.
4. DC Government is an equitable employer and engages in racially equitable hiring, promotion, and retention practices.



# RACIAL EQUITY FRAMEWORK

## OVERVIEW OF THE MAYOR'S OFFICE OF RACIAL EQUITY

The role of the Mayor's Office of Racial Equity (ORE) is to promote programs and policy decisions that create fair opportunities for everyone, regardless of race or ethnicity.

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### ORE'S MISSION

ORE works in collaboration with District leadership and agencies to apply a racial equity lens across government operations. The office also works to:

- Provide leadership, guidance, and technical assistance to District agencies on racial equity to improve quality of life for all Washingtonians.
- Promote strategic alignment and coordinate the District's efforts toward achieving racial equity.
- Strengthen external partnerships with local racial and social justice organizations through meaningful community engagement.

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### ORE'S VISION

We envision a District of Columbia where everyone can thrive with a sense of agency and where race will no longer predict opportunities, outcomes, or the distribution of resources.

## DEFINITION OF RACIAL EQUITY

ORE defines racial equity as both a process and an outcome.<sup>3</sup>

As a process, we apply a racial equity lens when the individuals who have been most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the policies and practices that impact their lives.

As an outcome, we achieve racial equity when race will no longer predict opportunities, outcomes, or the distribution of resources for District residents—particularly for communities of color.

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### OUR THEORY OF CHANGE

To close racial equity gaps and improve the quality of life for all residents, ORE's racial equity theory of change is to:<sup>4</sup>

- Normalize the concept of racial equity within District government by establishing a shared racial equity vocabulary and

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<sup>3</sup> "What is Racial Equity?" Race Forward, March 1, 2021. <https://www.raceforward.org/about/what-is-racial-equity>

<sup>4</sup> ORE's theory of change is based on the systems change approach developed by the Government Alliance on Race and Equity (GARE), a national partnership between Race Forward and the University of California at Berkeley's Othering & Belonging Institute.

facilitating staff understanding of racial equity in interpersonal and applied policy settings through training and technical support.

- Organize to advance racial equity by building partnerships within District Government and meaningfully engaging community members to build internal and external capacity for change.
- Operationalize the advancement of racial equity by explicitly developing and implementing tools that enable District agencies to incorporate a racial equity lens into government operations.
- Assess the District Government's progress toward a more racially equitable DC by developing and tracking indicators of change across a wide range of issue areas.
- Since it was established in 2021, ORE has worked to normalize, organize, and operationalize racial equity throughout the District. The REAP provides an opportunity to further catalyze action through a whole-of-government approach and to assess progress over time toward a more racially equitable city.

- Acknowledging historical and structural factors that reinforce racial inequities.
- Centering the voices of Black, Indigenous, and people of color (BIPOC) in government decision-making processes.
- Tailoring policy and programmatic solutions to those most harmed by individual, institutional, and structural racism.
- Analyzing racial inequities through an intersectional lens.<sup>5</sup>
- Advocating for long-term, sustained

investments to achieve racial equity.

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## ORE defines racial equity as both a process and an outcome.

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### ORE'S GUIDING PRINCIPLES

As a process, racial equity aims to identify and understand the root causes of racial inequities. In the case of local government, this means understanding and addressing the role policy decisions have historically played in contributing to or perpetuating racial inequities. ORE's guiding principles in addressing historic harms include:

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<sup>5</sup> Intersectionality refers to how individuals have complex identities. Sometimes, individuals can experience overlapping or compounding inequities based on more than one of their identities, for example, a Black woman could experience racial discrimination, gender discrimination, or both. For more, see: Crenshaw, Kimberlé "Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics," University of Chicago Legal Forum: Vol. 1989: 1, Article 8. <http://chicagounbound.uchicago.edu/uclf/vol1989/iss1/8>

# RACIAL EQUITY ACTION PLAN (REAP) METHODOLOGY



## RESEARCH METHOD SUMMARY

In preparation for writing this action plan, ORE conducted a national scan of promising practices from local governments which have racial equity action plans (REAPs). ORE reviewed REAPs from several jurisdictions, including Austin, TX, San Francisco, CA, Portland, OR, Raleigh, NC, Marin County, CA, and Minneapolis, MN to identify current trends and ensure that the District REAP aligns with the best and latest practices in local governance. In the research design stage, ORE engaged the MITRE Corporation (an independent vendor) to review academic research and compile promising implementation practices of similar plans. They also helped to coordinate three preparatory community listening sessions (please see the Community Engagement Section below for more details). During the research and writing stages, ORE compared community feedback gathered during these sessions to its initial research to refine the REAP's four goals and their corresponding activities, as well as a first set of racial equity indicators.

Once ORE had draft outlines of the plan and indicators, it began testing the content with residents, community stakeholders, and District agencies and leaders. (Please see Section VII for more detail.) Based on this input, ORE further refined the REAP to post for public comment.

During public comment, input will be gathered and analyzed on a rolling basis and, together with the remaining analysis from ORE's community engagement fora, it will shape a final version of this REAP. After submitting the REAP to the Mayor and Council, ORE will publish the final plan and a summary of public comments to its website.



## RACIAL EQUITY INDICATOR METHODOLOGY

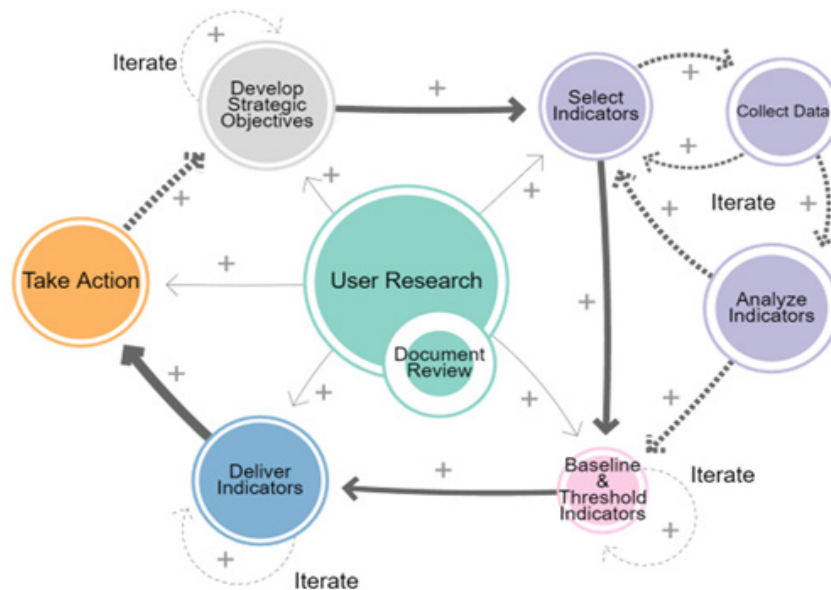
Like its national scan of REAPs, ORE began its racial equity indicator research by reviewing academic literature and peer jurisdictions to find valid, relevant ways to measure racial equity and track the District's progress toward closing racial equity gaps. Using ORE's research and input from the community listening sessions described in Section VII, the MITRE Corporation then helped ORE to develop an early draft of racial equity indicators. ORE expanded and refined the list of indicators through multiple rounds of resident and stakeholder feedback, detailed in Section VII. ORE narrowed the list of indicators by validating data sources, weighing their relevance to the DC context, and ensuring their alignment with the strategic objectives below.

ORE is committed to using racial equity indicators which meet the following strategic objectives. Racial equity indicators should:

- **Be outcome oriented.** ORE is committed to tracking indicators that measure observable racial equity outcomes that reflect DC resident input. ORE will help District agencies to use racial equity indicators to inform policy decisions which can improve outcomes.
- **Use a participatory approach.** Indicators that center DC resident voices, in particular Black residents, and are in alignment with ORE’s commitment to meaningful community engagement.
- **Support transparent decision-making.** Indicators should be easily used by DC government for informed decision-making in priorities, policies, and budgets.
- **Be simple.** Indicators are meant to be used by people both inside and outside of DC government, including advocacy and community-based organizations. Indicators must be accessible and easily understood by all users.
- **Allow for disaggregated analysis.** Racial equity indicators allow the user to compare outcomes between and among BIPOC and white populations across multiple data points to examine disparities between groups and trends over time.
- **Employ racial justice and trauma-informed lenses.** Racial equity indicator design asks how to repair the historical legacy and ongoing impacts of structural racism in Washington, DC, including how to heal racialized community and individual trauma. At each step of its research and design, ORE works to identify and mitigate racial biases in data sources or their use.

As a final step, ORE proposed its summarized list of indicators to residents for feedback during five public engagement fora in July and August of 2022. The list of indicators in the Appendix was further refined based on input from those sessions.

## Racial Equity Indicator Design Methodology



MITRE

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Figure 1: An illustration of ORE's iterative racial equity indicator design and selection methodology.

# COMMUNITY AND DISTRICT AGENCY STAKEHOLDER ENGAGEMENT



# Resident voices and lived experiences are central to the REAP.

ORE has been engaging residents and community leaders throughout each stage of the REAP development and looks forward to continuing these conversations as we work together toward our shared vision of a more racially equitable DC.

## COMMUNITY LISTENING SESSIONS

Starting in November 2021, ORE hosted three listening sessions to gather resident and community leader input to help design the action plan research and writing process. Participants in two sessions were recruited from the DC Initiative for Racial Equity and individuals identified by the Healthy Families Thriving Communities Network Collaboratives.<sup>6,7</sup> ORE conducted a separate listening session with thirteen Community Outreach and Service Specialists within the Mayor’s Office of Community Relations and Services (MOCRS).<sup>8</sup>

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6 The DC Initiative on Racial Equity and Local Government seeks to raise awareness about the role of DC government in advancing racial equity in partnership with community members, nonprofit organizations, foundations, and businesses. The Initiative supports and adapts lessons from DC agencies and other cities and counties across the country which use a racial equity lens in their work.

7 The Healthy Families Thriving Communities Network Collaboratives work to develop and sustain neighborhood-based family support systems throughout the District of Columbia that empower families and communities to improve their quality of life.

The three listening sessions were structured as affinity mapping exercises where participants brainstormed ideas in response racial equity-related prompts. Through open and collaborative discussion, participants organized their comments and ideas to identify key themes. Sessions were conducted virtually using video conferencing and an online collaboration tool. Key themes that which emerged from these sessions include:

- Housing
- Health
- Economic Opportunity
- Education
- Public Safety and Justice
- Civic Engagement
- Quality of Life

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8 The MOCRS serve as the Mayor’s primary constituent services organization and a direct link between District residents, their mayor and the Government of the District of Columbia. During the listening session with ORE, MOCRS shared frequent constituent concerns based on their direct engagement in resident communities.



## KEY INFORMANT INTERVIEWS

In January 2022, ORE conducted thirteen key informant interviews to validate the findings from the November community listening sessions, further define the District’s vision for racial equity, and support ORE in drafting the REAP outline. Key informants included staff from the Healthy Families Thriving Communities, Latin American Youth Center (LAYC), and Mary’s Center from the full range of staff seniorities, from executive directors and leadership staff to frontline programmatic staff. Each interviewee represents the perspective of a civil society member whose work is directly rooted in BIPOC communities across the District.

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## PUBLIC ENGAGEMENT FORA

In July and August of 2022, ORE hosted five public engagement fora in partnership with four constituency-based offices within the Mayor’s Office of Community Affairs (MOCA): the Mayor’s Office on Asian and Pacific Islander Affairs (MOAPIA), the Mayor’s Office on Latino Affairs (MOLA), the Mayor’s Office on African Affairs (MOAA), and the Mayor’s Office on African American Strategic Engagement (MOAASE). Public engagement fora were held throughout the city and structured as interactive workshops to encourage direct resident feedback on the draft action plan and racial equity indicators. ORE’s goals for each forum were to:

1. Better understand racial equity challenges

and opportunities directly from residents with lived experiences of structural racism.

2. Share the mission and vision of the Mayor’s Office of Racial Equity.
3. Seek input on actions that District Government can take to make sure policies and programs are working for everyone (i.e., advance racial equity).
4. Hear from residents about priority areas to address in the city’s first racial equity action plan.

**“People will not get out of their situation if racial equity is not addressed—bottom line. The presiding factor that impacts the minority population is there is a lack of equity to help people advance, grow and inherit generational wealth—those are things that matter.”**

*- REAP Engagement Forum Participant*

The series of public engagement fora were promoted through press releases, social media, newsletters, listservs, in-person outreach at community events, and targeted outreach by partner MOCA offices. ORE also invited community based organizations, all Advisory Neighborhood Commissioners, and partnered with the Mayor’s Office of Community Relations & Services to canvass BIPOC communities in Wards 7 and 8.

To ensure that diverse community

perspectives were included in the workshops, workshop materials were available in seven written languages and professional simultaneous interpretation was offered for deaf and hard of hearing participants as well as limited-English and non-English proficient (LEP/NEP) participants in multiple languages. Several fora were designed as hybrid events to accommodate virtual and in-person participation.

ORE engaged a total of 122 residents and community members across all five events in July and August.

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## DISTRICT GOVERNMENT PARTNER ENGAGEMENT

From April to June of 2022, ORE held thirty-five meetings with agency directors and senior leaders to engage them on the vision and goals of the REAP and discuss agency collaboration. ORE used these opportunities to ensure that proposed indicators align with industry standards, and to identify local data sources. Through these meetings, ORE sourced more than one-hundred possible racial equity indicators.

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<sup>9</sup> District agencies participating in the first-ever Racial Equity Cohort are: DC Public Library, Department of Parks and Recreation, Office of the Deputy Mayor for Education, Office of Planning, Department of Small and Local Business Development, Department of Disability Services, Department of Energy and the Environment, Department of Insurance, Securities, and Banking, Metropolitan Police Department, Fire and Emergency Medical Services Department, Homeland Security and Emergency Management Agency, and the Department of Youth Rehabilitation Services.

ORE also consulted with the Interagency Committee on Racial Equity (ICRE), an advisory body comprised of twenty-five District staff from diverse agencies, seniorities, and personal backgrounds. ORE has been reporting to ICRE members monthly on REAP development and progress since the fall of 2021. ICRE members also contributed to the development of the racial equity indicator themes and helped to refine the REAP's vision and goals.

ORE has likewise been reporting monthly to the Racial Equity Pilot Cohort since October 2021. ORE launched a year-long pilot in September 2021 to provide guidance, fellowship, and technical assistance to twelve District agencies.<sup>9</sup> Racial Equity Action Teams from each cohort agency meet on a regular basis to assess agency policies, procedures,



and practices through a racial equity lens, provide internal leadership, and develop and guide the implementation of agency-level racial equity action plans. Agency-level racial equity action plans will complement the districtwide REAP in a whole-of-government effort by embedding the implementation of

and accountability for closing equity gaps in each agency's line of business. Pilot cohort agencies are currently drafting their agency-level REAPs for submission by December 31, 2022.

# ALIGNMENT WITH DISTRICT GOVERNMENT PRIORITIES AND AGENCY INITIATIVES



# Advancing racial equity in the District requires a whole-of-government approach.

Though ORE is responsible for galvanizing executive branch agencies around racial equity work, **each agency's unique mission and resident impact creates opportunities** to make their policies, actions, and interactions with residents more racially equitable. In many agencies, efforts towards more racially equitable operations began before ORE was created in 2021. Some agencies funded new racial equity work during the FY23 budget cycle, while others used existing resources. **The programs below are only a sample of the racial equity work currently being undertaken by District agencies**, and we share them to note that we are not starting from scratch in achieving our racial equity goals. As this Action Plan moves into the implementation phase, we look forward to continued investment and efforts by our partner agencies to advance racial equity in DC.



## DEPUTY MAYOR FOR OPERATIONS AND INFRASTRUCTURE

- **Department of Energy and Environment (DOEE) Racial Equity Impact Assessment Pilot:** In 2022, DOEE staff designed and implemented a training series and pilot to require each division or department within the agency to complete a Racial Equity Impact Assessment (REIA) of one policy or program. ORE is supporting DOEE in the development of its REIA review process.
- **DMOI Equity Council:** Staff from agencies in the DMOI cluster (such as the Department of Public Works, District Department of Transportation, Department of Motor Vehicles, and more) have convened monthly since March 2021 to discuss their respective agencies' equity work and to share positive practices.
- The **Department of Motor Vehicles** invested a \$745 thousand FY23 budget enhancement in closing an equity pay gap among frontline workers.

## DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

- **Black Homeownership Strike Force:** In March of 2022, Mayor Bowser announced the creation of the Black Homeownership Strike Force, a cross-industry working group charged with making recommendations for allocating the \$10 million Black Homeownership Fund to increase homeownership access for longtime Black District residents, support wealth building, and more.
- **Upward Mobility Action Plan:** This Urban Institute-funded plan focuses building on existing cross-agency efforts on housing, financial wellbeing, and workforce

development. The resulting Mobility Action Plan (MAP) will help align District programs and improve the systems that support residents in achieving greater financial security, stronger self-determination, and deeper community ties.

- In the FY23 budget, DMPED made an historic \$500 million investment in the **Housing Production Trust Fund** to support the creation, acquisition, and maintenance of affordable housing in the District and \$9.66 million to ensure that the Local Rent Supplement Program availability matches with estimated demand.

## DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES

In the FY23 budget, DMHHS made the following investments in programs that will help to close racial equity gaps:

- \$44.4 million to bolster the rental assistance budget for the **Family Rehousing and Stabilization Program** to keep pace with the projected program size and allow direct contracting of case management services, capacity building, quality improvement, and improved program outcomes.
- \$11.8 million to allow District residents who meet income guidelines to **continue receiving cash assistance** and families who receive means-tested support to keep pace with the increased costs of living in the District.
- \$11.5 million to increase **Home and Community Based Service Provider** rates over the next three years to support increased salaries for direct support professionals caring for our most vulnerable residents.

## DEPUTY MAYOR FOR EDUCATION

In the FY23 budget, DME made the following investments in programs that will help to close racial equity gaps:

- A 5.87% base increase in the **Uniform Per Student Funding Formula**, which will provide additional funding for schools to fully support at-risk and low- or non-English proficient students.
- \$20 million to **raise wages for Department of Employment Services job training and Marion Berry Summer Youth Employment Program** participants.
- \$289 thousand to **support increased engagement** with court system-involved students and other historically underserved groups in our school communities.

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## DEPUTY MAYOR FOR PUBLIC SAFETY AND JUSTICE

- Both the Metropolitan Police Department and the Homeland Security and Emergency Management agencies created and hired agency **Chief Equity Officers** positions in the last year.
- In the FY23 budget, DMPSJ invested:
  - \$1.1 million to provide up to five years of **rental assistance for 100 eligible Ambassadors** and to offer a 4:1 match savings program to all Ambassadors (up to \$1,500 benefit for 150 Ambassadors), which will improve rental and financial stability of BIPOC residents.
  - \$1.7 million to hire 23 workers to **support high-quality care coordination**, including life coaches, to provide critical violence intervention services for at-risk individuals.

## CROSS-CUTTING INITIATIVES AND INVESTMENTS

- Starting in FY23, ORE's **Advancing Racial Equity training** will be a required training for all managers in District government.
- The DC Department of Human Resources (DCHR) offers an **Unpacking Bias and Defining Justice, Equity, Diversity, and Inclusion** course for all District government employees. This course covers the importance of understanding culture in the workplace, developing a shared understanding of key terms in justice, equity, diversity, and inclusion, and other skills.

In addition to the summary above, agencies which participated in the first Racial Equity Pilot Cohort from fall 2021 to fall 2022 will be releasing agency-specific Action Plans by early 2023. Subscribe to ORE's newsletter at [ore.dc.gov](http://ore.dc.gov) for updates on these additional action plans, which will include agency-specific actions that align with each of the REAP's four districtwide goals.

# FOUR REAP GOALS AND ACTION CHARTS



The establishment of the Mayor’s Office of Racial Equity (ORE) in 2021 and the development of the Racial Equity Action Plan (REAP) further the District government’s commitment to racial equity and its investments and priorities to date.

To strategically activate and align the District’s many efforts to close racial equity gaps, **the REAP is built on and guided by four major goals:**

1. DC government staff **understand and are committed to achieving racial equity.**
2. DC government is **committed to eliminating racial and ethnic inequities.** (Please see the Appendix for a list of proposed racial equity indicators.)
3. DC government is **committed to meaningfully engaging community** in government decision-making processes and **strengthening community partnerships.**
4. DC government is an **equitable employer** and engages in racially equitable hiring, promotion, and retention practices.

Each of the four REAP goals has a companion action chart which outlines essential implementation steps, metrics, timeline, and accountable parties. The indicators listed in the charts below are different from the racial equity indicators proposed for a Racial Equity Dashboard; the indicators in the action chart below are specific to implementation of the plan. Once baselines are established, progress toward indicators listed in the action charts will be assessed by the end of the fiscal year noted in the respective timeline.





# ACTION CHARTS

## GOAL 1. DC GOVERNMENT STAFF UNDERSTAND AND ARE COMMITTED TO ACHIEVING RACIAL EQUITY.

Goal 1.1: Develop racial equity tools, resources, and standards that support staff understanding and commitment to achieving a racially equitable District of Columbia through the implementation of policies, programs, and practices.

INDICATORS	IDEAS FOR ACTION	PERFORMANCE MEASURES	TIMELINE	ACCOUNTABILITY
Agency staff develop a shared language of racial equity and learn to normalize discussions about race and racial equity	<ul style="list-style-type: none"> <li>• Develop supplementary racial equity trainings</li> <li>• Mandate yearly racial equity training for all District managers</li> <li>• Create an historical timeline of racial equity in DC as a training resource</li> <li>• Agencies develop racial equity vision statements</li> <li>• Develop a centralized location and communication strategy to share ORE racial equity resources and tools</li> <li>• Develop training for staff on the Certified Business Enterprise program</li> </ul>	Percent of agency staff who have completed a racial equity training by service category	FY2024	Mayor's Office of Racial Equity (ORE)
Agencies utilize racial equity tools to assist with the identification, development, and establishment of budgets, policies, and programs (includes Racial Equity Budget Tool, Racial Equity Impact Assessment, and Internal Department Assessment)	<ul style="list-style-type: none"> <li>• Develop trainings for all racial equity tools</li> <li>• Develop easily accessible, user friendly one-pagers and other guidance documents to support staff understanding and application of racial equity tools and concepts</li> <li>• Host trainings and brown bag sessions with targeted outreach to agency budget staff</li> </ul>	Percent of agency budget enhancements that are identified as racial equity enhancements	FY2023	<ul style="list-style-type: none"> <li>• ORE</li> <li>• Office of Budget and Performance Management (OBPM)</li> <li>• Agency Fiscal Officer and Budget Staff</li> </ul>

## GOAL 1. DC GOVERNMENT STAFF UNDERSTAND AND ARE COMMITTED TO ACHIEVING RACIAL EQUITY.

Establish an infrastructure to provide technical assistance and guidance to agencies on the implementation of racial equity initiatives	<ul style="list-style-type: none"> <li>• Host ORE office hours to provide technical assistance for staff</li> <li>• Agencies establish committees, working groups, or teams to support racial equity initiatives and REAP implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of agencies with a dedicated racial equity staff position</li> <li>• Percent of agencies with racial equity working groups</li> </ul>	FY2025	<ul style="list-style-type: none"> <li>• ORE</li> <li>• Mayoral Agencies</li> </ul>
Agencies develop key performance indicators that are aligned with the District's goal of advancing racial equity	<ul style="list-style-type: none"> <li>• Develop guidance on racial equity strategic initiatives</li> <li>• Host trainings and brown bag sessions during the performance planning period</li> </ul>	<ul style="list-style-type: none"> <li>• Number of strategic initiatives formally reviewed by the Mayor's Office of Racial Equity with a racial equity tool</li> <li>• Percent of agencies that have a key performance indicator tied to a racial equity focused strategic initiative</li> </ul>	FY2023	<ul style="list-style-type: none"> <li>• Agency Performance Staff</li> <li>• OBPM</li> <li>• ORE</li> </ul>
<b>Goal 1.2: Create a Districtwide racial equity data standard which agencies use to evaluate and increase their ability to evaluate program and service outcomes for different racial and ethnic groups.</b>				
Racial equity data standards are implemented across District government	<ul style="list-style-type: none"> <li>• Develop Districtwide data standards in partnership with the Lab and OCTO's data team</li> <li>• Develop training materials and templates to assist agencies in implementing racial equity data standards</li> <li>• Identify a pathway for sustainable data standards implementation</li> <li>• Add racial equity data quality flags to the Enterprise Data Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Number of agency staff who complete data standards training</li> <li>• Number of technical assistance sessions on data standards</li> <li>• Number of datasets using the racial equity flag in the Enterprise Data Inventory FY2023</li> </ul>	FY2023	<ul style="list-style-type: none"> <li>• ORE</li> <li>• Office of the Chief Technology Officer (OCTO)</li> <li>• Mayor's Office of Policy and Innovation (MOPI)</li> </ul>

## GOAL 1. DC GOVERNMENT STAFF UNDERSTAND AND ARE COMMITTED TO ACHIEVING RACIAL EQUITY.

<p>Agencies understand the importance of high-quality disaggregated data</p>	<ul style="list-style-type: none"> <li>• ORE to present on key racial equity data concepts at cross-agency presentations to data-focused staff</li> <li>• Provide 3-4 policy examples on ORE’s website to underscore the impact of disaggregated data for program evaluation</li> <li>• Develop a “syllabus” of resources to discuss the history of demographic data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Number of agency staff attending cross-agency presentations</li> <li>• Percentage of agencies modifying data collection, explanation, analysis, or sharing practices following data standards technical assistance</li> </ul>	<p>FY2023</p>	<ul style="list-style-type: none"> <li>• ORE</li> <li>• OCTO Data Team</li> <li>• The Lab @ DC</li> <li>• Agency Data Analysis Staff</li> </ul>
<p>Agencies strive to provide updated, easily accessible guidance for community members on why race and ethnicity data is being collected</p>	<p>Create guidance for agencies on providing the public with plain language, culturally sensitive descriptions, with translations, of why social characteristic data are collected</p>	<p>Number of agency programs seeking meaningful community input on what data is collected about participants in their programs and how it is collected</p>	<p>FY2023</p>	<ul style="list-style-type: none"> <li>• ORE</li> <li>• Agency Performance and Data Analysis Teams</li> <li>• The Lab @ DC</li> <li>• OCTO Web Team</li> <li>• Agency Comms Teams</li> </ul>
<p>Agencies regularly assess their ability to evaluate program and service outcomes by race and ethnicity</p>	<ul style="list-style-type: none"> <li>• Create toolkits and analytical assessment exercises for agencies to assess their ability to collect data on race and ethnicity</li> <li>• Create corresponding training/training videos for staff to review to understand how to effectively use the assessment exercises</li> <li>• Provide TA to agencies to help them as they grow in their ability to assess their ability to collect data on race and ethnicity</li> <li>• Run “data walks” with agencies to take a deep dive into the data</li> </ul>	<p>Percent of agencies using data standards toolkits to evaluate their data for at least one program or service</p>	<p>FY2024</p>	<ul style="list-style-type: none"> <li>• ORE</li> <li>• Agency Performance and Data Analysis Staff</li> </ul>

## GOAL 2: DC GOVERNMENT IS COMMITTED TO ELIMINATING RACIAL AND ETHNIC INEQUITIES.

Goal 2.1: Identify and measure long-standing racial equity indicators in partnership with other agencies, community-based organizations (CBOs), and District residents.

INDICATORS	IDEAS FOR ACTION	PERFORMANCE MEASURES	TIMELINE	ACCOUNTABILITY
ORE has an established list of cross-cutting racial equity indicators (See Appendix for proposed indicators)	<ul style="list-style-type: none"> <li>Seek input from agencies, CBOs, and District residents on valid, relevant racial equity indicators</li> <li>Identify agency partners for co-ownership of indicator inputs</li> </ul>	<ul style="list-style-type: none"> <li>Number of CBOs and District residents engaged in development of racial equity indicators</li> <li>Number of agency partners engaged in development of racial equity indicators</li> </ul>	FY2023	<ul style="list-style-type: none"> <li>ORE</li> <li>Agency Partners in Racial Equity Indicator Thematic Areas</li> </ul>
ORE has an infrastructure to track racial equity indicators over time	<ul style="list-style-type: none"> <li>ORE to conduct data landscape analysis on availability and quality of indicator data sources within District government</li> <li>Identify steps for data collection and improvement for indicators which lack reliable DC government data source</li> </ul>	Percent of racial equity indicators with a local data source that are automatically updated	FY2024	<ul style="list-style-type: none"> <li>ORE</li> <li>OCTO</li> <li>Agency Data Stewards</li> </ul>

## GOAL 3: DC GOVERNMENT IS COMMITTED TO MEANINGFULLY INVOLVING THE COMMUNITY IN GOVERNMENT DECISION-MAKING PROCESSES AND TO STRENGTHENING COMMUNITY PARTNERSHIPS.

Goal 3.1: Create authentic, transparent, and community-centered engagement practices which prioritize racial equity and are sustained long-term as part of regular government operations.

INDICATORS	IDEAS FOR ACTION	PERFORMANCE MEASURES	TIMELINE	ACCOUNTABILITY
Staff who have community engagement functions understand principles and practices of meaningful community engagement	Launch technical assistance and training support across District government for the introduction of Meaningful Community Engagement resources (trainings, materials, etc.)	<ul style="list-style-type: none"> <li>Number of MCE guide trainings hosted</li> <li>Number of staff who attend trainings by agency</li> </ul>	FY2023	<ul style="list-style-type: none"> <li>ORE</li> <li>DC Department of Human Resources (DCHR)</li> </ul>
Conduct a districtwide community engagement landscape analysis	<ul style="list-style-type: none"> <li>ORE to compile a list of current community engagement practices across District programs and initiatives. Gather historical practices where possible.</li> <li>Review any racial equity and/or engagement tools agencies currently use, including assessments, surveys, etc. to develop a central repository of tested District resources for racially equitable community outreach.</li> </ul>	Completion of a landscape analysis	FY2024	ORE
Explore the creation of community engagement working groups at the agency level	<ul style="list-style-type: none"> <li>Groups recruit from all staff roles and seniorities, especially from divisions with large community engagement roles, to support information sharing and agencywide coordination</li> <li>Agency-level community engagement working groups would develop three-year community engagement priorities with activities in one-year increments to complement agency-level REAPs or as part of agencies' annual strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>Percent of major public contact (MPC) agencies which pilot community engagement working groups</li> <li>Creation of community engagement plans priorities by working groups</li> </ul>	FY2024	<ul style="list-style-type: none"> <li>ORE</li> <li>Agencies Which Have Participated in the Racial Equity Pilot Cohort or Have Chief Equity Officer Roles</li> </ul>

## GOAL 4: DC GOVERNMENT IS A RACIALLY EQUITABLE EMPLOYER AND ENGAGES IN RACIALLY EQUITABLE HIRING, PROMOTION, AND RETENTION PRACTICES.

Goal 4.1: Continue to build an inclusive workplace culture which centers racial equity through core human resources operations.

INDICATORS	IDEAS FOR ACTION	PERFORMANCE MEASURES	TIMELINE	ACCOUNTABILITY
<p>Agencies utilize promising practices that promote racial equity in hiring, promotion, and retention</p>	<ul style="list-style-type: none"> <li>• Develop a District government community of practice to identify opportunities to advance racial equity in HR policies and practices, for example:               <ul style="list-style-type: none"> <li>• Standardizing parts of application and interview processes which apply to all roles.</li> <li>• Standardized onboarding process for all job classes, including a racial equity training component.</li> <li>• Standardized exit interview process, including standard questions on experiences of discrimination or racial bias in the workplace.</li> </ul> </li> <li>• Library or toolkit of equitable and inclusive management practices.</li> <li>• Full racial equity review of DCHR policies and practices.</li> <li>• Provide training support to help implement promising practices within the individual agency contexts.</li> <li>• DCHR staff receive training on racially equitable human resource practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of agencies tracking staff diversity, promotion, and retention by race and ethnicity</li> <li>• Percent of agencies that report using the community of practice's promising practices</li> <li>• Percent of agencies with staff diversity, promotion, and retention included in their agency REAP</li> <li>• Percent of agencies which report staff demographic composition and advancement stats in their annual reports and/or reports to Council</li> </ul>	<p>FY2024</p>	<ul style="list-style-type: none"> <li>• DCHR</li> <li>• ORE</li> <li>• Mayoral Agency Leadership and HR Leads</li> </ul>

## GOAL 4: DC GOVERNMENT IS A RACIALLY EQUITABLE EMPLOYER AND ENGAGES IN RACIALLY EQUITABLE HIRING, PROMOTION, AND RETENTION PRACTICES.

<p>Supervisors are equipped with the necessary tools to promote racially equitable and inclusive management practices</p>	<ul style="list-style-type: none"> <li>• Train supervisors on racial equity and implicit bias in the workplace. Train and equip supervisors on equitable and inclusive management practices, including compassionate discipline and separation.</li> <li>• Create access to coaching and peer-mentoring among managers to discuss challenges and share approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings hosted annually</li> <li>• Percent of supervisors within each agency who have taken each training.</li> <li>• Percent of supervisors who have taken the trainings and report using the corresponding tools.</li> </ul>	<p>FY2024</p>	<ul style="list-style-type: none"> <li>• DCHR</li> <li>• ORE</li> </ul>
<p>District leadership is racially diverse, accessible, approachable, trained on racial equity changemaking, and reflects the communities impacted by District government's work</p>	<p>Commit to ongoing racial equity training and development for leadership.</p>	<ul style="list-style-type: none"> <li>• Number of racial equity training and development activities completed by senior and executive-level leadership per year</li> <li>• Percent of senior and executive-level leaders who engage non-managerial staff in 1:1 meetings or other team building activities</li> <li>• Percent of senior and executive-level staff who implement a staff-leadership feedback loop within their teams</li> </ul>	<p>FY2023</p>	<ul style="list-style-type: none"> <li>• DCHR</li> <li>• ORE</li> </ul>

## GOAL 4: DC GOVERNMENT IS A RACIALLY EQUITABLE EMPLOYER AND ENGAGES IN RACIALLY EQUITABLE HIRING, PROMOTION, AND RETENTION PRACTICES.

<p>Transparency in hiring, retention, and promotion</p>	<p>Develop an organizational workforce strategy and goals that center racial and gender equity</p>	<p>Dashboard of hiring, promotion, and retention data, updated quarterly</p>	<p>FY2024</p>	<ul style="list-style-type: none"> <li>• ORE</li> <li>• DCHR</li> </ul>
<ul style="list-style-type: none"> <li>• Demographics of DC staff reflect racial, ethnic, and gender diversity in all agencies at all levels of responsibility.</li> <li>• Retention of a diverse workforce with job exits that are not disproportionate by race or ethnicity. (Excluding certain categories such as retirement or parental leave)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish baselines, collect, monitor and publish data on racial and gender diversity in senior level positions and higher.</li> <li>• Strengthen ability for staff to have internal and upward career mobility by:             <ul style="list-style-type: none"> <li>• Standardizing internal posting and recruitment processes</li> <li>• Standardizing core function descriptions and opportunities for staff to cross-train in these skill areas</li> <li>• Revisiting positions that are considered ‘terminal’ to determine opportunities for career advancement</li> </ul> </li> <li>• In addition to current methods of recruitment, develop new ‘feeder’ sources for dynamic staff through partnerships with:             <ul style="list-style-type: none"> <li>• Area Historically Black Colleges and Universities (HBCUs) &amp; Hispanic Serving Institutions (HSIs)</li> <li>• Area community colleges</li> <li>• Building Blocks, Mayor’s Office of Returning Citizens</li> <li>• Paid internship placements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Percent of position descriptions (including hiring managers) regularly updated to reflect role responsibilities and prevent racial or ethnic bias, with an emphasis on how unconscious bias impacts hiring and promotion stages</li> <li>• Percent of open positions filled by an internal candidate disaggregated by social characteristics including race, ethnicity, and gender</li> <li>• Percent of qualified applicants to a given position that are internal candidates versus external</li> </ul>	<p>FY2025</p>	<ul style="list-style-type: none"> <li>• ORE</li> <li>• DCHR</li> </ul>



## GOAL 4: DC GOVERNMENT IS A RACIALLY EQUITABLE EMPLOYER AND ENGAGES IN RACIALLY EQUITABLE HIRING, PROMOTION, AND RETENTION PRACTICES.

<p>District government monitors its commitment to a diverse, inclusive workplace by regularly communicating with DC government staff about employee well-being and job satisfaction</p>	<ul style="list-style-type: none"> <li>• Conduct an annual or regularly scheduled survey of DC government staff that assesses:             <ul style="list-style-type: none"> <li>• Staff feelings of inclusion and belongingness, disaggregated by agency and race, ethnicity, gender, and other social characteristics.</li> <li>• Staff perceptions of departmental commitment to an organizational culture of inclusion and belonging</li> <li>• Self-reported incidents of bias or discrimination in the workplace</li> </ul> </li> </ul>	<p>Percent of agencies which report survey data and results disaggregated by race and ethnicity in annual reports and reports to Council</p>	<p>FY2025</p>	<ul style="list-style-type: none"> <li>• DCHR</li> <li>• ORE</li> </ul>
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# CONCLUSION AND NEXT STEPS



# The District's first-ever racial equity action plan (REAP) is not an end goal in itself. Instead, this REAP is both a mile marker and a roadmap.

As a mile marker, this REAP documents and reaffirms the District government's commitment to racial equity. As a roadmap, this REAP builds on District government investments to chart a new path toward progress yet to be made. The action charts above outline how District government will follow the roadmap in an intentional, coordinated, and measurable way, all the while guided by the north star of our shared vision with residents of a racially equitable DC.

We invite you - readers, residents, colleagues, and stakeholders - to remain engaged with our office throughout the implementation of the REAP and to share your experiences and ideas with us. There will be opportunities to connect with ORE during the following phases of the REAP (below) and we welcome you to reach us at any time through our website's engagement page: [ore.dc.gov/page/engage](https://ore.dc.gov/page/engage).



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## REAP ROLLOUT

Following submission to the Mayor and DC Council, the final version of this REAP will be published on ORE's website at [ore.dc.gov/actionplan](https://ore.dc.gov/actionplan). Residents, community members, and stakeholders are encouraged to read the plan, track its progress, and engage with ORE. ORE will also conduct a small communications campaign on the REAP to raise public awareness and reengage District and community partners in implementation.

In parallel to REAP implementation, ORE will continue developing a racial equity indicator dashboard where the public can learn more about racial equity in DC through regularly updated, relevant, and accessible data.

## REAP IMPLEMENTATION AND ACCOUNTABILITY

The action chart above outlines concrete steps District government will take over the next three years toward closing racial equity gaps. To remain accountable to this plan and the public, ORE will meet quarterly with agencies and offices which are named in the accountability column of the action charts above. ORE will continue to meet regularly with and report to its advisory bodies, including the Interagency Committee on Racial Equity (ICRE), the Racial Equity Agency Cohort, and the soon to be established Racial Equity Advisory Board. ORE will also explore the feasibility of an internal forum or summit on REAP implementation to discuss District performance and identify and recommend REAP updates or additions.

At the individual agency level, agencies will remain accountable to the District's racial equity goals through the annual performance planning and budget processes. Agencies will be required to submit at least one strategic initiative with a racial equity focus and a related performance measure every year. District agencies which request budget enhancements will continue to be required to submit a racial equity analysis of the request, which became District policy in during the FY23 budget formulation.

Executive agencies will also continue to develop and implement agency-level REAPs, starting with agencies that participate in ORE's Racial Equity Agency Cohort. The first cohort's REAPs are projected to be complete at the beginning of the 2023 calendar year.

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## REAP UPDATES

The REAP is written as a three-year plan that is updated on an annual basis. The REAP is intended to align with other DC government strategic

plans and guiding documents but will remain on an annual update cycle in which ORE submits an update to the Mayor and Council in October of every year.

ORE will engage annually with residents, community-based organizations, District staff, and other stakeholders prior to the annual REAP update submission to discuss the previous fiscal year's REAP progress and receive input on possible changes or additions for the following fiscal year.

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## REAP EVALUATION AND REPORTING

The Racial Equity Achieves Results (REACH) Amendment Act of 2020 (D.C. Law 23-181) prescribes the creation of an equity action plan but does not contemplate REAP reporting or evaluation.

Year one of this REAP's implementation will be spent benchmarking the proposed performance measures and outcome indicators described in the action charts above. ORE will also devote time in year one to reviewing evaluation practices from District agencies and other jurisdictions which implement REAPs.

ORE will publicly report on REAP implementation progress on an annual basis and publish summaries to ORE's website.



# APPENDIX: PROPOSED RACIAL EQUITY INDICATORS

**There is no single, simple way to measure racial equity.** Instead, researchers and governments pull from a range of different data sources to identify ways in which people might experience racial equity gaps. The numbers used to measure these gaps are also called “indicators.”

For example, a racial wealth gap indicator would show that Black and white residents in DC do not have the same opportunities to earn and grow wealth. Indicators cannot show the root causes which contribute to equity gaps, but they can show progress in closing them or alert decision makers when intervention might be necessary.

**To begin, ORE plans to use racial equity indicators from seven themes to track progress toward a more racially equitable DC.** The list of indicators below are the result of a year-long research and engagement process with community members, DC government leaders, and experts (for more information on our indicator selection process, please see Section IV). After the first release of this action plan, ORE and our partners will begin work on a dashboard to track indicator benchmarks and progress. To keep the dashboard meaningful and relevant, ORE cannot include every known, valid indicator of racial equity.

**Within each theme, indicators are separated into two sub-groups: Local Government Factors or Multi-Systemic Factors.** Local Government Factors are defined as those over which District government has significant influence, such as Access to Behavioral Health Services in Schools. Multi-Systemic Factors are defined as those indicators which could be influenced in some way by District government policies or programs but are primarily larger systemic issues that would not be addressed through a single or even several District programs or policies over a moderate period. We draw this distinction to emphasize the different levers that are required to make progress on racial equity - **though each REAP action chart requires a whole of government approach due to its focus on District government actions, making progress on the racial equity indicators requires a whole of community approach.** ORE looks forward to collaborating with our agency and community partners to continue identification of existing work being done on these issues and areas where additional collaboration would be beneficial.

**Health is connected to everything - education, housing, income, etc. We can pinpoint why some addresses will have longer life expectancies - why is that?**

*- REAP Engagement Forum Participant*

## FIRST RELEASE INDICATORS

Theme	Indicator	Definition
<b>Housing</b>	<b>Local Government Factors</b>	
	Housing Cost Burden	Percent of households spending more than 30% of their pretax income on housing
	Homelessness	Individuals or families who lack a fixed, regular, and adequate nighttime residence
	Proximity to Frequent Transit	Percent of residents who live in areas near a bus and/or train station with frequent service
	Homeownership	Individuals or families who own a nighttime residence
<b>Economic Opportunity</b>	<b>Local Government Factors</b>	
	Fully Banked Residents	Percent of adults who have an account with a bank or credit union and have not used a payday lender or check cashing company in the past 12 months
	Energy Affordability	Percent of households that spend more than 6% of their income on energy bills
	<b>Multi-Systemic Factors</b>	
	Household Wealth	Value of a family's total assets (house, car, etc.) minus total debts
	Poverty Rate	Percent of families who do not have the minimum amount of income a typical household must have to meet its basic needs
	Unemployment Rate	Percent of residents who can work, want a job, and are actively looking for one
	Labor Market Participation Rate	Percent of residents who can work and either have, or are looking for, a job
<b>Health</b>	<b>Local Government Factors</b>	
	Access to Behavioral Health Services in School	Percent of school-based behavioral health partnership schools with a school-based behavioral health provider
	Had a Dentist Visit in the Last 12 Months	Percent of people aged 2 and over with a dental visit in the past 12 months
	Had a Doctor Visit in the Last 12 Months	Percent of people who had a visit with a doctor or other health care professional in the past 12 months

## FIRST RELEASE INDICATORS, CONT'D

Theme	Indicator	Definition
<b>Health, cont'd</b>	<b>Local Government Factors, cont'd</b>	
	Adults Receiving Breast Cancer Screenings as Recommended	Percent of women ages 45 or older who had a mammogram within the past two years
	Adults Receiving Colorectal Cancer Screenings as Recommended	Percent of adults ages 45 or older who received one or more colorectal cancer screening test within the recommended period
	<b>Multi-Systemic Factors</b>	
	Maternal Morbidity	Percent of people who have a serious short or long-term health issue that started or got worse because of pregnancy or labor
	Maternal Mortality	Number of people out of 100,000 who die while pregnant or within 42 days of pregnancy, not including accidental causes
	Life Expectancy	Average number of years a person can expect to live
	Pre-Term Births	Percent of babies delivered before 37 weeks of pregnancy
<b>Safety</b>	<b>Local Government Factors</b>	
	Police Use of Force Incidents, by type	Incidents of physical coercion used to affect, influence, or persuade an individual to comply with an order from a member of the police force, by type
	Traffic Fatalities by Mode	Number of people out of 100,000 who were killed while traveling by different types of transportation - walking, driving, biking, or as a passenger
	Stops by Police Which Included Physical Contact	When police stop someone who they suspect of a crime to search for weapons or other items
<b>Education</b>	<b>Local Government Factors</b>	
	3 <sup>rd</sup> Grade Reading Proficiency	Percent of 3 <sup>rd</sup> grade students who can read and write as well as is expected
	3 <sup>rd</sup> Grade Math Proficiency	Percent of 3 <sup>rd</sup> grade students who can do math as well as is expected
	4 Year High School Graduation Rate	Percent of students graduating from high school within 4 years of starting
	5 Year High School Graduation Rate	Percent of students graduating from high school within 5 years of starting

## FIRST RELEASE INDICATORS, CONT'D

Theme	Indicator	Definition
<b>Neighborhood Life</b>	<b>Local Government Factors</b>	
	Access to Green Space or Parks	Percent of people who live within a 10 min walk of a public park
	Access to Full-Service Grocery Stores	Areas where at least 33% of people live 0.5 miles or more from a full-service grocery store
<b>Civic Engagement</b>	<b>Local Government Factors</b>	
	BIPOC Commemoration in Public Space	Percent of D.C. government-owned spaces that are named for BIPOC individuals
	Broadband Access	Percent of homes with a broadband internet subscription
	<b>Multi-Systemic Factors</b>	
	Voter Participation	Percent of eligible voters who vote in local elections

ORE will continue to study and update its racial equity indicators on a rolling basis. ORE is considering some of the measures on the following page for inclusion in future REAP updates. The potential indicators on the next page are not included in the current REAP for a variety of reasons, including: a lack of a reliable, regularly updated data source; contested definitions among experts; or the need to create a new mathematical model to calculate the desired indicator. ORE will continue to research these potential indicators and welcomes public input.



# INDICATORS UNDER CONSIDERATION FOR LATER RELEASES

Theme	Indicator
<b>Housing</b>	<b>Local Government Factors, cont'd</b>
	Permanent Supportive Housing Placements
	Exits to Short Term Family Housing
	Housing Conditions
	Applications to and Rejections from Housing Units by Voucher Holders
<b>Economic Opportunity</b>	<b>Local Government Factors</b>
	Child Care Cost
	Small Business Lending
	Access to Capital
	Business Ownership
	Businesses Owned by DC Residents
	<b>Multi-Systemic Factors</b>
	Business Retention
Business Growth	
<b>Health</b>	<b>Local Government Factors</b>
	Access to Healthy Food
	Access to Sufficient Food
	Access to Mental Health Services
	Cancer Screenings
	Late-Stage Cancer Diagnoses
	Access to Health Services by Individuals Experiencing Homelessness
	Lead Exposure
<b>Safety</b>	<b>Local Government Factors</b>
	Crime Victimization Rate in the Last 12 Months by Individuals Experiencing Homelessness
	School Safety Incidents
	<b>Multi-Systemic Factors</b>
	Permanently Closed Businesses
<b>Education</b>	<b>Local Government Factors</b>
	Teacher Turnover
	School Crossing Safety
	9th Grade Retention
	4-Year College, Community College, or Trade School Enrollment Rate from DC High School
	Early Childhood Education Subsidies
	Early Childhood Provider Quality



# GLOSSARY OF FREQUENTLY USED TERMS

For sector-standard definitions of racial equity terms, please refer to our partners at the Government Alliance on Racial Equity (GARE) and the D.C. Council Office of Racial Equity (CORE).

- [Government Alliance for Racial Equity Glossary of Terms](#) (p. 57)
- [CORE Racial Equity Glossary](#)

## **Draft Racial Equity Action Plan**

2022

Government of the District of Columbia

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