DISTRICTWIDE
2024
RACIAL EQUITY ACTION PLAN
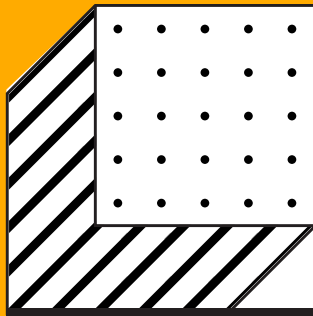
MAYOR'S OFFICE OF
RACIAL EQUITY

WE ARE WASHINGTON DC

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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EXECUTIVE SUMMARY

Established by Mayor Muriel Bowser in 2021, the Mayor's Office of Racial Equity (ORE) is responsible for establishing the framework for District Government agencies to advance racial equity through the creation of just policies, practices, and programs. ORE defines racial equity as both a process and an outcome. 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 no longer predicts opportunities, outcomes, or the distribution of resources for District residents—particularly for residents who are Black, Indigenous, and people of color (BIPOC).

The Racial Equity Action Plan (REAP) serves as a roadmap outlining actions, over a three-year period, the District Government will take to close racial equity gaps and measure progress towards a more racially equitable DC. Much like racial equity itself, DC's REAP is both a process and an outcome. As a process, DC's REAP calls for District Government to examine how it makes decisions and designs programs. As an outcome, DC's REAP sets short, medium, and long-term goals, much like a traditional strategic plan. REAP goals are designed to drive equitable outcomes though a structured process to achieve transformative results.

Our Process for Developing the REAP and Engaging Stakeholders

To create the first edition of this REAP, ORE conducted a national scan of plans from other jurisdictions, reviewed current racial equity research, and met with community members and District agency leaders. ORE endeavored to create a plan that recommends concrete actions and reflects the knowledge, needs, and resources of District communities. The REAP seeks to balance the urgent need for transformative systems change with the deliberation and rigor required to make such change equitable and sustainable.

ORE has engaged residents and community leaders through each stage of REAP development and plans to continue these conversations through implementation. ORE engaged over 600 community members (please see the Community and District Agency Stakeholder Engagement section on page 11) through listening sessions, interviews with community experts, workshops, a launch event, and a public comment period. ORE also did extensive engagement with DC Government partners to build consensus and shape the plan. For more information on our community and stakeholder engagement process, please see page 9.

WHAT'S INCLUDED IN THE PLAN

The REAP should be considered a living document. The process of advancing racial equity in government is an ongoing, collaborative, and iterative process. The REAP is not intended to be an exhaustive list of actions nor can it cure the US context of racial inequity on its own. 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.

[1] Adapted from the Government Alliance on Race and Equity, https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf

The REAP includes an action chart that outlines key activities, performance measures, timelines, and accountable agencies for the implementation of these four goals on page 19. An action chart progress report will be provided to the Mayor and Council each fiscal year following the REAP's initial release.

The REAP also includes a list of racial equity indicators. Much like how a doctor will use many different measures to approximate a patient's health (weight, blood pressure, temperature, etc.), racial equity indicators can help us to approximate and understand how residents might experience racial equity in DC.

The indicators are divided into seven themes:

| Housing | Economic Opportunity | Health and Environment | Safety | Education | Neighborhood Life | Civic Engagement |

Because the REAP is an iterative plan, ORE will phase in and refine racial equity indicators, including benchmarks and targets, as the plan evolves. Please see the Appendix for further discussion and a full list of proposed indicators.

The Path Forward

REAP implementation requires an all-hands-on-deck approach, recognition of historical harms, and 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 and ultimately, eliminating racial inequities. We invite residents to hold us accountable as your partners in government throughout the initial three-year duration of this plan and beyond.

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For more information and to view progress to date, visit us online at ore.dc.gov/actionplan.

LETTER 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 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. We have continued to demonstrate our commitment to address racial equity through the District's budget, policies, and practices. For example, in FY23 we invested $20 million to raise wages for the Department of Employment Services job training programs and the Marion Berry Summer Youth Employment Program participants. In FY24, we invested $13.5 million to help 600 families thrive long-term by obtaining skills and support to overcome barriers to higher-paying jobs via the Career MAP program, with the hopes of scaling this program up in the future.

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

LETTER FROM **THE DIRECTOR**

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. ORE has already created a learning and development series for staff, established an interagency committee to elevate promising practices, created toolkits and resource guides to put racial equity into practice, and advised twenty-two 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 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 engage with the plan and continue to hold DC Government accountable as we strive toward our shared vision of a more racially equitable city.

Sincerely,
Amber A. Hewitt, Ph.D.
Chief Equity Officer, District of Columbia Government

Established by Mayor Muriel Bowser in 2021, the Mayor's Office of Racial Equity (ORE) is responsible for establishing the framework for District Government agencies to advance racial equity through the creation of just policies, practices, and programs. 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, achievable within three years, 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 Section IX):
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 and outcomes for all residents, regardless of race or ethnicity.

ORE 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.

ORE 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.

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 predicts opportunities, outcomes, or the distribution of resources for District residents—particularly for Black, Indigenous, and People of Color residents.

[2] 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.
[3] "What is Racial Equity?" Race Forward, March 1, 2021. https://www.raceforward.org/about/what-is-racial-equity
[4] The Office of Racial Equity'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.

A theory of change explains how DC Government will reach the ultimate goal of eliminating racial equity gaps and improving resident outcomes. To close racial equity gaps and improve the quality of life for all residents, ORE's racial equity theory of change is to:

1. **Normalize** the concept of racial equity within District Government by establishing a shared racial equity vocabulary and facilitating staff understanding of racial equity in interpersonal and applied policy settings through training and technical support.

2. **Organize** to advance racial equity by building partnerships within District Government and meaningfully engaging community members to build internal and external capacity for change.

3. **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.

4. **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.

ORE 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. The United States' unique history with racialized enslavement has created throughlines of racial and ethnic discrimination and inequities which persist today. The District is not exempt from this history. It is important to acknowledge actions or harms committed by government that have contributed to disparate outcomes based on race or ethnicity.

ORE's guiding principles for addressing historic harms include:

- Acknowledging historical and structural factors that reinforce racial and ethnic inequities (redlining, restrictive housing covenants, eminent domain, etc.).
- Centering the voices of Black, Indigenous, and people of color (BIPOC) in the government decision-making processes which directly impact their lives.
- Tailoring policy and programmatic solutions to those most harmed by individual, institutional, and structural racism.
- Analyzing racial and ethnic inequities through an intersectional lens.
- Advocating for long-term, sustained investments to achieve racial and ethnic equity.

RESEARCH METHODS SUMMARY

ORE began its research with a national scan of racial equity action plans (REAPs) from local, state, and federal government agencies. ORE reviewed REAPs from several jurisdictions, including Austin, TX; Marin County, CA; Minneapolis, MN; Portland, OR; Raleigh, NC; San Francisco, CA; and Seattle, WA; to identify current trends and ensure that the District REAP aligns with the best and latest practices in local governance. During the research design stage, ORE engaged the MITRE Corporation (an independent vendor) to review academic research and compile promising implementation practices from relevant plans. MITRE also helped to coordinate three exploratory community listening sessions. (Please see the Community Engagement Section below for more details.) ORE used community feedback from these sessions in combination with its background research to develop the REAP's four goals, their corresponding activities, and a first set of racial equity indicators.

ORE then refined the draft content with residents, community stakeholders, and District agencies and leaders . Based on this input, ORE further refined the REAP to post for public comment. Input from the public comment phase and REAP community engagement events was analyzed and used to shape the final version of the REAP. For a summary of community input from the public comment process and REAP events, please visit the **ORE website**.

RACIAL EQUITY INDICATOR METHODOLOGY

ORE reviewed 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. Based on this research and input from the community listening sessions described in Section VII, ORE worked with the MITRE Corporation 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. To make the final list, indicators had to meet the following criteria: respond to a community identified priority; have a valid, regularly available disaggregated data source; and be relevant to the work of DC Government. To be considered by ORE, indicators first had to align with the following objectives.


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[5] 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 INDICATORS SHOULD:

- **Allow for disaggregated analysis**. Racial equity indicators allow the user to compare outcomes between and among populations by race and ethnicity. Disaggregated data allow users to identify when there are different outcomes between groups and to track trends over time. When disaggregation is not possible, indicators should be able to be displayed using mapping or other techniques which allow the user to infer trends such as geographic distribution. ORE adopts an approach that is race explicit while recognizing that other socio-demographic attributes, such as age, disability, gender identity, immigration status, income, and sexuality, among others, intersect with and compound racial inequities.

- **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 should prioritize the values of DC residents, in particular residents who identify as Black, Indigenous, and people of color (BIPOC) who have historically been excluded from full civic participation. Indicators should reflect resident priorities and use metrics and language that treat people as individuals.

- **Support transparent decision-making.** Indicators should be easy to use 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.

- **Employ racial justice and trauma-informed lenses.** Racial equity indicator design acknowledges the widespread impacts of trauma and asks how to repair the historical legacy and ongoing impacts of structural racism in Washington, DC. Putting these lenses into practice also includes a focus on healing, and working to prevent, 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 forums in July and August of 2022. The list of indicators in the Appendix was further refined based on input from those sessions and the public comment period.

Figure 1: An illustration of ORE's iterative racial equity indicator design and selection methodology
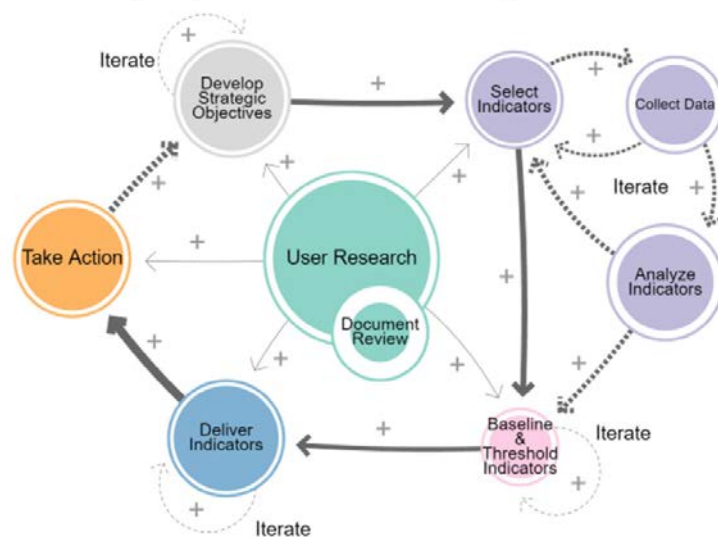
Resident voices and lived experiences are central to equitable governance and this action plan. ORE has engaged residents and community leaders at every stage of developing this REAP. At the time of writing, more than 600 residents and stakeholders were reached through REAP-related conversations and activities.

COMMUNITY LISTENING SESSIONS

Starting in November 2021, ORE hosted three listening sessions with 41 resident and community leaders as a pre-planning step before drafting the REAP. Participants in two sessions were recruited from the DC Initiative for Racial Equity and the Healthy Families Thriving Communities Network Collaboratives. , ORE conducted a separate listening session with thirteen Community Outreach and Service Specialists within the Mayor's Office of Community Relations and Services (MOCRS).

The three virtual listening sessions were structured as affinity mapping exercises where participants brainstormed ideas in response to racial equity-related prompts. Through open and collaborative discussion, participants organized their comments and ideas to identify key themes, including:
• Housing
• Health
• Economic Opportunity
• Education
• Public Safety and Justice
• Civic Engagement
• Quality of Life

[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.
[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.

COMMUNITY EXPERT INTERVIEWS

In January 2022, ORE conducted thirteen interviews with community experts 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. Community experts included staff from the Healthy Families Thriving Communities, Latin American Youth Center (LAYC), and Mary's Center from all staff seniorities, from executive directors and leadership staff to frontline programmatic staff. Each interviewee represents the perspective of a civil society member who works directly in and with BIPOC communities across the District.

PUBLIC ENGAGEMENT EVENTS

In July and August of 2022, ORE engaged over 170 residents and community members across five public events, including 27 youth. The public events were hosted 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). The events 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.

The series of public engagement events 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 workshops were designed as hybrid events to accommodate virtual and in-person participation.

Participants raised the following themes as their top priorities, in order of how frequently they were discussed. The most commonly discussed issues are listed under each theme.

- Housing
- Access to affordable housing
- Housing assistance programs
- Neighborhood Life
- Food security
- Green space (parks, trails, etc.)
- Education
- Cultural competency and language access
- School safety
- Economic Opportunity
- Employment

- Income assistance programs and funding opportunities for small businesses
- Safety
- Policing-related input
- Traffic, roadway safety, and parking
- Health
- Accessibility of health care services
- Maternal health outcomes
- Civic Engagement
- Voting
- Civic participation

PUBLIC COMMENT

The Office of Racial Equity invited public comment on the draft Districtwide Racial Equity Action Plan between November 16, 2022, and January 31, 2023. ORE received 143 written comments via its online form, email, and paper forms submitted at DC public libraries. The complete set of comments is available on the **Office of Racial Equity website at ore.dc.gov/actionplan.**

ORE analyzed written public comments using the themes identified during the community interviews and workshops described in the previous sections. Content which did not fit any of the existing themes was studied for new information, such as new potential indicators or action items. To avoid giving longer or repetitive comments more weight, ORE did not use word counts or other frequency measures. Each individual comment was reviewed and assigned one or more code(s) which are summarized below. Individual comments could be coded for multiple themes or types of input.

ORE extracted hundreds of data points from the public comments. These data points fall roughly into the following categories of codes:

REAP commentary: Comments in this category were process oriented, such as comments broadly in support of, or opposition to, the act of DC Government creating and implementing a REAP. This category also includes comments on REAP-related public engagement and technical suggestions (copy edits, formatting suggestions, etc.).

REAP themes: Comments which discuss REAP themes without a specific recommendation. For example, a comment might discuss the need for more affordable housing in DC without proposing how affordable housing should be defined or measured.

Indicator related comments: Comments which discuss racial equity indicators proposed in the draft REAP and/or comments which propose new measures for ORE consideration.

Goals and action charts: Comments which discuss one or more of the REAP's four goals or their related initiatives in the action charts.

General government feedback: Comments which are not REAP-related but still pertain to general DC Government services or operations.

Unrelated: Comments which are not REAP or DC Government related; comments containing explicit racial animus.
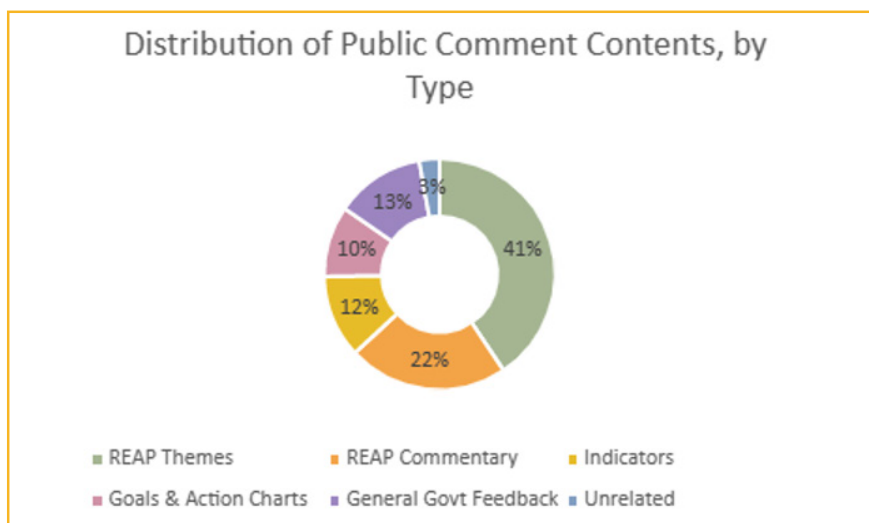

Figure 2

Comments by Indicator Theme (Count)

- Civic Engagement, 6
- Neighborhood Life, 27
- Education, 28
- Safety, 25
- Health, 21
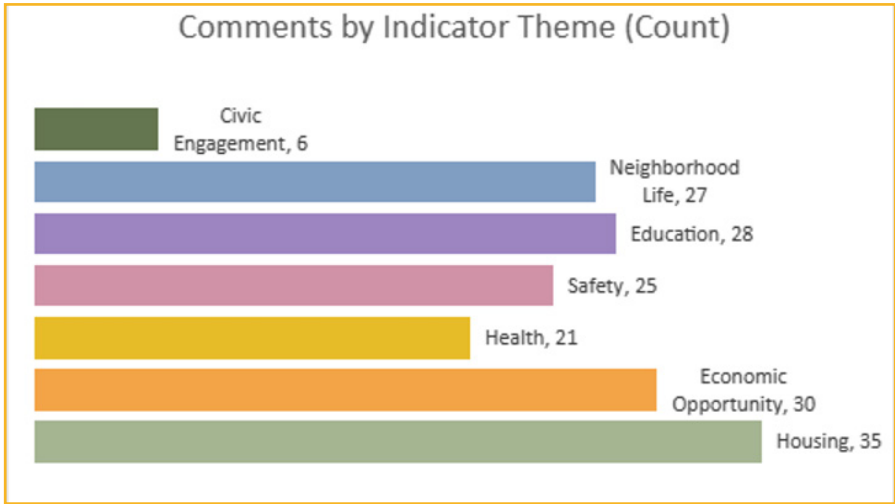- Economic Opportunity, 30
- Housing, 35

Figure 3
Please note that comments may contain more than one theme, so counts of individual data points may add up to more than the total number of comments received.

DISTRICT GOVERNMENT PARTNER ENGAGEMENT

From April to June 2022, ORE met with 35 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 100 possible racial equity indicators.

ORE also consulted with the Interagency Committee on Racial Equity (ICRE), an advisory body comprised of District staff from diverse agencies, seniorities, and lived experiences. 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 10 District agencies. Racial Equity Action Teams from each cohort agency meet on a regular basis to develop agency-level racial equity action plans. Agency-level racial equity action plans will complement the Districtwide REAP 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 in July 2023. ORE launched a second cohort of 12 agencies in October 2022.

[9] District agencies participating in the first Racial Equity Cohort are: Department of Parks and Recreation; 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 Department of Youth Rehabilitation Services.

UNDERSTANDING THE HISTORICAL CONTEXT OF RACIAL INEQUITY IN DC

When District residents have noticeably different outcomes by race or ethnicity, it is usually a symptom of a deeper structural injustice with historical roots. For example, most single-family homes in DC which have the highest risk of flooding are in majority Black communities. Black neighborhoods bearing a disproportionate flood risk is a symptom of deeper, structural injustices, including redlining, residential segregation, and wealth inequality. Addressing symptoms with urgency, e.g., helping families protect their homes against flooding, is equally as important as working on deeper, more entrenched systems of inequity, e.g., making homeownership more accessible in all parts of the city. Each requires different approaches, timelines, and resources.

Two of the deepest root causes of structural inequity are historical disinvestment in majority Black neighborhoods and the exclusion of meaningful community participation in government decision making. To address those historical barriers, we must center equity in policy, program, and budget decision making today.

As of 2020, DC's population is a plurality of racial and ethnic groups. Starting in the 1950s, DC was one of the first major cities in the US to have a majority Black population, which remained the case until the 2010s. DC has been a national hub for diverse communities of Black artists, academics, and political leaders reaching back even farther. At the same time, resident outcomes in 2023 are noticeably different by race and ethnicity. The roots of the inequitable systems which contribute to different life outcomes by race and ethnicity for DC residents can be partially traced to DC not achieving self-governance (Home Rule) until 1973 and continuing to lack statehood, both of which are also vestiges of racialized discrimination.

Race and Ethnicity in Washington, DC

Race/Ethnicity	Population		
	2000	2010	2020
White	31%	38%	41%
Black or African American	60%	53%	45%
American Indian or Alaska Native	0.3%	0.28%	0.35%
Asian	2.7%	3.48%	4.1%
Native Hawaiian or Pacific Islander	0.1%	0.06%	0.05%
Two or more races	2.4%	1.82%	4.24%
Some other race	3.8%	3.43%	4.81%
Hispanic or Latino	8%	9%	11%

Table 1: Source: U.S. Census Bureau ACS 5-year estimates and decennial censuses.

[10] The second cohort agencies are: Alcoholic Beverage and Cannabis Administration, Department of Behavioral Health, DC Commission on Arts and Humanities, Department of Housing and Community Development, DC Public Schools, Child and Family Services Agency, Office of the Deputy Mayor for Planning and Economic Development Office of Unified Communications, DC Human Resources, Department of for Hire Vehicles, DC Public Library, Office of the Deputy Mayor for Education. When Congress voted down a bill that would have created an elected city council in DC in 1965, Congressional Quarterly characterized the defeat as being rooted in a fear among "...both parties that the Negro [sic.] majority would dominate the city elections and consequently city government." Asch, Chris Myers and George Derek Musgrove. Chocolate City: A History of Race and Democracy in the Nation's Capital, p. 344. Chapel Hill, NC: University of North Carolina Press, 2019

DC RACIAL EQUITY PROFILE

The REAP was developed utilizing a data driven approach, including examining the historical and contemporary legacies of racial inequities. A data driven approach is when decisions are made based on current and historical evidence.

In Appendix B (pg. 41), you will find a collection of snapshots of resident outcomes across a range of issues. The issues highlighted follow the seven priority areas identified by stakeholders, residents, and government partners: housing, economic opportunity, health and environment, safety, education, neighborhood live, and civic engagement. While each priority area can be studied or addressed in depth, all seven of the priority areas are intrinsically intertwined.

This is called a system of systems framework. A systems perspective looks at one larger system (for example, Washington, D.C.) as being made up of a mix of smaller, interconnected systems (institutional and structural), contextual factors, outside influences, and dynamics between and across systems which all impact individual outcomes. It is impossible to disentangle one issue completely from the others.

For example, improving homeownership rates requires increasing access to affordable housing. However, it is important to consider where the affordable housing is placed. If all of the new affordable housing stock is placed together in the same area, it could inadvertently create or worsen the spatial distribution of socioeconomic deprivation, also called concentrated poverty. If this area also happens to be far from jobs or high-performing schools, the placement of the affordable housing would have further ripple effects on the employment and educational outcomes of the families who live there.

Snapshot of the Current State of Racial Equity the District

The snapshots in Appendix B display noticeable disparate outcomes by race/ethnicity. Many of these disparities have historical roots that have driven similar outcomes year over year. A coordinated and aligned approach across District Government is critical to redressing these past harms and attenuating racial and ethnic disparities experienced today. To this end, the REAP is strategically aligned with goals and strategies outlined in other District initiatives.

ALIGNMENT WITH DISTRICT GOVERNMENT PRIORITIES AND AGENCY INITIATIVES

Advancing racial equity in the District requires a whole-of-government approach. Many agencies have been applying a racial equity lens to their work even before ORE was created in 2021.

ORE was established to build upon that work and help guide and coordinate agencies' efforts to advance racial equity. One of the ways agencies launch new racial equity initiatives is through the annual budget process. For all new funding requests, agencies are required to submit an explanation of how the investment would impact racial equity in DC. ORE's review of agency submissions helps to inform the final budget. For more details about DC Government investments in racial equity, please see **ore.dc.gov/page/resources-14**.

In addition to its role in the budget process, ORE also works to effectuate DC Government's racial equity priorities through agency-level action plans. Agencies which participate in the Racial Equity Cohort spend a year developing agency-level racial equity action plans which adapt the Districtwide goals in this document to their agency's line of business. Agencies that participated in the Racial Equity Pilot Cohort from fall 2021 to fall 2022 will begin releasing agency-specific Action Plans in winter 2024. Subscribe to ORE's newsletter at ore.dc.gov for updates on these agency-level action plans.

Across District Government there is also an ecosystem of plans and initiatives designed to close racial equity gaps, including plans and initiatives focused on housing, education, social services, and economic development. The REAP aims to build on and connect agency efforts like the examples below to strengthen and coordinate DC's racial equity work.

Within the area of health, the DC Health Equity Report highlighted a 21-year difference in life expectancy between two neighborhoods in DC; the shorter life expectancy was in a neighborhood which is historically under resourced and contains a large percentage of Black residents. This racial health inequity is highlighted and directly addressed by the District Government agency with the expertise and resources to do the work while the measure, or indicator, will be tracked by ORE as part of a racial equity dashboard. We raise this example to show how agencies are already adapting the goals put forth in the REAP to their lines of business while still being aligned with Districtwide goals.

The DC Department of Transportation's (DDOT) moveDC plan analyzes the District's transportation network to identify gaps and improvements, including in historically under resourced communities. Approximately 150,000 District residents live in areas with the greatest need for transportation improvements. Of these 150,000 residents, 81 percent are people of color (compared with 64 percent Districtwide). DDOT is the lead agency working to close transportation equity gaps as part of the District's efforts to close equity gaps writ large; ORE will likewise include parts of moveDC's transportation need measure in the racial equity dashboard to help paint a publicly accessible picture of equity from multiple viewpoints.

For additional snapshots of District resident outcomes, please see Appendix B.

[13] DDOT approximates transportation need by looking at: proximity to frequent transit (how far someone lives from a bus or train station and how frequently buses and trains are available); how far residents have to travel to jobs and other important destinations; and safety of mobility (either as a pedestrian or in a vehicle). https://movedc.dc.gov/pages/mapping-transportation-needs

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 performance measures listed in the charts below are different from the racial equity indicators proposed for the Racial Equity Dashboard; the measures in the action charts 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 items which are referenced in other District Government plans, which are required by law, or which otherwise link to other District initiatives are noted in the footnotes.

The action charts which follow build on existing District Government policies and practices, many of which predate the establishment of ORE.

A small sample of examples which directly align with the REAP's four goals include:

In alignment with REAP Goal 1:
DC Department of Human Resources (DCHR) provides many course offerings, widely attended by staff, which include key components of racial equity principles that, such as its anti-bias training.

In alignment with REAP Goal 2:
The Department of Insurance, Securities, and Banking (DISB) established an Office of Financial Empowerment and Education (OFEE) in 2020 to empower residents with resources and actionable information on ways to manage expenses, increase generational wealth, and maximize income. OFEE has a particular focus on returning citizens who are disproportionately Black and often experience intersectional forms of discrimination which can exacerbate or compound financial hardships, including discrimination in the labor market. DC Health has been a national leader among local governments for prioritizing equity in their work. DC Health released the District's first comprehensive equity report in 2019. The Office of Neighborhood Safety and Engagement (ONSE) hosts the Pathways Program, a transitional employment program that aims to decrease participants' involvement in the criminal justice system and improve their employment, education, and training outcomes.

In alignment with REAP Goal 3:
The Department of Disability Services (DDS) hosts an annual conference held entirely in Spanish and launched its first all-Amharic event in 2022. Both events are planned and hosted collaboratively with community partners and greatly expand DDS and partner agencies' ability to work with constituents in their preferred languages in ways that are culturally competent and accessible.

In alignment with REAP Goal 4:
DCHR also provides a suite of wellness initiatives to support the well-being of government staff in ways that meet the specific needs of different staff populations. For example, by engaging with health insurance providers to understand the health challenges which are more prevalent among staff from historically marginalized communities to develop strategies to improve their health outcomes through offerings like more frequent on-site biometric screenings.

RACIAL EQUITY ACTION PLAN - 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.

Short to Midterm Goals	Supporting Actions	Performance Measures(s)	Timeline	Responsible Role/Team	Accountability
1.1.1. Agency staff develop a shared language of racial equity and learn to normalize discussions about race and racial equity	• Develop supplementary racial equity trainings, including bias reduction • Mandate yearly racial equity training for all District managers • Develop training for staff on the Certified Business Enterprise program	Percent of agency staff who have completed a racial equity training by service category	FY2024	Mayor's Office of Racial Equity	ORE works with the Performance Management Team to report this measure annually as a core business measure*
	• Create a historical timeline of racial equity in DC as a training resource	n/a	FY2024	Mayor's Office of Racial Equity	n/a
1.1.2. Agencies utilize racial equity tools** to assist with the identification, development, and establishment of budgets, policies, and programs (includes Racial Equity Budgeting Tool, Racial Equity Impact Assessment, and Internal Department Assessment). Agencies utilize ORE tools and guidance in the development of budget	• Develop live or self-guided trainings for all ORE racial equity tools • Develop easily accessible, user friendly one-pagers and other guidance documents to support staff understanding and application of racial equity tools and concepts • Host trainings and lunchtime sessions with targeted outreach to agency staff by focus area (e.g., budget, human resources, etc.)	Number of ORE-produced trainings and materials created and made available to DC Government staff	FY2024	Mayor's Office of Racial Equity	Tools are made publicly available on ORE's website

Office of City Administrator Annual Performance Plan
**Racial Equity Achieves Results (REACH) Amendment Act of 2020 (DC Law 23-181)*

enhancement proposals, key performance indicators, and strategic initiatives.	• Agencies provide racial equity budget rationales for all new requests • Modify strategic initiative reporting process to capture when and how agencies apply racial equity tools in the development and/ or implementation of a strategic initiative	• Percent of agencies with a budget enhancement with a racial equity flag • Percent of budget enhancements with a racial equity flag that receive an ORE rating of 3 out of 4 or higher • Percent of agencies which report applying racial equity tools in the development and/ or implementation of a strategic initiative • Percent of agencies that have a key performance indicator tied to a racial equity focused strategic initiative • Agency-specific racial equity performance measures	FY2023	• Mayor's Office of Racial Equity (lead) • Office of Budget and Performance Management (support) • Agency Fiscal Officer and Budget Staff (support) • Agency Performance Management Staff (support)	• Reported annually in the Mayor's summary of racial equity focused budget • Reported annually in agency performance plans
1.1.3. Establish an infrastructure to provide technical assistance and guidance to agencies on the implementation of racial equity initiatives	• Host ORE office hours to provide technical assistance for staff • Develop a centralized location and communication strategy to share ORE racial equity resources and tools	Number of office hours provided	FY2025	Mayor's Office of Racial Equity	Internal resource library will be available to all DC Gov staff
	• Agencies establish standing committees, working groups, or teams to support racial equity initiatives and REAP implementation	Percent of agencies with a standing racial equity committee, working group, or team	FY2024	Deputy Mayoral clusters and Mayoral agencies	Dependent on work of each individual group

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.

Short to Midterm Goals	Supporting Actions	Performance Measures(s)	Timeline	Responsible Role/Team	Accountability
1.2.1. Racial equity data standards are implemented across District Government*	• Develop Districtwide data standards in partnership with the Mayor's Office of Policy and Innovation, The Lab @DC and OCTO's data team • Create guidance for agencies on providing the public with plain language, culturally sensitive descriptions, with translations, of why social characteristic data are collected	n/a	FY2024	• Mayor's Office of Racial Equity (lead) • Office of the Chief Technology Officer Data Team (support) • Mayor's Office of Policy and Innovation (support) • The Lab @DC (support)	The data standards guidebook will be published to ORE's website
	• Develop training materials and templates to assist agencies in implementing racial equity data standards • Create toolkits and analytical assessment exercises for agencies to assess their ability to collect data on race and ethnicity	Number of agency staff who complete data standards training	FY2024	Mayor's Office of Racial Equity	Internal resource library will be available to all DC Gov staff
	• Add racial equity data quality flags to the Enterprise Data Inventory	Number of datasets using the racial equity flag in the Enterprise Data Inventory	FY2023	Office of the Chief Technology (lead)	The EDI is publicly available
1.2.2. Agencies understand the importance of high-quality disaggregated data and regularly review their ability to analyze program and service outcomes by race and ethnicity, where applicable	• ORE to present on key racial equity data concepts at cross-agency presentations to data-focused staff • Pilot offering "data walks" with agencies to take a deep dive into their data • ORE will begin capturing case studies of notable examples from across DC Government which underscore the value of disaggregated data in policy and/or programs		FY2024	Mayor's Office of Racial Equity	Case studies and agency highlights will be shared on ORE's website

Racial Equity Achieves Results (REACH) Amendment Act of 2020 (DC Law 23-181)

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.

Short to Midterm Goals	Supporting Actions	Performance Measures(s)	Timeline	Responsible Role/Team	Accountability
2.1.1. ORE has an established list of cross-cutting racial equity indicators (See Appendix for proposed indicators)	• Seek input from agencies, CBOs, and District residents on valid, relevant racial equity indicators	Number of CBOs and District residents engaged in development of racial equity indicators	FY2023	Mayor's Office of Racial Equity	Public facing racial equity indicator dashboard
	• Identify agency partners for co-ownership of indicator inputs	Number of agency partners engaged in development of racial equity indicators	FY2023	• Mayor's Office of Racial Equity (lead) • Agency partners identified based on racial equity indicator issue areas	Public facing racial equity indicator dashboard
2.1.2. ORE has an infrastructure to track racial equity indicators over time	• ORE to conduct data landscape analysis on availability and quality of indicator data sources within District Government • Identify steps for data collection and improvement for indicators which lack reliable DC Government data sources	• Percent of racial equity indicators with a local data source that are automatically updated • Overview of indicator by availability (quarterly, biannually, annually)	FY2024	• Mayor's Office of Racial Equity (lead) • Office of the Chief Technology Officer (support) • Agency Data Stewards (support)	Public facing dashboard
2.1.3. ORE consistently evaluates progress on racial equity indicators and identifies opportunities for intervention	• Identify the length of time that will be used to create baselines to which to evaluations will be pegged • Host community events to discuss progress and receive feedback	Directional change of racial equity indicators within the evaluation period	FY2024	Mayor's Office of Racial Equity	Public facing dashboard
2.1.4. ORE will develop, in consultation with agencies, CBOs, and District residents, a list of short-term actions that could lay the foundation for longer-term progress on racial equity indicators to share with executive agencies as an ideas bank to incorporate in agency-level action plans	• Seek input from CBOs, subject-matter experts, agencies, and District residents about key areas and models to prioritize	Development of a draft list to share with agencies who are working on agency-level action plans	FY2024	• Mayor's Office of Racial Equity (lead) • Civil society partners (support) • Executive agencies participating in the racial equity cohort program (support)	ORE will publish the ideas bank of short-term actions to its website

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.

Short to Midterm Goals	Supporting Actions	Performance Measures(s)	Timeline	Responsible Role/Team	Accountability
3.1.1. DC Government staff 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.)	• Number of MCE guide trainings hosted • Number of staff who attend trainings by agency	FY2024	• Mayor's Office of Racial Equity • Department of Human Resources (support)	Agencies report annually on training metrics via performance plans
3.1.2. Establish a community engagement working group across District Government	• Form a working group of DC Government equity leads to support information sharing on DC Government community engagement practices • Compile current community engagement practices across District programs and initiatives. Gather historical practices where possible	• Formation of a working group • Completion of a landscape analysis of DC Government engagement practices	FY2025	• Mayor's Office of Racial Equity (lead) • Agencies that participate in the Racial Equity cohort or agencies with staff in equity lead positions	To be established by the working group
	• Create a central library of test District resources which support racially equitable community engagement	n/a	FY2025	Mayor's Office of Racial Equity	ORE will publish resources to its website
3.1.3. Grow and deepen relationships with civil society through open dialogue	ORE will host open discussions with the public at least twice annually to discuss community concerns and updates on ORE business	Number of meetings for this purpose per year	FY2024	Mayor's Office of Racial Equity	Meetings will be publicly posted

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 though core human resources operations

Short to Midterm Goals	Supporting Actions	Performance Measures(s)	Timeline	Responsible Role/Team	Accountability

4.1.1. Agencies utilize promising practices that promote racial equity in hiring, promotion, and retention	• Develop a District Government community of practice to identify opportunities to advance racial equity in HR policies and practices, for example:
	  o Standardizing parts of application and interview processes which apply to all roles.
	  o Standardized onboarding process for all job classes, including a racial equity training component.
	  o Standardized exit interview process, including standard questions on experiences of discrimination or racial bias in the workplace.
	  o Library or toolkit of equitable and inclusive management practices.
	• Provide training support to help implement promising practices within the individual agency contexts.
	• DCHR staff receive training on racially equitable human resource practices.
	• In addition to current methods of recruitment, develop new 'feeder' sources for dynamic staff through partnerships with: area Historically Black Colleges and Universities (HBCUs) & Hispanic Serving Institutions (HSIs); area community colleges; Building Blocks, Mayor's Office of Returning Citizens; paid internship placements
		• Percent of agencies tracking staff diversity, promotion, and retention by race and ethnicity
		• Percent of agencies with staff diversity, promotion, and retention included in their agency REAP
		• Percent of agencies which report staff demographic composition and advancement stats in their annual reports and/or reports to Council
			FY2024	• Mayor's Office of Racial Equity (lead)
				• DC Department of Human Resources (support)
				• Mayoral agency leadership and agency-level HR leads
					To be established by the community of practice

4.1.2. Supervisors are equipped with the necessary tools to promote racially equitable and inclusive management practices	• As a pilot with DCHR, develop resources to:
	   o Train supervisors on racial equity and bias reduction in the workplace.
	   o Train and equip supervisors on equitable and inclusive management practices, including compassionate discipline and separation.
	• Create access to coaching and peer-mentoring among managers to discuss challenges and share approaches.
		• Number of trainings hosted annually
		• Percent of supervisors within each agency who have taken each training
			FY2024	• Mayor's Office of Racial Equity (lead)
				• DC Department of Human Resources (support)
				• Mayoral agency leadership
					Internal resource library will be available to all managers and HR professionals

4.1.3. District leadership is racially diverse, accessible, approachable, trained on racial equity changemaking, and reflects the communities impacted by District Government's work	Commit to ongoing racial equity training and development for leadership.	• Number of racial equity training and development activities completed by senior and executive-level leadership per year • Percent of senior and executive-level leaders who engage non-managerial staff in 1:1 meetings or other team building activities • Percent of senior and executive-level staff who implement a staff-leadership feedback loop within their teams	FY2024	• Mayor's Office of Racial Equity (lead) • DC Department of Human Resources (support) • Mayor's Office of Talent and Appointments (support)	To be determined by DCHR and ORE working groups
4.1.4. Transparency in hiring, retention, and promotion	Develop an organizational workforce strategy and goals that center racial and gender equity	Dashboard of hiring, promotion, and retention data, updated quarterly	FY2025	• Mayor's Office of Racial Equity (support) • DC Department of Human Resources (lead)	To be determined by DCHR and ORE working groups

4.1.5. 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)	Establish baselines, collect, monitor, and publish data on racial and gender diversity in senior level positions and higher.
	• Strengthen ability for staff to have internal and upward career mobility by:
	  o standardizing internal posting and recruitment processes
	  o standardizing core function descriptions and opportunities for staff to cross-train in these skill areas
	  o revisiting position descriptions and connections to determine opportunities to promote from within or otherwise cultivate career advancement
		• Percent of open positions filled by an internal candidate disaggregated by social characteristics including race, ethnicity, and gender
		• Percent of qualified applicants to a given position that are internal candidates versus external
			FY2025	• Mayor's Office of Racial Equity (support)
				• DC Department of Human Resources (lead)
					To be established following baselines

4.1.6. District Government monitors its commitment to a diverse, inclusive workplace by regularly communicating with DC Government staff about employee well-being and job satisfaction	• Conduct an annual or regularly scheduled survey of DC Government staff that assesses:
	  o Staff feelings of inclusion and belongingness, disaggregated by agency and race, ethnicity, gender, and other social characteristics.
	  o Staff perceptions of departmental commitment to an organizational culture of inclusion and belonging
	  o Self-reported incidents of bias or discrimination in the workplace
		Percent of agencies which report survey data and results disaggregated by race and ethnicity in annual reports and reports to Council	FY2025	• Mayor's Office of Racial Equity (support)
				• DC Department of Human Resources (lead)
					To be determined by DCHR and ORE working groups

CONCLUSION AND REAP NEXT STEPS

The District's first 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 the District Government will follow the roadmap in an intentional, coordinated, and measurable way, 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.**

REAP ROLLOUT

Residents, community members, and stakeholders are encouraged to read the action 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 by the end of the 2024 calendar year.

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. ORE will submit an update to the Mayor and Council in October of every year and will make the update publicly available via the D.C. Register and ORE's website.

> 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.

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**.

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. One single indicator, such as the wealth gap between Black and white households in DC, will not show the root causes which contribute to equity gaps, but it is still useful for helping us to track progress toward closing gaps or to 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. Indicators below are subject to change based on ongoing stakeholder input and continued data availability.

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 the REAP focuses on District Government actions in a whole of government approach, making progress on the racial equity indicators will require a whole of community approach. ORE looks forward to collaborating with our agency and community partners to continue identifying work being done on these issues and areas where additional collaboration would be beneficial.

Unless otherwise specified, the indicators below refer to District residents.

First Release Indicators

Theme	Indicator	Definition
Housing	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
	Homeownership	Individuals or families who own a nighttime residence
Economic Opportunity	**Local Government Factors**	
	Child Care Cost	Average price for full-time childcare per year, per child
	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

	Indicator	Definition
Economic Opportunity	Energy Affordability	Percent of households that spend more than 6% of their income on energy bills
	Multi-Systemic Factors	
	Household Wealth	Value of a family's total assets (house, car, etc.) minus total debts
	Poverty Rates, including child poverty, deep poverty, and poverty by Ward	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
Health and Environment	**Local Government Factors**	
	Access to Behavioral Health Services in School	Percent of DC public schools with a mental health professional dedicated to their school
	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
	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
	Access to Green Space or Parks	Percent of people who live within a 10 min walk of a public park or public space with greenery
	Physical Activity	Percent of people who are physically active 150 minutes/ week Or Percent of children and adolescents ages 6 through 17 who are physically active 60 minutes/ day
	Multi-Systemic Factors	
	Pediatric Asthma related Emergency Room Visits	Percent of pediatric asthma emergency room visits
	Obesity	Weight that is higher than what is considered healthy for a given height. For children and teens, the measure is expressed relative to other children of the same sex and age.

ORE will continue to search for ways to reliably measure green space accessibility in addition to proximity for inclusion in later releases of the dashboard.
CDC Physical Activity Guidelines for School-Aged Children and Adolescents, **Youth Physical Activity Guidelines | Physical Activity | Healthy Schools | CDC.**

	Indicator	Definition
Health and Environment	Opioid Misues	Percent of people that die due to a fatal opioid overdose.
	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
Safety	**Local Government Factors**	
	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
	Incidents of Gun Violence	Number of people who are the victims of fatal and non-fatal gun violence per year
	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
Education	**Local Government Factors**	
	3rd Grade Reading Proficiency	Percent of 3rd grade students who can read and write as well as is expected
	3rd Grade Math Proficiency	Percent of 3rd grade students who can do math as well as is expected
	4 Year College, Community College, or Trade School Enrollment Rate	Percent of students starting at a 4-year college, junior college, or trade school within six months of graduating from high school
	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
	9th Grade Retention	Percent of students who complete the first year of high school
	Early Childhood Education Subsidies	Number of families using subsidies or benefitting from subsidies to pay for part or all of their childcare expenses
	Early Childhood Provider Quality	Percent of OSSE Capital Quality participating facilities rated Quality or High-Quality

	Local Government Factors	Definition
Neighborhood Life	Access to Full-Service Grocery Stores	Census tracts where at least 33% of people 0.5 miles or more from a full-service grocery store
	Returning Citizen Job Placement Rate	Number of returning citizens that successfully obtain employment for at least (60, 90, 120) days
	Proximity to Frequent Transit	For rail: stops with combined headways of 5 minutes or better during peak and midday, 1/2-mile walking distance of station entrance For bus: stops with combined headways of 10 minutes or better during peak and midday, 1/4-mile walking distance of bus stop
	Access to Diverse Recreational Amenities, by location	Level of service by amenity by Ward
Civic Engagement	**Local Government Factors**	
	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
	Multi-Systemic Factors	
	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 following measures for inclusion in future REAP updates. The potential indicators below 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
Housing	**Local Government Factors**
	Permanent Supportive Housing Placements
	Exits to Short Term Family Housing
	Housing Conditions
	Applications to and Rejections from Housing Units by Voucher Holders
	Displacement
	Units Currently in Development
	Affordable Units By Location and Affordability Type
	Housing Conditions in Housing Receiving DC Subsidies
Economic Opportunity	**Local Government Factors**
	Small Business Lending
	Access to Capital
	Business Ownership
	Businesses Owned by DC Residents
	Multi-Systemic Factors
	Business Retention
	Business Growth

Health and Environmental	Local Government Factors
	Air Quality
	Flooding
	Access to Healthy Food
	Access to Sufficient Food
	Access to Mental Health Services
	Cancer Screenings
	Late-Stage Cancer Diagnoses
	Prevalence of Chronic Obstructive Pulmonary Disease
	Access to Health Services by Individuals Experiencing Homelessness
Safety	Local Government Factors
	Crime Victimization Rate in the Last 12 Months by Individuals Experiencing Homelessness
	School Safety Incidents
	Multi-Systemic Factors
	Permanently Closed Businesses
Education	Local Government Factors
	School Crossing Safety
	Access to Out of School Time Programming

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).

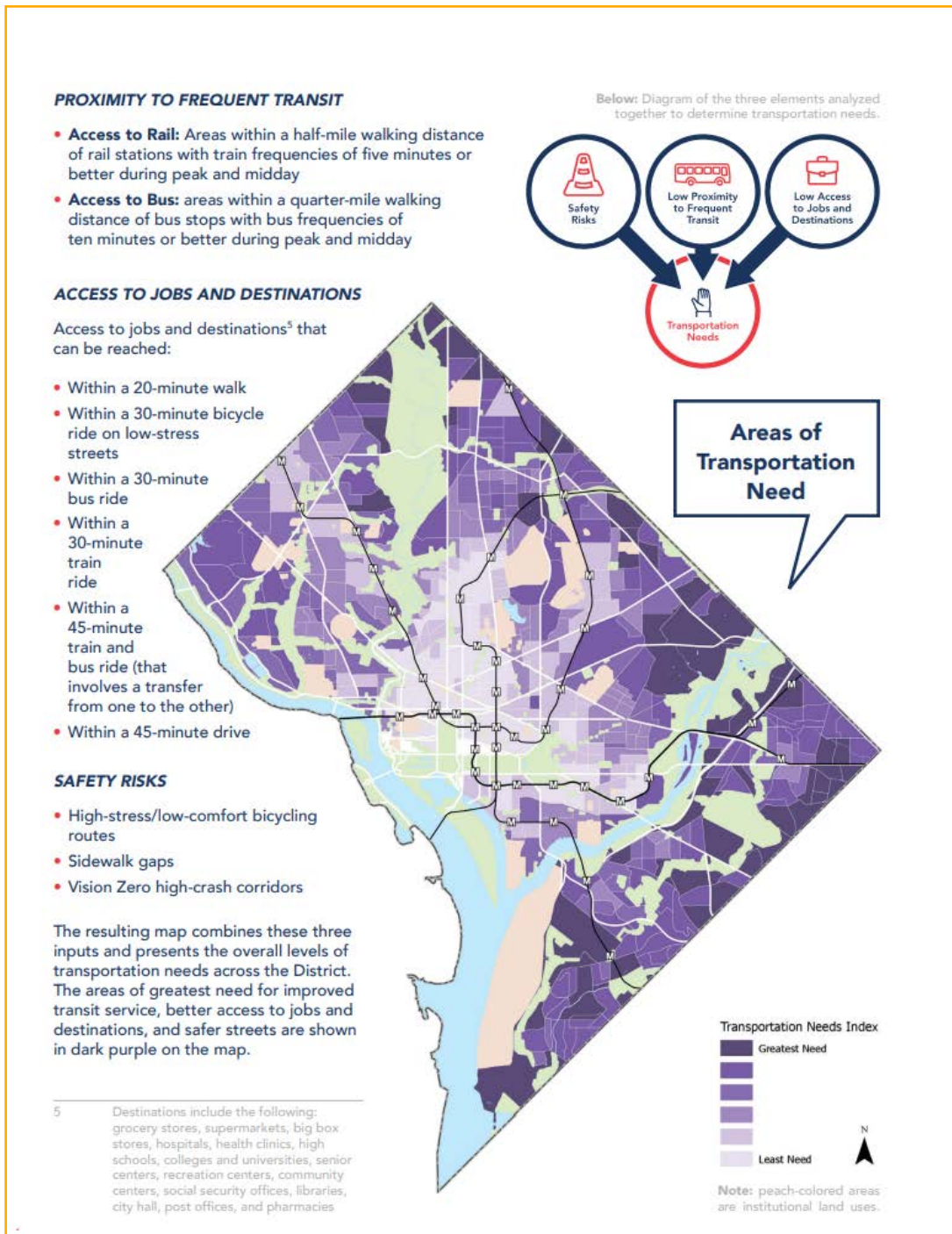**Government Alliance for Racial Equity Glossary of Terms** (p. 57)
CORE Racial Equity Glossary

SNAPSHOT OF THE CURRENT STATE OF RACIAL INEQUITIES IN DC
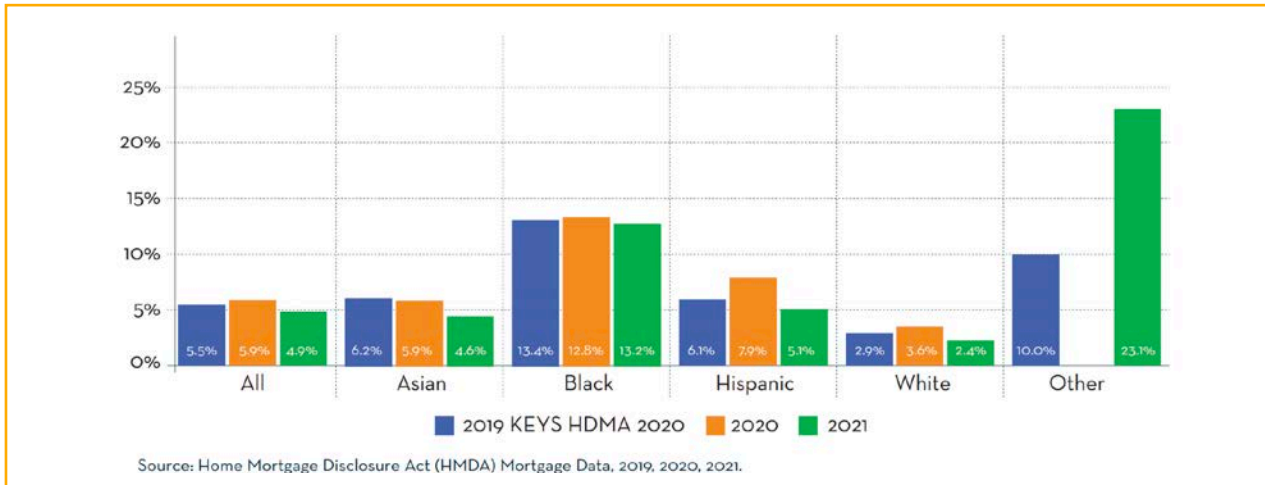
Housing

Figure 1: Proximity to Frequent Transit

Source: DC Department of Transportation, moveDC Transportation Needs Map
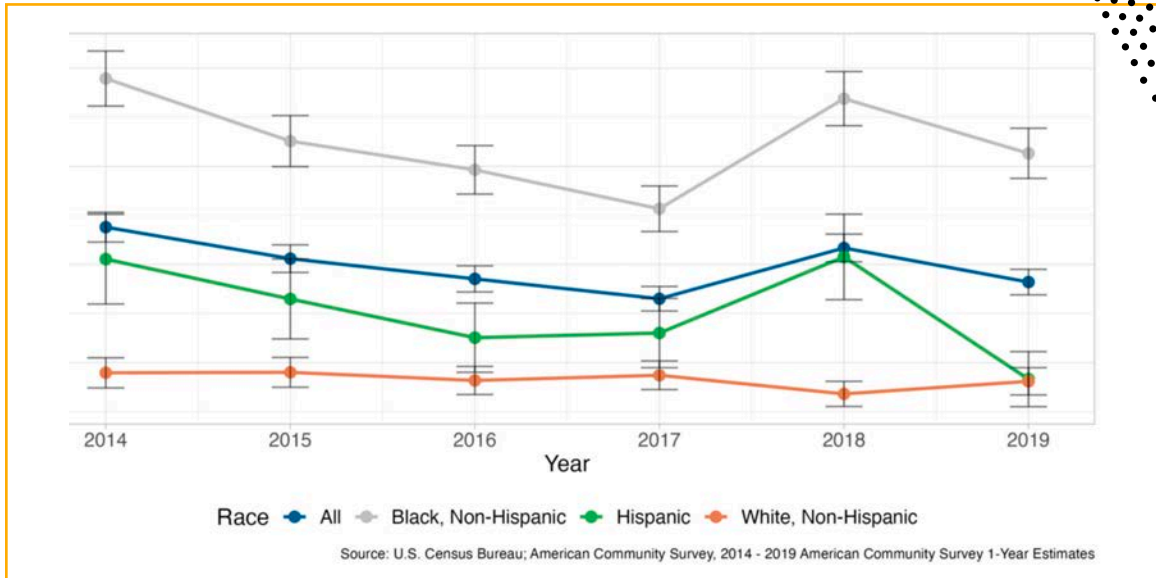
Figure 2: Mortgage Denials in DC 2019-2021

Source: Home Mortgage Disclosure Act (HMDA) Mortgage Data, 2019, 2020, 2021.

Source: District of Columbia Black Homeownership Strike Force Final Report, October 2022
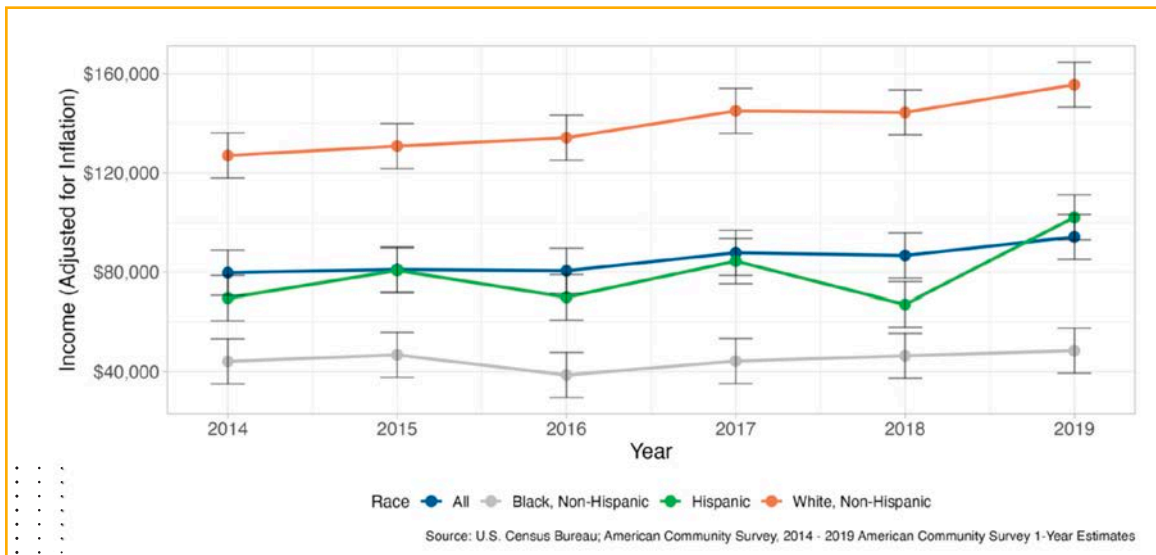
Figure 3: Homeownership Rate by race and age group

Source: U.S. Census Bureau, American Community Survey (ACS) 2019.
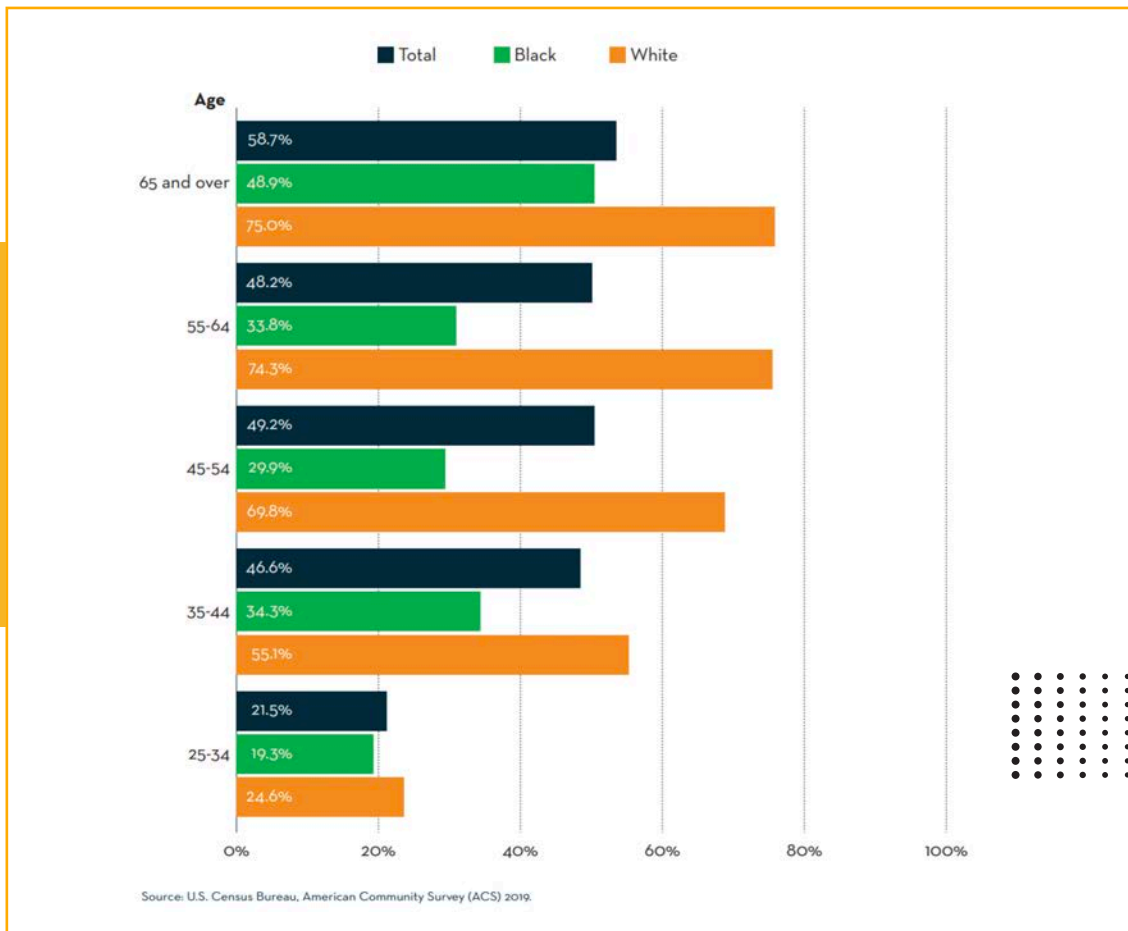
Source: District of Columbia Black Homeownership Strike Force Final Report, October 2022

Economic Opportunity
Figure 4: Unemployment Rate

Source: U.S. Census Bureau; American Community Survey, 2014 - 2019 American Community Survey 1-Year Estimates

Source: The Racial Wealth Gap in Washington D.C.: Considerations for Policy and Planning (mitre.org)

Figure 5: Median Household Income

Source: U.S. Census Bureau; American Community Survey, 2014 - 2019 American Community Survey 1-Year Estimates

Source: The Racial Wealth Gap in Washington D.C.: Considerations for Policy and Planning (mitre.org)

Health and Environment
Figure 6: Life Expectancy at Birth
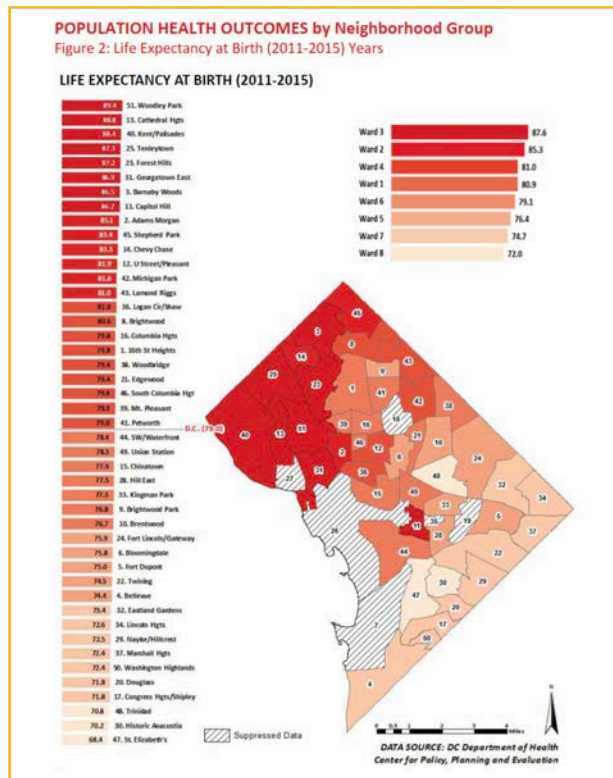
Source: DC Health, Health Equity Report, 2018

Safety
Figure 7: Homicide and Nonfatal Shooting Victims and Suspects

	HOMICIDES (N=341)			NF SHOOTINGS (N=522)			DISTRICT OF COLUMBIA POPULATION
	Victims (n=354)	Suspects (n=268)	Victims & Suspects (n=622)	Victims (n=664)	Suspects (n=89)	Victims & Suspects (n=753)	
Sex							
Male	89.0%	95.8%	91.9%	86.3%	94.4%	87.5%	47.4%
Female	11.0%	3.8%	7.9%	13.4%	5.6%	12.5%	52.6%
Race							
Black	94.1%	96.8%	95.2%	95.9%	96.6%	96.0%	46.0%
White	1.7%	0.8%	1.3%	2.1%	-	1.9%	37.5%
Hispanic	3.4%	1.6%	2.7%	-	1.1%	0.1%	10.5%
Asian	0.3%	0.4%	0.3%	0.3%	1.1%	1.6%	11.3%
Other	0.6%	0.4%	0.5%	1.7%	1.1%	1.6%	

Source: National Institute for Criminal Justice Reform, Gun Violence Problem Analysis Summary Report
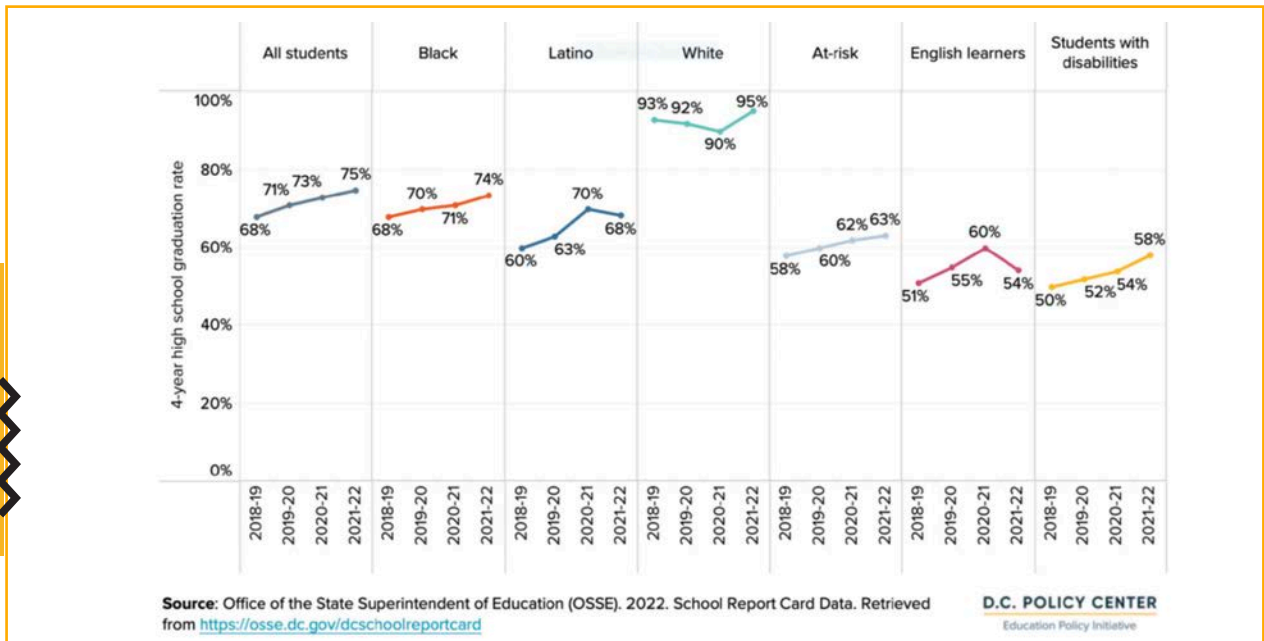
Education

Figure 8: Public School Students Meeting or Exceeding Expectations in ELA and math
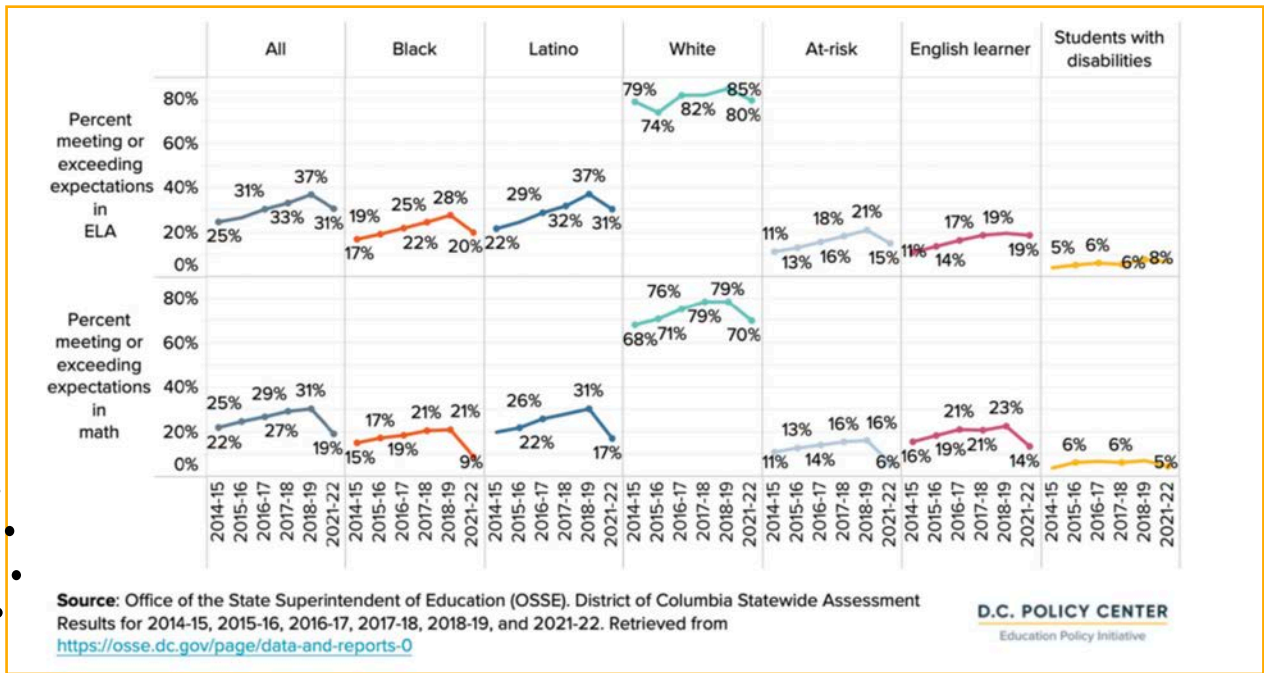
Source: DC Policy Center, 2021-2022 State of DC Schools Report

Figure 9: Four-year High School Graduation Rates in DC

Source: DC Policy Center, 2021-2022 State of DC Schools Report