



City of Seattle

Seattle Public Utilities

MEMORANDUM

Date: September 22, 2011

To: Mike O'Brien, City Councilmember and Chair
Seattle Public Utilities and Neighborhoods Committee

From: Ray Hoffman, Director, Seattle Public Utilities

Subject: SPU's presentation on 2011 Race and Social Justice Initiative Work Plan

I am looking forward to sharing the Seattle Public Utilities' Race and Social Justice Work Plan update with your committee on September 27, 2011.

Despite our continuing difficult financial environment, we continue to make progress implementing our RSJI Work Plan in 2011. Using a lens to ensure ratepayer equity continues to be a priority for SPU as we deliver all our services and programs. As we noted last year, we continue the use of the RSJI filter and the Racial Equity Toolkit in making policy, program and budget decisions. This is more important than ever in our current environment to avoid creating inadvertent negative impacts to our traditionally underserved communities. Eliminating race-based inequities in our city is difficult work, and requires a long-term commitment. Your shared commitment and continuing support is critical to our success.

In 2011, SPU has moved from capacity building more towards implementation of RSJI initiatives. This includes development and use of several new equity tools in budget, planning and project management, as well as new initiatives in inclusive outreach and public engagement. The attached table describes the specific action plans for 2011. SPU's use of Women and Minority Business Enterprises (WMBEs) has grown this year, thanks to ongoing efforts and new initiatives in WMBE inclusion which are outlined in the attached WMBE program update.

I look forward to sharing our work, and strategizing with the Committee about how we can collectively work for racial equity.

cc: SPU RSJ Change Team
SPU RSJ Executive Sponsors
SOCR – Julie Nelson, Glenn Harris and Darlene Flynn

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SPU Race and Social Justice Work Plan
For the Period January 1 to December 31, 2011

Department: Seattle Public Utilities Director: Ray Hoffman
 RSJI Work Plan Lead: Sharon King, HRSE Branch Admin
 SPU RSJ Change Team Leads: Sylvia Cavazos & Daniel Crayne

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff
<p>Workforce equity</p> <ul style="list-style-type: none"> • The City's workforce diversity reflects the diversity of Seattle's working age population • Opportunities for upward mobility for workers in low wage occupations are increased 	<p>Use Neo-Gov, the new web-based job application system, to make full use of the reporting capacity for RSJI purposes.</p> <ul style="list-style-type: none"> • City Personnel develops and implements training 	<p>Train hiring managers in the use of the new system, and enhance community access to the system through communication and training efforts.</p> <ul style="list-style-type: none"> • SPU to utilize NEO.gov and other systems for annual reporting of RSJ/Diversity Report Card measures. • Hiring managers to participate in training when made available through City-wide training. SPU to coordinate training for SPU leaders. • SPU will offer targeted training on interviewing for hiring leaders. (2 sessions) • SPU will provide hands on training and education to employees on how to utilize NEO.gov. (3 – 4 sessions) • SPU participates in Workforce Equity Planning and Advisory Committee (WEPAC). Committee work plan to be developed with SPU input.
	<p>Develop and implement upward mobility strategies for employees, especially those in low wage occupations such as administrative assistants and/or laborers.</p>	<p>Apply the Equity Toolkit to the review and revision of workforce development / training policies.</p> <ul style="list-style-type: none"> • Implement WEPAC recommended strategies. • SPU participates in Workforce Equity Planning and Advisory Committee. Committee work plan to be developed with SPU input. • HRSE Branch employees to complete Equity Filter training

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff
	<p>Use RSJI hiring / interviewing and out-of-class best practices.</p> <p>Participate in a City-wide youth career fair to showcase career opportunities working with the City.</p>	<p>Change Teams and/or management evaluate department's use of the best practices.</p> <p>Identify a coordinator/contact and support a career opportunity event.</p> <ul style="list-style-type: none"> • Offer resume writing and interview skills workshop • Identify an SPU coordinator • Support OED strategies for SYEP, interns and apprentice recruitment
	<p>Core Team: Conduct research to identify additional institutional barriers to upward mobility in the City.</p>	<ul style="list-style-type: none"> • Collect and report information designed to increase awareness and understanding of how institutional conditions hinder upward mobility and workplace success for people of color. • WEPAC to develop strategies • SPU propose strategies for addressing issues identified
	<p>Insert any departmental-unique activities: Diversity Team</p> <ul style="list-style-type: none"> • Explore alignment/partnership with RSJCT, EJSE, HR, Learning & Development, Communications and SOCR. 	<ul style="list-style-type: none"> • Analyze and report to E-team disparity between field and office staff in areas of training, promotions, out-of-class, transfers, mentoring/coaching, discipline, etc. • Support SPU Affinity Groups, work that promotes diversity values and cross cultural awareness. • Diversity communication: <ol style="list-style-type: none"> 1. Affinity websites & newsletters 2. Promote diversity awareness and accomplishments • Act upon 2009 Diversity Survey findings and 2010 follow-up focus group findings.
<p>Contracting equity</p> <ul style="list-style-type: none"> • City increases WMBE contracting. 	<p>Executive Order 2010-05 Implementation:</p> <p>Improve internal processes to help City employees make better contracting and purchasing decisions with respect to the City's contracting equity goals.</p> <p>Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.</p>	<ul style="list-style-type: none"> • Designate a Contract Equity IDT representative to coordinate executive order implementation. • Complete annual outreach plan. Work with DEA to establish department's 2011 target for purchasing and consulting. Communicate plan, goal and results. • Implement inclusion plan / outreach, report progress against the target each quarter. • Provide training to employees on new executive order requirements, including how to locate and use the Business and Blanket Vendor Contract Search Tool to search for WMBE vendors. • Report department participation in outreach events, trade shows, contracting regional forum, etc. each quarter.

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	Achieve aspiration targets: <ul style="list-style-type: none"> • Consultant 10% • Purchasing 14% Complete WMBE Outreach Plan	<ul style="list-style-type: none"> • Work with HAT teams to strategize and support achievement of aspirational targets <p>SPU WMBE Performance through August 31, 2011</p> <p>Consulting: 12.09% Purchasing: 12.39%</p>
	<p><i>Insert any departmental-unique activities: HUB Action Team (HAT)</i></p> <ul style="list-style-type: none"> • Continue to grow the skills and productivity of the current four branch-based HUB Action Teams, in order to meet or exceed SPU WMBE goals 	Achieve aspirational WMBE targets using HAT teams: <ul style="list-style-type: none"> • Four existing Branch HUB Action Teams (HAT) meet monthly • HAT leads meet quarterly with EJSE, RSJ-CT and FAS Contracting Division experts • E-team involvement with implementation
<p>City employee knowledge and tools</p> <ul style="list-style-type: none"> • City employees have the understanding, skills and tools needed to eliminate institutionalized racism and work towards racial equity. • Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative. 	<p>Change Teams - build on baseline standards established by new Change Team charter (based on 2010 template) to assess progress and provide support for key RSJI skill building and activities.</p> <p>Staff development lead / Change Teams / Department Leadership - Provide training/support to further attainment of RSJI competencies by all employees.</p>	Work with SOCR liaison to assess and address Change Team and Action Plan technical support needs. <ul style="list-style-type: none"> • Work with Change Team and SOCR to identify key public contact staff, assess their RSJI competency levels, prioritize needs, and design and implement skill building approaches. • SPU will continue to reflect and implement RSJI competencies' for training and performance system as they are developed. • HR Division develops curriculum in collaboration with SPU's RSJ-CT Ensure all new employees who are with the City longer than 3 months, have receive RSJI training.

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	<p>Executive Leadership - Provide training/support to departmental directors, managers and supervisors who have not yet completed the management training series, and provide ongoing skill development opportunities for other directors, managers, supervisors, Change Teams, and Core Team.</p>	<ul style="list-style-type: none"> • Work with Change Team and SOCR to assess RSJI leadership competency levels – prioritize needs, and design and implement skill building approach. This includes increasing capacity to learn and apply the RSJI power analysis tool to assess institutional racism at all levels in the organization. • HR Division develops curriculum in collaboration with SPU’s RSJ-CT and Education &Outreach subcommittee • Work with change team and management team to assess progress and establish a plan to increase application of RSJI Best Practices Criteria and Equity Filter Toolkit throughout department. • Assist with recruitment and support of potential RSJI Core Team 4 members.
	<p>Management Teams - Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority.</p>	<p>Build development and application of RSJI Competencies into job descriptions, performance expectations and performance evaluations.</p> <ul style="list-style-type: none"> • SPU to reflect RSJI competencies for performance system
	<p>Core Team – Support RSJI training as needed (Toolkit, RPOI, Making Whiteness visible, other trainings developed to increase employee RSJI skills and knowledge).</p> <p>Core Team – support SOCR in evaluating progress in Citywide change impacts of RSJI and developing a 2012 -2014 strategic plan.</p>	<p>Work with SOCR to establish and staff a 2011 training schedule.</p> <p>Examine and report progress and recommend next steps based on outcomes related to actions using RSJI survey results and other available information.</p>
	<p>Insert any departmental-unique activities</p> <ul style="list-style-type: none"> • SPU Employee Resource Center (ERC) 	<p>Continue to purchase & maintain RSJI learning materials in ERC.</p>
<p>Goal 2: Strengthen the way the City provides services and engages with the community</p>		

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<p>Outreach and public engagement</p> <ul style="list-style-type: none"> Public engagement activities are more intentionally inclusive and culturally appropriate. Communities' cultural assets and knowledge are better utilized, and participation by people of color increases. All boards and commissions reflect the diversity of Seattle's communities 	<p>Use the OPE Toolkit [or appropriate Equity Guide*] as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.</p> <p>*IOPE Toolkit = SPU Equity Guide</p> <p>Core Team will: Assist IOPE Workgroup in train the trainer process</p>	<p>Outreach and public engagement lead in each department will:</p> <ul style="list-style-type: none"> Participate in and arrange for others (as needed) to attend IOPE Train the Trainer sessions. Work with SOCR to provide IOPE train the trainer sessions. Coordinate internal departmental team, [existing SPU Equity Team] and implement outreach and public engagement training within the department, including management staff by: <ul style="list-style-type: none"> Sharing pilot results and updated guide with E-Team and conducting E-Team training. Completing Specifier and E-Team versions of Equity Guide; Conducting Equity Filter training Conducting broader roll-out to management and staff who plan, approve and/or conduct public engagement processes. Participate in Outreach and Public Engagement Work Group; including development of an evaluation component. Share departmental outreach and public engagement best practices with the Work Group. Improve accessibility of SPU Equity Guide on SPU Web. <p>Management and staff who plan, approve and/or conduct public engagement processes will:</p> <ul style="list-style-type: none"> Attend IOPE Toolkit training Assure application of IOPE Toolkit to process design and implementation
	<p>Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members</p> <p>Recruiting to increase racial diversity on three Community Advisory Committees</p> <ol style="list-style-type: none"> Creeks Drainage and Wastewater Solid Waste Water System 	<p>Report status as part of mid-year and year end progress reports.</p> <ul style="list-style-type: none"> SPU Performance Indicator Identify all SPU commission, boards & advisory group. (Develop Action Team?) Develop/update governing Policies & guidelines. Identify/develop resources to help with recruitment. Work with EJSE to create an Inclusive Outreach Plan. <p>Have been partnering and building relationships with:</p> <ul style="list-style-type: none"> One Totem – Native American non –profit YMCA Get Engaged – young adults ages 18-29 Washington Cash – Latino business community EJNA community –Environmental Justice Network in Action Local ethnic professional associations and Chambers

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	<p><i>Insert any departmental-unique activities</i></p> <ul style="list-style-type: none"> • Diversity Report Card • Corporate Policy & Performance RSJI internal driver for accountability • Capacity Building for executives, specifiers, program & project managers 	<p><i>Implement internal and external race equity indicators</i></p> <p>Completion of Equity Guides:</p> <ul style="list-style-type: none"> • Program/project version • Specifier version • Executive version <p>Inclusion of equity measures:</p> <ul style="list-style-type: none"> • Stage Gates process • Risk/Quality Assurance checklist • Asset Management checklist • RSJI performance indicator aligned with SPU Strategic Business Plan
<p>RSJI best practices criteria</p> <ul style="list-style-type: none"> • Staff increases familiarity with a racial equity framework through practice and application of tools. • A systematic racial equity review of City programs, policies, practices and procedures is established. 	<p>Identify key programs or policies and evaluate using the Racial Equity Toolkit.</p> <p>Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.</p> <p>Develop system to compile and review departmental best practices.</p> <p>Publicize best practices within department and Citywide.</p>	<p>Report reviews underway in mid-year and year-end report:</p> <ul style="list-style-type: none"> • Customer Program & Contract Mgmt (CP&CM) Programs • Project Management Engineering Projects <p>Report reviews and outcomes completed in year-end accomplishment reports</p> <p>Conduct quarterly compilation and review of departmental best practices</p> <p>Submit one to four examples to SOCR annually for inclusion in Citywide In web best practices blog.</p>
	<p>Core Team – work with SOCR staff to maintain in-web RSJI Best Practices Blog</p>	<p>Publicize department’s own RSJI best practices internally.</p> <p>SPU to provide learning opportunities (Brown Bags, etc) for sharing and discussing best practices with others in the department. Coordinate and include best practices from Field Operations and front-line field crews.</p>

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<p>Immigrant and Refugee (I&R) Action Plan:</p> <ul style="list-style-type: none"> • Improve customer service with I&R • I&R will experience improved knowledge of and access to City services and funding • City will support community-based organizations serving I&R to assure effective service delivery 	<p>Implement the Immigrant and Refugee Action Plan (select departmental appropriate actions)</p> <ul style="list-style-type: none"> • Improve access to services and information (includes implementation of the translation and interpretation policy) • Protect civil rights • Promote civic engagement • Encourage work force and economic development <p>Strengthen service delivery</p>	<ul style="list-style-type: none"> • Review Census data to re-assess language needs based on most recent Seattle population count. Implement changes as needed. • SPU to provide and quantify interpretation and translation services utilized to assist immigrants and refugees across city services • Assess department needs for staff training on RSJI core competencies, use of the language line, and how to work with translators and interpreters. <ul style="list-style-type: none"> ➢ SPU to develop plan to address these needs. • Apply RSJI Filter and Racial Equity Toolkit to programs and services to assess immigrant and refugees access to department services. <ul style="list-style-type: none"> ➢ CSO Project ➢ Every other week garbage ➢ North Transfer Station
<p>Goal 3: Eliminate race-based disparities in our communities</p>		
<p>Community race-based disparities</p> <ul style="list-style-type: none"> • Institutional barriers to racial equity within the City are identified and analyzed. • City, community and public and private institutions work together to address race-based disparities that impact our communities. • Development and implementation of major City initiatives/activities 	<p>Apply best practices and Equity Toolkit to design and implement projects with high potential community impact, such as:</p> <ul style="list-style-type: none"> • Neighborhood Planning (DPD/DON) • Green Job / Economic Stimulus funded programs (OED) • Youth and Family Initiative (Mayor's Office) • Family and Education Levy (Office for Education) • Food Security Initiatives (Parks) • Transportation Access Planning (SDOT) • Emergency Preparedness (SPD) • Seattle Jobs Plan (OED) • Legislative agendas preparation (OIR) 	<p>Identify program involvement and assign staff to coordinate and/or participate in an equity analysis of elements in which your department involved.</p> <ul style="list-style-type: none"> • CSO Reduction <ul style="list-style-type: none"> ➢ North & South Henderson Locations ➢ Green Stormwater Infrastructure Opportunities (Citywide) • Every Other Week garbage Collection (pilot locations) • North Transfer Station Rebuild

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are evaluated by application of RSJI Best Practices and Equity Toolkit.		
	Support the Race and Social Justice Community Roundtable's efforts to eliminate racial inequity in education.	
	<i>Insert any departmental-unique activities</i>	



SPUN COMMITTEE BRIEFING OUTLINE Tuesday, September 27, 2011

1. **Introductions**—Ray Hoffman, Sylvia Cavazos, Daniel Crayne, Steve Hamai and Vicky Schiantarelli (1 minute)
2. **Highlights of SPU 2010 RSJ Survey Results**—Ray Hoffman (2 minutes)
3. **Review of Challenges from 2010 SPUN presentation**—Ray Hoffman (2 minutes)
 - Application of RSJ Toolkit to address Service Equity
 - Increasing WMBE utilization and staffing WMBE Advisor position
4. **2011 SPU RSJ Accomplishments**—Sylvia Cavazos, Daniel Crayne (3 minutes)
 - Overall RSJ work and Change Team role
 - Development of the RSJ Toolkit Guides
 - Incorporation of the RSJ Toolkit in Stage Gates process
5. **Specific Example of RSJ Toolkit application: Customer Programs and Contracts Management (CPCM) Pilot**—Steve (3 minutes)
 - Intent and overview of CPCM pilot
 - Specific programmatic example
6. **Women and Minority Business Enterprise (WMBE) program**— Vicky (3 minutes)
 - **See appendix**
 - WMBE Advisor position now staffed
 - Specific WMBE Example - Accomplishment
7. **Where we go from here**—Ray Hoffman (2 minutes)
 - Continued implementation of tools and best practices for service equity
 - Capacity building of SPU Leadership including the Executive Team
 - SPU continues to take steps to improve equity in the delivery of our services
8. **Questions--All** (5 minutes)

2011 SPU WMBE INCLUSION PROGRAM UPDATE

Consultant contracts

- Incorporate new WMBE Inclusion Plan, now material to signed contract
- Ask each PM to electronically contact all WMBEs on roster to maximize opportunities
- Part of Stage Gate process - Imbedded as part of contracting team
- Incorporate WMBE outreach strategies as part of selection of contracting method
- Coach PMs & reviewers on scoring WMBE Inclusion Plan
- Include scored WMBE question as part of RFQ and interview and incorporate WMBE in other scored elements
- Speak about WMBE Inclusion Plan at all pre-submittal meetings
 - Incorporate written guidance to primes about WMBE Inclusion Plans
 - Incorporate “mini-meet & greet” sessions for teams not yet formed
- Meet with consultant primes about SPU values:
 - CH2MHill
 - TetraTech
 - Jacobs Engineering
 - CDM Constructors
 - Skanska
- Work with FAS to collect spend data on 2nd tier spend (subcontracting)

Construction contracts

- Team with FAS to review all construction Inclusion Plans
- Incorporate WMBE outreach strategies as part of selection of contracting method

Purchasing contracts

- Provide custom WMBE searches
- Begin the discussion with vendor primes about supply chain and 2nd tier (subcontracting)

WMBE Ratepayer Services

- Work across branches within SPU and with King and Snohomish Counties to provide education or notification of changes in services to WMBE business communities (using pre-paid or free resources)
 - Resource Venture – “Get on the Map”
 - Seattle Solid Waste Plan
 - Green Building
 - LinkUp
 - Green Tools
 - Construction & Debris Materials Management
 - RainWise