

2016 Seattle Public Utilities WMBE Inclusion				
	Total Spend	WMBE Spend	Goal	Actual WMBE Percentage
Consultant	\$29M	\$5M	10%	18.69%
Purchasing	\$50M	\$7M	12%	13.78%

Successes in Consulting

SPU had a WMBE inclusion rate of 18.69% (\$5M) with primes on our consultant contracts in 2016. We continued to see new WMBE priming opportunities in Engineering Design, Project Management, and Project Controls contracts.

Purchasing

SPU's 2016 inclusion rate of 13.78% for purchasing was slightly better than 2015 which was 12%. In 2016, SPU planned a vendor but it was canceled due to the unexpected departure of our WMBE manager. SPU will be hiring a new WMBE manager in the first quarter of 2017. The new WMBE manager will work closely with field staff to better understand their purchasing needs and to identify WMBE firms that could support their purchasing needs.

Moving into 2017, we are planning targeted outreach to WMBE firms to find opportunity. We will be holding targeted meet and greet events and strategizing within our Branch Equity Teams.

Outreach and Events

SPU held our annual Architecture and Engineering event in February of 2016, facilitating outreach and consultant contract planning for over 300 firms, many of whom were WMBE consultants. We attended 7 regional outreach events to engage with WMBE firms

Internal Process Revisions to Include WMBE

SPU's Contracts Division worked closely with the WMBE team to embed WMBE inclusion into each step of the consultant contracting and purchasing process, including sessions for new consultant contracts to plan WMBE outreach and updated forms to include WMBE parameters in purchasing and consulting.

Construction

In 2016, SPU's total spend for construction projects was \$33 million with \$5 million going to WMBE firms. Our 2016 WMBE percentage for construction was 17%.

Branch Equity Teams

In 2016, SPU launched Branch Equity Teams in all branches or lines of business. There are currently 77 BET members. The WMBE manager will work close with BET teams in 2017 to create WMBE Action Teams who will help engage staff to identify WMBE consultant and purchasing opportunities.

EQUITY AREA: JOBS/ECONOMIC JUSTICE

Community Outcome

Increase racial equity in City contracting and purchasing, including increasing opportunities for targeted local hire of communities of color.

Strategy 1: Use departmental programs and projects to eliminate racial inequity.

- **Action:** Develop and implement 2016 WMBE plan, strategies and training to help achieve goals (implement Executive Order 2010-05 and a Consultant Inclusion Plan).

Measure: WMBE Purchasing: Goal 12%, Actual 13.78%

Measure: WMBE Prime Consulting: Goal 10:%, Actual 18.69%

Measure: Prompt Payment: Goal 70% - As of Nov 90%

Measure: 3 WMBE 101 trainings delivered for SPU staff – Completed 2 trainings

Measure: 5 Outreach and Networking sessions held – Participated in or hosted 7 events

Measure: 5 Procurement Coffee Hours – Completed coffee hours with 10 WMBE and Non-WMBE businesses

Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community

- **Action:** Sponsor, support and/or participate in outreach events with WMBE community associations, vendors and industry organizations.
 - **Measure:** Sponsor, support and/or participate in 4 events

Attended in 2016:

- Tabor 100 Gala
- Tabor 100 Networking After Hours
- The Regional Contracting Forum
- The Reverse Vendor Trade Show
- Alliance NW Tradeshow
- Northwest Mountain MSDC Awards Dinner & Silent Auction Event
- CIP Roadshow

EQUITY AREA: SERVICE EQUITY

Community Outcome

Achieve racial equity in City departments' service delivery and resource allocation.

Strategy 1: Use departmental programs and projects to eliminate racial inequity.

- **Action:** Utilize department process including Stage Gates and Asset Management and processes to eliminate racial inequity in Capital Improvements Projects (CIP) and Customer Programs
 - **Measure:** Apply filter to 4 Capital Improvement Projects, Customer Programs, or policies.

- **Spot Drainage Program**

The Spot Drainage program assists property owners experiencing problems resulting from right-of-way storm water that enters their property. The program depends on customers who report spot drainage problems, and due to under reporting from low income communities of color needs to better understand if it does not serve all customers equitably. The racially equitable outcome goal is for program staff to study patterns of reporting (using GIS), and to make program improvement to better serve communities of color.

- **Natural Drainage Systems (NDS) – Longfellow Creek Basin**

Eligibility for NDS requires home ownership, capital for payment before reimbursement, and a desire to personally be involved in supporting environmental stewardship through on-property storm water management improvements. NDS has historically achieved greater support in wealthier, white neighborhoods, and the program needs to better understand how to overcome barriers to participation by persons of color. The racially equitable outcome goal would be racially diverse engagement and participation, reflective of the demographics of the neighborhood.

- **Drainage and Wastewater (DWW) Line of Business Ranking Criteria**

Ranking criteria is used to prioritize fixes or otherwise strengthen the City's DWW infrastructure system. Until recently this process did not account for under reporting from communities of color, and the need to offset customer-generated data historically used (in-part) to determine DWW priorities. The racially equitable outcome goal is to include racial equity criteria in this prioritization process, and in the future expand its use (with minor modifications) to other prioritization efforts within the DWW line of business.

- **Decentralized Systems**

Traditionally, utility services have been provided through centralized systems that distribute water, drainage and waste water, and solid waste services via a city-wide treatment and distribution network of pipes or solid waste collection systems. Most decentralized or distributed approaches seek to replace or augment centrally provided services with site-scale facilities – in some cases, seeking to go completely off the grid. While still a tiny piece of the utility pie, these decentralized systems could, over time, have far reaching effects on the provision of utility services. The racially equitable outcome goal is to determine potential rate impacts to customers and to account for opportunities for underrepresented customers to participate in ways that work for them.

Strategy 2: Build racial equity into departmental policies

- **Action:** Implement Service Equity Action Plan and embed equity as a core component of all work at SPU

- **Measure:** All branch leadership teams engaged and Service Equity teams formed in 4 branches
 - Branch Equity Team (BET) proposal presented to and adopted by E-Team.
 - Presentations held for branch Leadership Team to inform them of BET plan, answer questions and determine launch date
 - 6 sessions of “Why We Lead with a Racial Equity Lens” training held with E-Team, L-Team, EJSE staff, Diversity and Change staff, and BETs.
 - Branch Equity Teams launched in all SPU Branches/LOBs with 77 members.
 - Change and Diversity team combined into 1 team.
 - 12 selected in BETs to serve on SPU Change/Diversity team.
 - EJSE staff assigned as liaisons to BETs to support the launch and development of teams.
 - Executive Equity Team to launch in 2017.

Strategy 1: Use departmental programs and projects to eliminate racial inequity.

- **Action:** Redesign the Environmental Justice Network in Action (EJNA) project so that it is a resource that can be utilized to better engage customers on multiple SPU priorities.
 - **Measure:** The EJNA project is redesigned so that SPU can more effectively engage people of color, low income, immigrant, refugee and limited English proficient customers on 3 or more utility priorities.
 - Redesigned EJNA project so that it can be a resource to multiple SPU projects, programs or priorities.
 - Renamed EJNA the Community Partnerships program.
 - Launched pilot with 4 community orgs and DON POEL program.
 - Provided SPU 101 and 102 training to orient them to SPU work.
 - Community partners engaged customers on multiple SPU projects and programs.
 - Did 10 community events, 15 presentation and 5 field trips for 800+ community partners and members.

Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community.

- **Action:** Partner with community based organizations, other city departments and government agencies to effectively engage customers and ensure that they are aware of and can benefit from SPU’s Strategic Business Plan and other utility priorities.
 - **Measure:** SPU has partnerships with 3 community based organizations to engage people of color, low income, immigrant, refugee and limited English proficient (LEP) customers on utility priorities.
 - SPU partnered with ECOSS, ACRS, Chinese Information and Service Center (CISC), El Centro de la Raza, and Department of Neighborhood’s POEL staff to engage customer to provide feedback on SPU SBP update and other utility priorities.

- Conducted SPU 101 and 102 trainings with them to orient them to SPU work and key messages.
- Community partners staffed 10 community events, and facilitated 15 presentations and 45 field trips and reached over 800 customers.
- Community partners helped shape the SPU SBP update presentation. They will also be recruiting customers to participate in the update and facilitate meetings to get their input.

Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community.

- **Action:** Partner with community based organizations, other City departments and government agencies to effectively engage customers and ensure that they are aware of and can benefit from SPU's Strategic Business Plan and other utility priorities.
 - **Measure:** Customers are aware of the Strategic Business plan and other SPU priorities
 - We engaged 15 community groups, contracted with 4 community based organizations, and actively engaged ethnic media to partner with us to engage customers on SBP implementation and specific SPU priorities like food waste composting, water conservation, etc. Through these partnerships we participated in 10 community events, did 25 presentations, facilitated 6 field trips to SPU's transfer station and watershed, and the Renton Waste Water Treatment Plant, and conduct food waste surveys with over 100 customers. All total we reached approximately 5000 customers with a primary focus on people of color, immigrant, refugee, and low income customers. Specific language groups engaged included Vietnamese, Spanish, Chinese, Amharic and Somali.