




City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Gwen McCullough</i>		
Board/Commission Name: <i>Seattle Human Rights Commission</i>		Position Title: <i>Member</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>		Term of Position: * <i>7/23/2025</i> to <i>7/22/2027</i>
Residential Neighborhood: <i>Ballard</i>	Zip Code: <i>98107</i>	Contact Phone No.: <i>Business phone # - NOT personal phone #</i>
Background: <i>Gwen looks forward to continuing to collaborate with community and empower diverse perspectives to share their unique needs and their wealth of ideas. She sees commission work as an integral piece to dismantling oppressive structures and rebalancing access to power and governance with those who have been historically excluded.</i>		
Authorizing Signature (original signature):  Date Signed (appointed): June 9th, 2025		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

Term begin and end date is fixed and tied to the position and not the appointment date.

Career Overview

- Over 15 years of public service as critical thought partner and leader, creating strategic plans and implementation approaches and workplans that make processes and programs more inclusive and result in improved equity outcomes, through curiosity and tailoring programming to meet the needs of those we aim to serve.
- Strong relationship builder, driven equity change management champion, & skilled influencer; Collaborative skills for creating feelings of belonging with various communities through active listening. Implementing flexible methodologies to operationalize equity in procedures and best practices aligned organizational antiracism goals and objectives. Trusted mentor, coach, and advisor for peers, leaders and students.
- Listening to and empowering collectives and resource/affinity groups and scaling mechanisms to embed anti bias and antiracist values, aligning programmatic work with transformational goals, including qualitative and quantitative data analysis and reporting to adaptively achieve objectives in creation of improved outcomes.
- Capacity builder developing and communicating long term vision and planning, responsibly managing resources, formulating training programs, policies, procedures, and best practices via intentional human centered design to attract, retain and develop diverse talent and maintain inclusive organizational culture.
- Center lived experience of Black and Brown people to optimize program effectiveness, applying tools and frameworks to increase participation and engagement of diverse groups to build collaborative and adaptive systems that are continuously improved, and evidence based.

Professional Experience

Diversity Equity Inclusion & Culture (DEI&C) Change Agent

Sound Transit

- Define, launch and drive change initiatives using equity methodologies and frameworks fulfilling organizational, department, division and group goals, creating a culture of psychological safety and inclusion within project teams.
- University of Washington Evan's School, Leading Public Innovation Graduate Certificate program, equipping accomplished leaders with the experience, tools and resources to strategically navigate complex environments, & make strategic policy and tactical procedure changes that advance equity and inclusion.
- Lead DEI&C Equity Change Management working group, providing evaluation frameworks and approaches to facilitate change initiatives that incorporate equitable methods into project management, educating teams on critical differences between compliance and building equitable change, and incorporating equity reporting into existing Board of Directors staff report templates for decision making.
- Co-lead Equitable Improvements in Procurement & Contracting work group with aims to not only improve use of underutilized S/DBE firms, but also to promote best practices for increasing diversity of private industry proposal team members in key roles, the performance of minority firm mentoring and development roles.
- Talent Champion- Improvements in Equitable Recruiting, candidate experience, job description improvement.
- Racial Equity Toolkit Evaluation of Performance Management– Facilitate and engage in racial equity tool evaluation of performance management process for equity improvements, via learning circles and focus group feedback and collaboration with HR and learning and development staff for agency wide improvement, training and implementation.
- Trainer- Diversity Equity & Inclusion, Unpacking Psychological Safety and Power in the workplace, Equity Choice Point Methodology for process improvement, Equity Data in Decision-Making, Applying Equity Methodology in Project Development and Implementation.

Director of Capital Project Development (CPD) Programs – Capital Delivery Dept (CDD)

Sound Transit: September 2022 - Present.

- Assign work activities and coordinate schedules, projects, and programs. Provide regular constructive feedback suggestions and recommendations in review and evaluation of work. Lead CPD in the development of scalable, more equitable strategy and workplans.
- Lead the development of CPD equity updates to policy, equity goal setting, working group process, and equity improvement implementation planning. Maintain effective and collaborative relationships with other internal

department and program leaders, external agencies, regulators, and local jurisdictions and facilitate negotiation and problem-solving solutions to issues with internal and public stakeholders.

- Coach, and mentor and counsel staff in support of professional developmental work planning, providing training and other educational opportunities related to anti racism and dismantling institutional and systemic inequities. Manage employee relations, establishing psychologically safe environment, establishing trustful relations and facilitating difficult conversations. Clarify priority workflow and report progression against schedule and budget milestones for executive level awareness and understanding.
- Plan, direct, manage and supervise the evaluative activities of CPD including assigned project and program staff from various functional portfolio areas with matrixed consultant resources for current planning/land use, system implementation and agreements, and permitting.
- Providing review and assessment of drafted capital project delivery organizational structure and recommendations for efficiency improvements to staffing, governance and project management processing. Supporting parallel efforts in enhanced management guidelines and resourcing to unify approach and automate process for improved reporting and accountability.
- Participate in agency efforts to respond to Technical Advisory Group improvement recommendations. Lead capital project entitlements policy and procedural working group efforts to improve project certainty in cost and schedule and best manage third party relations throughout project lifecycle.
- Serve on Agency Goal Team 2.3 Diversifying the Workforce, Equity Methodology Working Group lead, BEST ERG co-chair, Women Empowering Sound Transit ERG, South Corridor Equity and Inclusion Initiative.

Governance Framework Development Lead – Portfolio Services Office

Sound Transit: October 2021 – March 2022.

- Lead and direct agency-wide process to evolve, shape and scale a more equitable, sustainable, unified internal governance framework structure for improved decision-making and prioritized cross-departmental investment.
- Develop phased approach and lead collaborative interdepartmental stakeholder workshops during visioning and workgroup formation.
- Research, fact find and solicit feedback to plan change management milestones, establish current state, identify areas of opportunity for improvement and to set strategic goals for efficient decision-making, equity improvements and timely reporting of material impacts.
- Process includes governing state-of-good repair projects on existing transit facilities based on customer service surveys from historically excluded people and communities, along with stakeholder interviews.
- Draft streamlined internal governance framework for presentation to the Board of Directors outlining internal decision-making, governing principles, and timelines for the work to come.
- Coordinate assigned activities with other programs, divisions, departments/offices.

City of Seattle Senior Program Administrator

City Purchasing and Contracting Services, Finance and Administrative Services: March 2014 – March 2015.

- Technical expert for legally complex and controversial programs including alternate construction approaches (Design Build, GC/CM, Job Order Contracting) requiring cultural mindset shift to succeed. Coordinate RFQs/RFP process using best practices to optimize contract best value.
- Program lead on major capital development projects, guiding performance-based specification development, management of due diligence investigations and reporting, development of programmatic policy/process updates. Present sensitive and technical information to variety of stakeholder audiences.
- Ensure City public works are consistent with current social Equity programs such as Equal benefits, Disadvantaged Business Enterprise, Apprenticeship, Prevailing Wage, Federal Woman and Minority Inclusion Programs.

Education

State University of New York at Buffalo, Bachelor of Science, Biology 1995

Certifications

University of Washington Evans School, Leading Public Innovation Graduate Certificate, 2024
Diversity and Inclusion for HR Certificate, 2021, eCornell
Certified Change Management Professional, 2020, Association of Change Management Professionals
Envision Sustainability Professional Certification, 2016, Institute for Sustainable Infrastructure
Designated Design-Build Professional Certification, 2015, Design-Build Institute of America
Project Management Certification, 2005, University of Washington Extension Program

Women in Transportation

WTS Puget Sound Chapter Programs Committee Chair 2024
Diversity, Equity and Inclusion Committee Chair 2022-2023
Mentoring Program 2014 to 2022
Present on The Value of Inclusion at 2022 ACEC/WSDOT International Conference, at the WSDOT NW Regional Diversity Advisory Group meeting, and at the Intelligent Transit Systems Washington 2022 Annual Conference and Expo.
Present Equitable Methodology in Project Development and Implementation at The Pacific Northwest Transportation Consortium (PacTrans) Region 10 University Transportation Conference, 2023.
Present Operationalizing Equity in Project Development at APTA Mobility Conference, 2024.

Training, Technical Skills & Abilities

Instructor- Diversity Equity & Inclusion Workshop, UW School of Medicine Business Unit Fall Retreat, 2023
Present - Unpacking Psychological Safety & Power, Sound Transit Black History Month Lunch and Learn, 2023
Race Forward – Building Racial Equity and Organizing Racial Equity
Undoing Racism
Diversity & Inclusion Training, Inclusion 101 and 102 Trainings
Performance and Development Planning, Coaching, Facilitation
Mentoring Program
LEAD Program
Talent Champion/Hiring for Success
Values Champion
Eno Transportation Mid Manager I and II

Seattle Human Rights Commission

July 2025

21 Members: Pursuant to *SMC 3.14.920*, all members subject to City Council confirmation, 2-year terms except for the Get Engaged member who will serve a 1-year term pursuant to *SMC 3.51*:

- 8 City Council-appointed
- 9 Mayor-appointed (includes 1 Get-engaged Mayor position)
- 4 Other Appointing Authority-appointed: Commission-appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Bryennah Quander	7/23/25	7/22/27	2	City Council
	M		2.	Member	Trevor Duston	7/23/25	7/22/27	1	Mayor
	F		3.	Member	Amy Kate Bailey	7/23/25	7/22/27	1	City Council
	F		4.	Member	Gwen McCullough	7/23/25	7/22/27	1	Mayor
	M		5.	Member	James Munger	7/23/25	7/22/27	1	City Council
	M		6.	Member	Kyle Tibbs	1/23/24	1/22/26	1	Mayor
	F		7.	Member	Mariam Sulayman Koss	1/23/24	1/22/26	1	City Council
	M		8.	Member	Calvin Lassiter	1/23/24	1/22/26	1	Commission
	F		9.	Member	Beverly Smith	7/23/24	7/22/26	1	Mayor
	F		10.	Member	Koumudi Phadake	7/23/24	7/22/26	1	City Council
			11.	Member	VACANT	7/23/24	7/22/26	1	Mayor
	F		12.	Member	Anika Khan	7/23/24	7/22/26	1	City Council
	F		13.	Member	Kristina Sawyckyj	1/23/24	1/22/26	1	Mayor
	M		14.	Member	Ali Khan	1/23/24	1/22/26	1	City Council
	F		15.	Member	Diana Ortega-Chance	1/23/24	1/22/26	1	Mayor
	M		16.	Get Engaged	Avery Hultgren	9/1/24	8/31/25	1	Mayor
	M		17.	Member	Phillip Lewis	7/23/24	7/22/26	1	City Council
	F		18.	Member	Katie Gonser	1/23/24	1/22/26	3	Mayor
	M		19.	Member	Goutham Putta	7/23/24	7/22/26	1	Commission
	M		20.	Member	Nicholas Leydon	1/23/24	1/22/26	1	Commission
	F		21.	Member	Miranda Catsambas	7/23/24	7/22/26	1	Commission

SELF-IDENTIFIED DIVERSITY CHART

SELF-IDENTIFIED DIVERSITY CHART					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	3	5											
Council	3	5											
Comm	3	1											
Total	9	11											

List the corresponding *Diversity Chart* number (1 through 9) **G L ist *gender*, **M**= Male, **F**= Female, **T**= Transgender, **NB**= Non-Binary **O**= Other **U**= Unknown **RD Residential Council District number

Key: *D 1 through 7 or N/A -Diversity info is self-identified and voluntary.