

# Annual Equity Report

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**Seattle City Light**



**2016**



## Letter from GM/CEO Larry Weis

Dear Seattle City Light employees, customers and stakeholders,

I am pleased to introduce Seattle City Light's inaugural Equity Report. The purpose of this report is to let you know about the progress towards equity that City Light employees made in 2016 and to invite your support for our equity programs in the coming year.

For the last 12 years, City Light employees have been working toward equity and justice through two City-wide efforts: the Race and Social Justice Initiative (RSJI) and the Women and Minority Business Enterprise (WMBE) Program. In 2015, City Light launched a third equity focus on Environmental Equity, embedding the work of the RSJI and WMBE programs into our environmental programs and policies. City Light's Environmental Equity Program addresses environmental inequities and creates opportunities for communities of color, refugees, people with low incomes and limited-English proficiency individuals.

Working toward equity involves a culture change. By embedding an equity and inclusion lens into everything that we do, we recognize that it is a fundamental and foundational part of our everyday work as a public utility. Training and tools are available to employees on RSJI topics such as implicit bias and the Racial Equity Toolkit. Through training and the use of racial equity tools, I am confident that City Light will continue to make progress toward racial equity and social justice.

I encourage you to take advantage of the support that is available to you in this equity work. The RSJI, WMBE and Environmental Equity staff welcome the opportunity to work with you. If you have ideas for how City Light can do better or would like to get more involved in implementing equity programs, please reach out to the equity staff or to a member of the RSJI Change Team. All of us have a role to play in making City Light an inclusive and equitable organization.

City Light has a talented and diverse workforce of which I am proud to be a part. The utility excels in its mission of producing and delivering environmentally responsible, safe, low-cost and reliable power thanks to your contributions. Together, we power Seattle.



Larry Weis  
General Manager/CEO

A handwritten signature in black ink that reads 'Larry Weis'.

Larry Weis  
General Manager/CEO



## Race & Social Justice Initiative

### Introduction

Seattle City Light takes its lead from the City-wide Race and Social Justice Initiative (RSJI) to end institutionalized racism and race-based disparities in City government.

RSJI builds on the work of the civil rights movement and the ongoing efforts of individuals and groups in Seattle to confront racism. The initiative's long-term goal is to change the underlying system that creates race-based disparities in our community and to achieve racial equity. The three overarching goals are: racial equity in City operations; racial equity in City engagement and services and; racial equity in our community.

City Light's commitment to advance RSJI is demonstrated in several ways, including:

- Creating an annual RSJI work plan
- Using City-wide tools such as the Racial Equity Toolkit and Stakeholder Analysis
- Developing and leading annual events such as Memorial Day events and the Social Justice Equity Fair
- Commitment to providing "Race: The Power of an Illusion" training to all staff to deepen understanding of institutionalized racism and how to apply this learning to work at City Light
- Intern orientations and RSJI activity
- Reviewing policy and practices through an RSJI lens
- Investing in a Race and Social Justice Program Manager position.

### RSJI Change Team

City Light's RSJI Change Team is made up of City Light staff from across the utility and includes two executive sponsors. The 2016 executive sponsors for Change Team were DaVonna Johnson and Bernie O'Donnell. The Change Team works to implement the RSJI goals within the department by supporting the development and implementation of the department's annual RSJI Work Plan and Racial Equity Toolkits, providing policy review through an RSJI lens, facilitating staff training and promoting the development of an anti-racism culture in the department.

### RSJI Events

The RSJI Events Committee is made up of Change Team members and other City Light staff interested in participating in the development of learning opportunities through RSJI events. The Events Committee plans, organizes, and implements RSJI activities. Some examples of events from 2016 include:

#### Memorial Day

The Change Team, with the support of 2016 event sponsor, Michael Jones, Power Management and Strategic Planning Officer, sponsored events at the North and South Service Centers, Seattle City Hall, Skagit Hydroelectric Project and Boundary Hydroelectric Project. Employees shared reflections in remembrance of our departed service men and women.



Memorial Day 2016

## Social Justice Equity Fair

City Light, with support of event sponsor, Paula Laschober, Chief Financial Officer, held its third annual Social Justice Equity Fair on Sept. 14, 2016, in the Bertha Knight Landes room. This event brought together more than 30 community-based and City organizations to showcase and share their efforts toward race and social justice in the Seattle region.



## "Race: The Power of an Illusion" (RPOI) Training at Boundary & Skagit

RPOI training was brought to the Boundary and Skagit Hydroelectric Projects in the Fall of 2016 to train new hires. Kyana Wheeler and Casey Connelly from the Seattle Office for Civil Rights (SOCR) teamed up with City Light's Change Team Co-lead, David Bayard, to provide RPOI training for eight staff at Boundary. Elliott Bronstein from SOCR and William Yi, City Light Equity Program Analyst, delivered training at Skagit for 20 new staff. Both trainings were well-received. Participants offered valuable feedback showing the strength of the trainers and the curriculum.

A Boundary participant stated: "All three [trainers] were excellent and the ability to provide three different perspectives was valuable. They were willing to share their personal stories which broke the ice, made people more comfortable to share their own views."



## RSJI Conversations at Boundary & Skagit

In 2016, City Light developed a new format to increase understanding of, and open dialogue on, RSJI issues at hydrogeneration sites. RSJI staff and Change Team members traveled to Boundary and Skagit to lead a moderated conversation using the "Under Our Skin" video series by the Seattle Times. At both locations, the management team and staff members were instrumental in planning the conversations.

Participants at each site included City Light staff, as well as community members such as local elected officials, local tribal members and small business owners as panelists. The discussion topics included: colorblindness, institutional racism, safe space, and white privilege and were followed by an opportunity to discuss the video vignettes. The result was a mix of reactions, emotions, learning, and a deepening in the conversations and opportunity to identify specific local needs around race and social justice issues.

Special thanks to Mike Haynes, Steve McClure, Terry Borden, Cecy Holter, and Vonie Polomis who made these conversations possible, and to the employees who led the conversations: Deloris Marks (Change Team Co-lead), Susan McCallister (RSJI Program Manager), Christopher Peguero (Environmental Equity Advisor), and William Yi (Equity Program Analyst).

Under Our Skin videos:

[projects.seattletimes.com/2016/under-our-skin/#](http://projects.seattletimes.com/2016/under-our-skin/#)

## Open House at Boundary

In October 2016 the Change Team hosted an RSJI Open House at Boundary to invite participation. The RSJI open house was held in conjunction with an employee benefits open house hosted by Administrative Services.

## RSJI Resource Team

The Resource Team is made up of Change Team members and other City Light staff interested in implementing the RSJI goals through various work projects. The Resource Team reviews policy documents and other products through an RSJI lens and supports employees who are using the Racial Equity Toolkit through the process.

### RSJI Resource Team Accomplishments

#### Developing a Stakeholder Analysis Toolkit

The Stakeholder Analysis Toolkit focuses exclusively on engaging stakeholders and managing both internal and external stakeholder expectations. This toolkit was informed by the Inclusive Outreach and Public Engagement tool and adapted from a version provided by Seattle Public Utilities. In 2016, the Resource Team heavily revised this toolkit to meet City Light's unique business needs as a publicly owned electric utility whose service area expands beyond the Seattle City limits. The next steps are to finish revisions and roll out training to City Light employees in 2017.

#### Applying an RSJI Equity Lens to Departmental Policies & Procedures (DPPs) & other documents

In 2016, the Resource Team members reviewed and provided feedback on two policies as well as several brochures and other outreach materials listed below. They looked at the materials through the lens of race and social justice, evaluating the impacts on racial equity and identifying ways to address any negative impacts.

For example, when the Marketing and Communications division developed a customer and crew safety brochure, they asked the Resource Team to review the draft. The team provided feedback on both the images and the text, offering tips on defining terminology and rephrasing so that the information would be understood by a broad audience, including people with limited English proficiency. The final brochure included photos that reflected the racial and gender diversity of City Light's workforce and customers.

#### Policy Review

DPP 500 P III-418 Residential Rate Assistance

DPP 500 P III-302 Credit and Collection

Outreach material review

Advanced Metering brochure

Customer and Crew Safety Brochure

Integrated Resource Plan Outreach Flyer

Broad Street Substation Inductor Project Outreach



## Teaching the Next Generation

City Light supports more than 100 high school and college interns annually. This year, City Light interns had multiple opportunities to further their understanding of race and social justice. During the July intern orientation, Change Team member Hernann Ambion and RSJI Program Manager Shanna Crutchfield led the interns in an RSJI exercise. Afterwards, a special session of “Race: The Power of an Illusion” training provided an opportunity for the interns to further develop their understanding of institutional racism. Later in August, the interns and their supervisors participated in an experiential learning activity, exploring the impacts of institutional racism in a fictional town called “Pleasantville.”



## Racial Equity Toolkit

The Racial Equity Toolkit offers a process and set of questions to guide development, implementation, and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity. Each City department is required to apply and report on at least four toolkits annually. In 2016, City Light applied the toolkit to several projects, including the following:

- Advanced Metering Program
- Integrated Resource Plan
- Transportation Electrification
- Digital Strategy Phase 1

## City Light, Seattle Public Utilities & Human Services Interdepartmental Team

In 2016, City Light partnered with Seattle Public Utilities, the Seattle Human Services Department and community based organizations to address two policies related to customer utility shutoffs: the percentage of a past-due amount that is required to avoid shutoff and the number of days to pay the remaining balance.

City Light’s RSJI Program Manager assisted with identifying any racial equity impacts, as well as helping identify providers that financially assist residents to avoid utility shut-offs. Partners who shared their first-hand experience with customers in need included: Centerstone (formerly CAMP: Central Area Motivation Program), Seattle-King County Public Health Access and Outreach team, St. Vincent de Paul, and West Seattle Help Line.

Findings and recommendations were presented to and accepted by a Utility Executive Steering Group, as well as the Mayor’s Office and Seattle City Council committee chairs. Additionally, there will be follow up in 2017 to more broadly evaluate the credit and collection policy of the utilities and the impacts on low income communities of color.

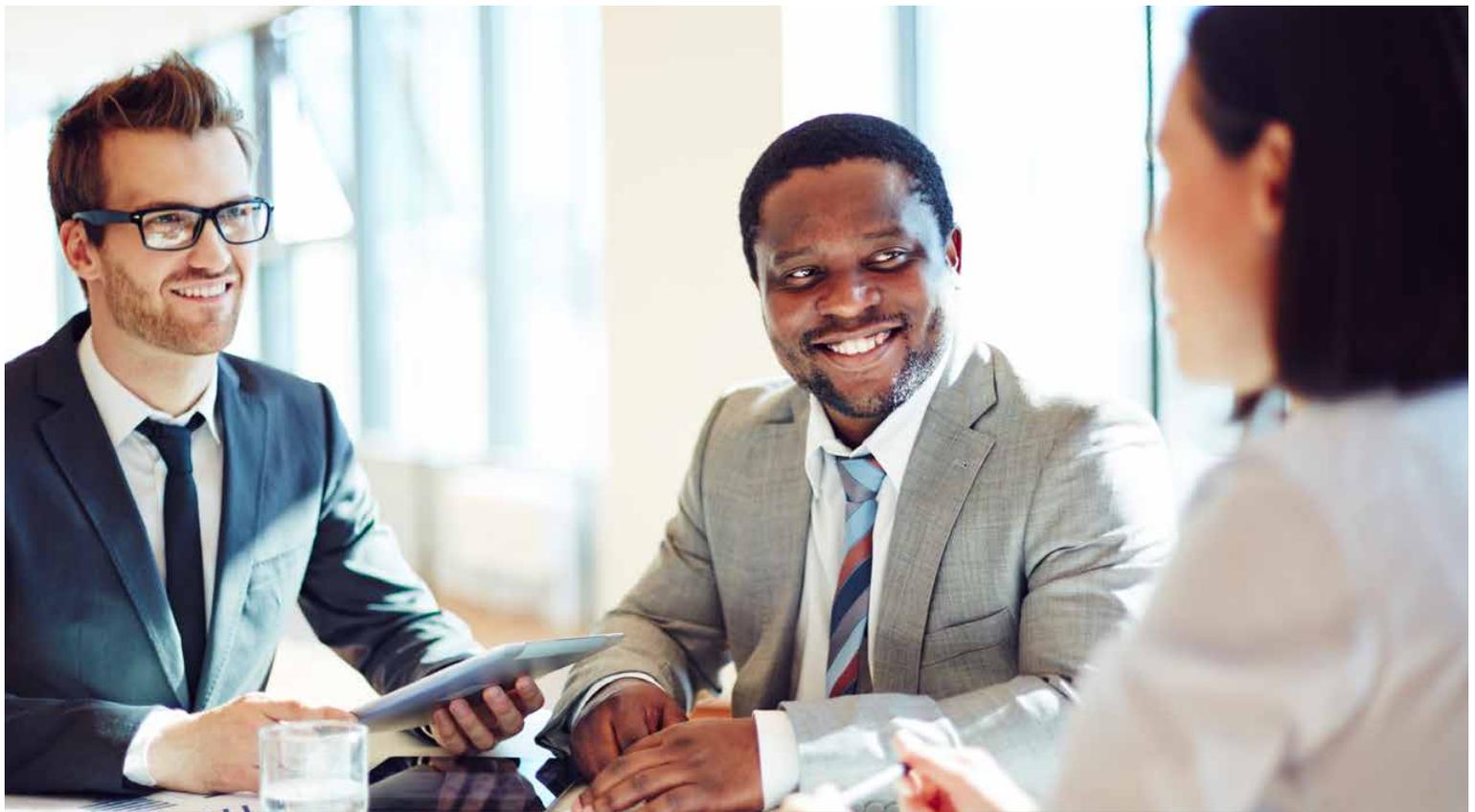
## 2016 Light, Power & Pride RSJI Award Recipients



This award is given to an inspiring individual or team that exemplifies or promotes equality, fairness and proper treatment of all people—regardless of ethnicity, gender, race, or religion—thereby promoting a multicultural environment that furthered the goal of social justice.

Recipients: Deloris Marks and David Bayard, RSJI Change Team Co-Leads

Nominees: Hernann Ambion, Katoya Grant, Alice Lockridge, Keith Osborne, Genie Jefferson, Christopher Peguero, Hayden Blackwood, Cintia Luna-Villasana, Brendan O’Donnell, Amber Saxby and Shanna Crutchfield, all of whom contributed their time and talent to make the RSJI Intern Learning Activity possible.



## Women & Minority Business Enterprise Program

### Introduction

The purpose of the Women and Minority Business Enterprise (WMBE) Program is to lift barriers confronting WMBE firms that aspire to do business with the City. The Mayor's 2010 Executive Order related to outreach to women and minority businesses directs that department directors are accountable to remove barriers by active outreach and engagement with women and minority-owned businesses in order to provide successful inclusion and participation in City contracts.

City Light began the WMBE program in 2005 following an Executive Order by Mayor Greg Nickels directing City departments to increase opportunities for women and minority-owned firms to compete for City contracts. Mayor Mike McGinn then expanded City departmental expectations with Executive Order 2010-05. In 2014, shortly after taking office, Mayor Ed Murray followed his predecessors with a new Executive Order for Equity in Contracting.

The City Light WMBE Program:

- Encourages businesses to register in the City's Online Business Directory;

- Encourages women and minority-owned businesses to bid on blanket contracts, consultant request for proposals (RFPs), and public works solicitations;
- Shares information regarding City Light's procurement policies and procedures;
- Creates increased awareness and promotes the inclusion of women and minority-owned firms in City Light's day-to-day procurement opportunities;
- Ensures that City Light units make a good faith effort to utilize women and minority-owned firms;
- Ensures prime contractors on City Light projects provide subcontracting opportunities to women and minority-owned businesses through use of the City's Inclusion Plan.

City Light hired a new Program Manager, Kara Williams, in September 2016 to oversee the program and to move the vision of diversity and inclusion in contracting and purchasing forward. It is her goal in 2017 to focus on WMBE business development and to provide opportunities for WMBE firms by informing them of bidding opportunities, which may lead to more WMBE participation throughout City Light.

## WMBE Accomplishments

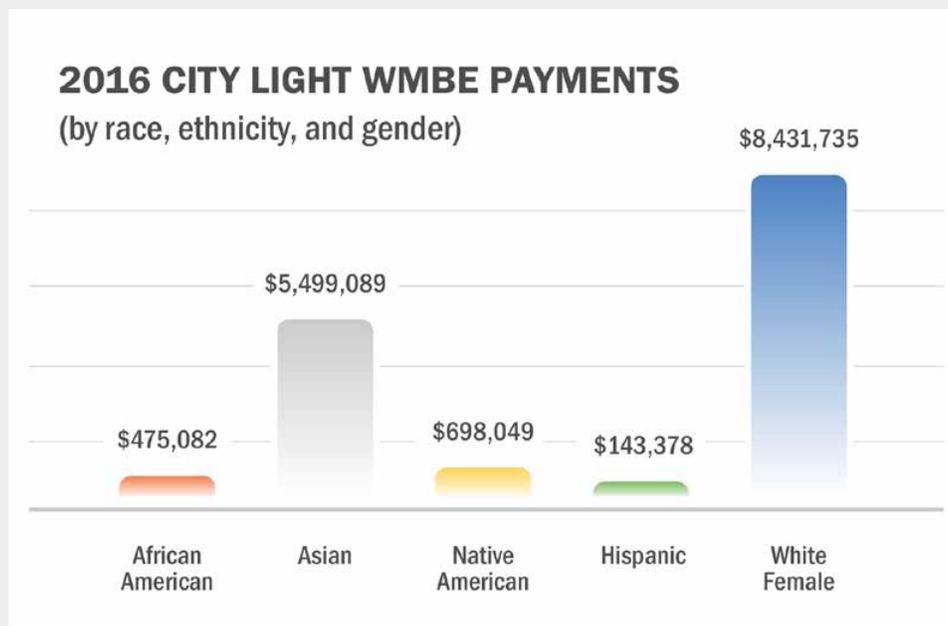
### City Light's 2016 WMBE Utilization Performance

City Light's WMBE efforts focus on leveraging the department's purchasing power to include and build the capacity of women-owned and minority-owned businesses. Reviewing the procurement type provides an indication to the WMBE firms where the greatest opportunities for utilization lie.

The table below summarizes the WMBE expenditures by procurement type. It illustrates City Light's consultant and purchasing expenditures to prime contractors and WMBE businesses for fiscal year 2016. Non-compliant dollars have been removed from the consulting and purchasing totals but are accounted for because those dollars are dollars paid outside of standard procurement guidelines and are considered emergency payments due to impending or present public safety situations.

2016 PERFORMANCE			
PROCUREMENT TYPE	TOTAL	WMBE	WMBE %
Consultant Contract	\$33,094,079.58	\$3,806,334.41	11.50
Consultant Roster	\$2,774,650.69	\$648,265.01	23.36
Consultant Total	\$35,868,730.27	\$4,454,599.42	12.42
Blanket Contract	\$110,714,439.87	\$9,882,837.94	8.93
Direct Voucher	\$2,490,180.01	\$204,924.39	8.23
Purchase Contract	\$6,240,187.94	\$667,124.09	10.69
Purchasing Total	\$119,444,807.82	\$10,754,886.42	9.0
Non-Compliant Total	\$83,053.65	\$37,846.32	45.57
Grand Total	\$155,230,484.44	\$15,171,639.52	9.77

The chart below shows the breakdown of all dollars paid to WMBE firms in 2016 by the race, ethnicity, and gender of the firm's ownership. City Light paid a total of \$15,209,487 for consulting and purchasing to WMBE firms in 2016.



## University of Washington

Beginning in June 2016, City Light entered a three-year Memorandum of Agreement (MOA) with the University of Washington Consulting and Business Development Center. The MOA defines the partnership and demonstrates a commitment to increasing inclusion of businesses that can operate in the electric utility sector. The over-arching goal for this partnership is to increase awareness of the City's Equity in Contracting policy within the minority and women-owned business community while providing technical assistance.

The Center provides three different programs to fulfill its responsibility under the agreement. The programs are as follows:

**Minority Business Executive** – This program is designed to assist minority and women business leaders in facing current business challenges. This is a one-week intensive residential program which features an interactive curriculum focused on finance and accounting leadership; marketing and brand strategy; relationship marketing and strategic thinking.

**Business Growth Collaborative** – This year-long program provides management education designed to accelerate the growth of small to medium sized businesses in specific industry clusters. Participants meet two times per month for six months to engage in management education and growth plan development.



**Business Management Consulting** – This cohort-based program is aimed at improving the bottom line and stimulating new growth. During this program, UW students and professional mentors work side-by-side with business owners from under-served communities on projects with time frames ranging from one week to nine months.

In 2016, the Minority Business Executive cohort graduated 22 businesses (pictured below) and of those businesses three were sponsored by City Light: J Powers Recruiting, Inc., DBE Electric Inc. and Eldred & Associates.





## Project Profiles

### WMBE Project Profile: Denny Substation

City Light is constructing a new electrical substation (Denny Substation) and an underground distribution network (Denny Network) to accomplish a major electrical system upgrade for the City of Seattle. Construction of the substation began in May 2016 and is expected to be complete in mid-2018. Construction of the network, which is being installed underground in the South Lake Union and Denny Triangle neighborhoods, began in February 2016.



## WMBE Outreach Events

City Light's commitment to women and minority-owned businesses includes a commitment to community outreach. The purpose of this outreach is to provide the consultant and construction community information about upcoming business opportunities within the Department. Events can be targeted to specific professional organizations as well as to the overall population. City Light participates in the following events annually:

- Seattle Public Utilities Architectural and Engineering Opportunities Forum
- Alliance Northwest
- Regional Contracting Forum
- Sound Transit Architecture & Engineering Networking Event
- Reverse Vendor Trade Show
- Construction Capital Improvement Program Expo
- North Puget Sound Small Business Summit

The City's commitment to communities we serve is to include WMBE firms in our contracts. There are currently 11 WMBE firms working on or participating as vendors on the development of Denny Substation, which is the largest substation project City Light has undertaken in the last 30 years. The electrical supplier is a woman-owned firm: Mobile Electrical Distributor. As a Woman Business Enterprise (WBE), Mobile Electrical holds many government certifications, which allows them to help local governments meet their workforce diversity goals and requirements.



## Humble Beginnings of Mobile Electrical Distributor



Mobile Electrical Distributor Team

Mobile Electrical Distributor was started by Colleen Hallett's (maiden name Armstrong) dad, Leslie Armstrong in 1956. Originally, Mr. Armstrong stocked all materials in the basement of the family home.

As Colleen recounts the humble beginnings in her own words:

*"My father had a step van with shelves that he would fill with electrical material and drive around to hardware stores from Seattle to Mount Vernon and Whidbey Island. Each day would be a different route and he would sell material for cash right out of the truck. He drove a taxi cab at night to cover the family's living expenses. He was able to move the business out of the family home and work full-time at Mobile Electric in 1961. We moved again in 1963, and in 1967 to our current location. I worked part-time in the office during high school and started a full-time position with the company in 1967, while attending college at the University of Washington. In 1971, my mother retired and I became the full-time office manager. My father retired in 1981 and retained the title of President until his death in 1998, at which time I became the President of the company and we became an official woman-owned business."*

Mobile Electrical Distributor has been a valuable WBE partner to the City of Seattle, currently holding multiple contracts on various projects. The firm has built a relationship with City staff over the years and continues to deliver exceptional products and service.

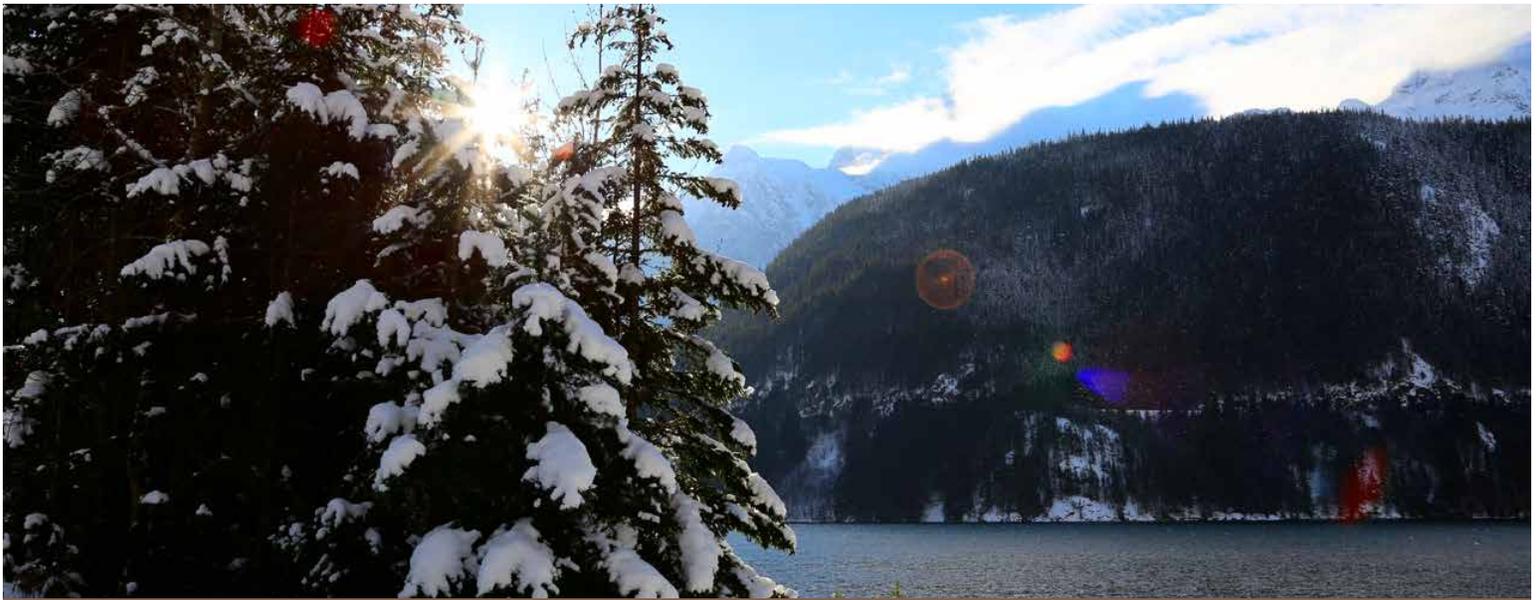
## Tribal Project Profile: Environmental Mitigation

In addition to working with registered WMBE firms, City Light partners with several Native American tribes. City Light is a steward of the environment and spent over \$2 million in 2016 with local tribes to ensure the peaceful return of the salmon to the rivers and the continued cohabitation of aquatic life in the tributaries surrounding the Skagit and Boundary Dams.

For the Skagit Hydroelectric Project, City Light works with the Upper Skagit Indian Tribe, the Sauk-Suiattle Indian Tribe and the Swinomish Indian Tribal Community, under various Memorandums of Agreement (MOA). Work done by these tribes include salmon spawning surveys; habitat restoration; land management activities (weed control, trash pickup); wildlife monitoring and surveys for traditional cultural properties. City Light also has a MOA with the Upper Skagit River System Cooperative—a cooperative formed by the Sauk-Suiattle Indian Tribe and the Swinomish Indian Tribal Community—and with the Nlaka'pamux Nation in British Columbia.

The Science Policy Unit of City Light collaborates with the Skagit River System Cooperative (SRSC), which is the natural resource arm of both the Sauk-Suiattle and Swinomish tribes. Employees of SRSC steward City Light's Endangered Species Act lands, which were purchased to protect and restore habitat for protected fish species, particularly Chinook, steelhead, and bull trout. The SRSC makes quarterly site visits to the properties to review conditions and report any new conditions or issues. The benefit of this work to City Light is derived from the regular site visits conducted by trained personnel who review and report on site conditions, responding as needed after consultation with City Light. In addition, the Tulalip Tribe provides fish spawning surveys on the South Fork Tolt River. The benefit of this work to City Light is that the Chinook salmon spawning surveys can be used to assess trends and provide additional information on the extent of Chinook spawning distribution and timing on the South Fork Tolt River.

The Kalispel tribe performs fisheries work required by the Boundary Project license that has been contracted to the Kalispel Tribe Department of Natural Resources (KNRD). The presence of non-native fish species (primarily brook trout) is a serious threat to the recovery of native fish in Boundary tributary streams, and the Boundary License requires City Light to suppress them in tributaries to the Boundary reservoir using electrofishing techniques. Through the contract with City Light, KNRD implements programs to address this environmental issue, which supports City Light's ability to meet hydropower license requirements.



## Environmental Equity Program

### Introduction

Seattle City Light's Environmental Equity Program advances social equity, environmental justice and action on behalf of those most affected by environmental issues. Launched in the first quarter of 2016 by City Light's Environment, Land and Licensing business unit, the program embraces the City's larger Equity and Environment Initiative which is being managed by the Seattle Office of Sustainability and Environment.

A key principle underpinning the Environmental Equity Program is the recognition that people of color, immigrants and refugees, people with low incomes and individuals with limited English proficiency tend to be

overburdened by health impacts from pollution and environmental issues. Though the City of Seattle has long been a pioneer in the environmental movement, these vulnerable populations benefit less from the City's environmental progress. Historically, these groups have not been invited to the table when environmental programs or decisions are designed. The Environmental Equity Program addresses this disparity by centering communities most affected by environmental inequities to participate in City Light's environmental decision-making and program design.

Equity & Environment Initiative is leading the effort to shift the City's approach so those most affected by the combined impacts of hazardous pollutants, climate change, racial and socioeconomic conditions will lead on designing solutions and directly benefit from City investments. Together with community partners, the City is creating environmental progress that is inclusive of the broad diversity of residents and cultures in Seattle. For more information about the larger City of Seattle Equity and Environment Initiative, visit this link: [seattle.gov/environment/about-ose/equity-and-environment](http://seattle.gov/environment/about-ose/equity-and-environment).

### LOWER DUWAMISH WATERWAY

**58 percent** of the population that lives within one mile of the Superfund boundary are **people of color**.

(U.S. Census Bureau and EPA)

### HAZARDOUS SITES

**13 of 14 heaviest industrial polluters** are located within half a mile of the places where communities of color, immigrants, refugees and low-income residents live.

(U.S. Census Bureau and Puget Sound Clean Air Agency)



## Environmental Equity Program Goals

City Light's Environmental Equity Program works closely with the Equity & Environment Initiative and the Race and Social Justice Initiative to incorporate a social justice lens into current and future environmental programs and projects with community outreach and engagement. The program also looks at investments and programs to understand who is and isn't benefitting from Seattle's environmental progress.

### Moving the Equity & Environment Initiative Forward

City Light is embracing the vision and goals of the City of Seattle's Equity & Environment Initiative by integrating and elevating environmental justice throughout City Light's environmental work so that:

All people and communities benefit from Seattle's environmental progress.

Communities most affected by environmental injustices are engaged in setting environmental priorities, designing strategies and tracking progress.

People of color, immigrants, refugees, people with low income and limited-English proficiency individuals have opportunities to be part of and leaders in the environmental movement.

### Guided by the Equity & Environment Agenda

A multi-ethnic, multi-racial Community Partners Steering Committee (CPSC) partnered with the Office of Sustainability & Environment to engage over 1,000 Seattle residents and develop the Equity & Environment Agenda, a roadmap for advancing race and social justice in the environmental movement. The City of Seattle, in partnership with the CPSC, released the agenda and announced several leadership actions. The City Council adopted the agenda as a foundation for all City environmental work via Resolution 31681 in August 2016.

The Agenda goals are as follows:

- Healthy environments for all
- Jobs, local economies, and youth pathways
- Equity in city environmental programs
- Environmental narrative and community leadership



## Embedding Environmental Equity into Policy & Projects

City Light is moving towards a model that centers environmental equity in every aspect of business.

Staff are examining ways to embed equity and inclusion in the Project Management System. Building equity tools into the utility's approach to managing major projects is a strategy that is designed to have a high impact.

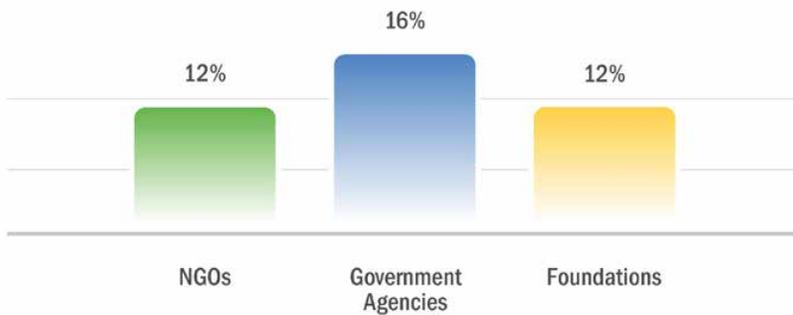
City Light is developing a Green Jobs Initiative. Through environmental education and looking at hiring opportunities, the intention is to increase City Light workforce diversity to reflect the communities that the utility serves.

For all existing and future construction or maintenance projects, project managers are encouraged to use the following equity tools early in the project work:

- Racial Equity Toolkit
- Inclusive Outreach and Public Engagement Toolkit
- City Light Stakeholder Analysis Toolkit

## THE GREEN CEILING

People of color make up only 12 to 16 percent of environmental organization staff. [diversegreen.org/the-challenge](http://diversegreen.org/the-challenge)



## 2016 City Light Environmental Equity Implementation & Integration

In the first year of City Light's Environmental Equity Program, environmental equity principles were incorporated into the following programs, projects and policies:

- Advanced Metering Program community engagement
- Transportation Electrification
- Duwamish Valley Action Team
- Integrated Resource Plan stakeholder analysis and committee development
- Denny Substation Transmission Line determination and the related Chinatown/International District Racial Equity Team
- Incident Management Recovery Team
- Creston/Duwamish Strategy
- City Light RSJI Change Team and RSJI Resource Team

## A Call to Action in Public Service



*“The lessons of the Flint, Michigan lead contamination disaster in the public water supply ultimately remind us that Environmental Justice is a public health and health disparity issue. When public policy decisions are based solely on economic outcomes without consideration of the potential racial and social impacts, communities of color, immigrant and refugee, low income and limited-English proficient communities pay the ultimate price with their overall health – disproportionate to the general public.”*

*-Quote from Christopher Peguero who attended the 2015 National Environmental Justice Conference in Washington D.C.*

City Light is a public utility. As a part of a municipality that has centered a commitment to public service to be inclusive of all communities that live in the City of Seattle, employees are incorporating race and social justice considerations into all the programs the utility provides.



## What's Next

Throughout 2017 the WMBE, RSJI and Environmental Equity program staff will seek opportunities to work together with the RSJI Change Team, City Light executive leadership and employees across the utility to achieve the utility's equity goals.

### WMBE

City Light's 2017 goal is to spend \$11.4M or 10% of the total consulting and purchasing dollars with women and minority-owned firms. To accomplish this, the WMBE Program Manager will continue to focus on building relationships across the utility and within the community by meeting with each City Light division and work group, participating in trade show events, and implementing a technical assistance partnership with the University of Washington. Additionally, City Light will pilot a project to capture all WMBE dollars spent with second and third tier consulting firms. Through these and other strategies, the WMBE Program strives to continuously improve City Light's partnership with the women and minority-owned businesses that seek opportunities to do business with the utility.

### RSJI

During 2017 the RSJI Change Team will be recruiting new members who will work together to assist employees with applying racial equity tools and plan events that raise awareness of race and social justice, among other strategies. Together with the program staff, the Change Team will support the utility in implementing the utility's 2017 RSJI Work Plan which includes action items that were developed by each division. Through these efforts employees will continue working to end institutionalized racism and race-based disparities in City government.

### Environmental Equity

The first two years of the Environmental Equity Program have been focused on establishing and embedding the program within the utility. In 2017 there will be an external shift to look at City Light's customer facing programs and establish metrics to focus on tangible outcomes that center communities' needs identified in the Environmental Equity Agenda. Establishing a permanent program in 2017 would support the continuation of work that the utility has established and that has been outlined in this report.

Community members, City Light employees, customers, and other stakeholders are invited to support the utility's WMBE, RSJI and Environmental Equity work in 2017 and beyond. Through your participation, input, accountability and encouragement the utility will succeed in achieving its equity and social justice goals.



## Thanks

2016 RSJI Change Team  
Executive Sponsors DaVonna Johnson and Bernie O'Donnell

2016 RSJI Change Team  
Co-leads David Bayard and Deloris Marks

### 2016 Change Team members:

Amber Saxby  
Bernie O'Donnell  
Brendan O'Donnell  
Carol Butler  
Christine Bunch  
Christopher Peguero  
David Bayard  
DaVonna Johnson  
Deloris Marks  
Elizabeth Ablow  
Hernan Ambion  
Hina Arai  
Jai Elliot  
Kara Williams  
Kathie Jones  
Katoya Grant  
Liz Zimmerly  
Lucie Huang  
Shanna Crutchfield  
Shennay Ochoa  
Susan McCallister  
William Yi

### 2016 Event Sponsors:

Memorial Day: Michael Jones

Social Justice Equity Fair: Paula Laschober

Employees who helped with WMBE outreach included:

Kelly Davidson, Doug Erwin, Nelson Park, Dora Allie, Teresa Olmos-Montano, Mary Dageup-Santos, Christy Keoseng, Mike Aronowitz, Dayanne Velasquez, William Yi, Liz Zimmerly, John Trausch, and Kara Williams. Thanks to them and to anyone whose name was missed.

### Community Partners

Tabor 100

National Minority Supplier Development Conference

National Association of Minority Contractors

Report authors: Susan McCallister, Christopher Peguero, Kara Williams, William Yi, Liz Zimmerly

## Contact Information & Resources

### WMBE:

Kara Williams, WMBE Program Manager

SCL\_WMBE@seattle.gov

(206) 684-3641

[seattle.gov/light/wmbe](http://seattle.gov/light/wmbe)

City of Seattle Online Business Directory [seattle.gov/obd](http://seattle.gov/obd)

### RSJI:

SCL\_RSJI@seattle.gov

(206) 684-3875

[seattle.gov/rsji](http://seattle.gov/rsji)

City Light employee Inweb: [sclweb/rsji](http://sclweb/rsji)

### Environmental Equity:

Christopher Peguero, Environmental Equity Advisor

SCL\_EnvEquity@seattle.gov

(206) 684-8956

