



## Racial Equity Toolkit Summary Sheet

**Department:** Seattle Public Utilities

**Issue Area Analyzed:** Food Packaging Enforcement

**Team that led this RET process:** Pat Kaufman, Veronica Fincher, Vicky Raya, Sam Keller, Molly Brewer, Joycelyn Chui (ECOSS), Miguel Nigenda (Cascadia Consulting), Lynn Knapp (Cascadia Consulting)

**Date of RET process:**

This Summary Sheet should be completed by those who worked on this RET with input from Change Team members and department leadership. Representatives from these different groups should review the final version so that there is consensus on content before it is shared with the Mayor's Office. For questions about using this Summary Sheet, please contact your SOCR RSJI liaison.

***Please respond to the following questions in a separate document (no more than 2.5 pages) and include this page as the cover sheet along with your response.***

1. **What issues area did you apply the RET on? (project, program, policy, or budgetary decision)**

Commercial food packaging enforcement

*How can the Commercial Recycling and Compost program begin enforcing (issuing fines) the food packaging ordinances in a way that elevates and addresses race and social justice concerns?*

2. **What was your north star? What racial equity outcomes guided your thinking (Step 1)? How did you design and facilitate a process that was rooted in relational culture? (See the RSJI document, [Building a Relational Culture](#).)**

Outcomes:

- Racial equity in compliance engagement
- SPU's Commercial Recycling and Compost program target resources to assist businesses belonging to a diverse range of ethnicities and languages in reaching compliance with food packaging ordinances.

Relational Culture:

3. **What data, stories, and communities did you engage with? What relationships did you develop, sustain, or deepen during this process? How did these relationships contextualize your institutional objective? (Step 2)**

- Salesforce data; Food Service Business Survey

Outreach Teams:



## Racial Equity Toolkit Summary Sheet

- Utilizing relationships between outreach staff and commercial customers, we sustained and deepened relationships
- Environmental Coalition of South Seattle (ECOSS), a consultant partner, utilized in-language outreach to create new relationships and sustain existing relationships with commercial customers
- Cascadia Consulting provided data management and direction and support in data collection and structured engagement; also historical experience in Green Business program management
- SPU benefitted by partnering with outreach staff who are business customer advocates and are skilled at effective engagement
- These relationships produced a customer-centered framework and kept us focused on the original intent of equitable compliance engagement

### Food Service Businesses:

- Conducted a survey of food service businesses including all sectors and segments
- Collected information on planned outreach and enforcement approach, barriers to packaging compliance, and proposal to collect FSB owner demographic information

#### **4. How did these relationships help you to identify the burdens and benefits of your proposed work? What are the burdens? What are the benefits? (Step 3)**

- Historical engagement combined with recent RSJI initiated FSB survey informed our understanding of benefits and burdens

### Benefits:

- Outreach staff as advocates providing culturally competent messaging
- Clarifying requirements for packaging ordinance
- FSB cost savings as a result of efficient service levels/packaging compliance
- Stronger connections between outreach teams and SPU staff that will increase program cohesion and effective outreach
- Increased data collection to provide equitable data driven outreach and evaluation
- Marketability for FSBs as a result of the Green Business program
- Possible increased employee retention from environmental programs

### Burdens:

- Language accessibility
- Complicated packaging requirements for FSB owners
- Price of compliant packaging; availability of compliant packaging
- Performance of packaging- balancing City regulation with customer expectations

#### **5. Please identify the way in which the four types of racism (internalized, interpersonal, institutional, and structural) animated your RET process and what you learned. (Step 3)**

- Institutional:
  - the process centered using data to eliminate racial disparities in outreach and enforcement planning and operations
- Interpersonal:



## Racial Equity Toolkit Summary Sheet

- team understands implicit bias and experience working directly with FSB owners to confidently deliver survey engagement successfully
  - Baseline Data Collection will examine root causes of barriers to compliance without making assumptions about groups of FSB owners; honoring the reality of the challenges to FSB owners; engaging with cultural humility
- 6. As a result of the above analysis, how will you increase opportunity and/or minimize harm for the impacted community? (Step 4)**
- Increase opportunity to understand and access compliant food packaging
  - Minimize harm by requiring base compliance rate before beginning enforcement
- 7. What steps will the RET team take to ensure that department leadership will implement the recommendations from the RET?**
- The group has had support from department leadership; we have communicated and requested feedback at many points in the process
  - The initial decision to halt enforcement came from department leadership
  - Presentation to SPU General Manager/CEO during a Solid Waste LOB
  - Presentation to Division leadership
  - Steps to implement enforcement: the group created a data-based approach to provide confidence that if enforcement through fines is needed leadership support for issuing infractions is provided
- 8 How will you become/remain accountable to the relationships developed during the RET process? How will you report back to your stakeholders?**
- Quarterly updates and annual reports to leadership
  - Continue to be available and flexible in response to feedback/new challenges
  - Baseline data collection phase will receive feedback, discover new challenges, and learn about barriers for FSBs
  - Through the program development, relationships have been developed between outreach teams; going forward there will be continued conversation about outreach and enforcement
    - Training sessions with outreach teams at many points- before the FSB survey, before Baseline Data Collection,
    - Going forward the core team will meet quarterly and they will report back to each outreach team
- 9 What additional racial equity issues did this RET reveal? Consider how these unresolved issues present opportunities for structural transformation, including [building a relational culture](#) (i.e., working across departments, and with other institutions and sectors to achieve racial equity).**
- Continuum of engagement; the value is in creating relationships with customers; firms like ECOSS that are skilled at being customer advocates to provide education and outreach is what we have to build upon



## Racial Equity Toolkit Summary Sheet

- The conversation will continue to other topics that affect FSB owners- bag ban etc.
- Trust, advocacy, clarity of requirements, continued provision of resources that are the product
- Unresolved issues are the barriers customers face in compliance to City and State laws; enforcement has to be part of the toolbox
- Managing relationships and providing resources