



DATE: June 10, 2010

TO: Councilmember Bruce Harrell, Chair
Energy, Technology and Civil Rights Committee

FROM: Jorge Carrasco, Superintendent *Jorge Carrasco*

SUBJECT: Seattle City Light's presentation on 2010 Race and Social Justice Initiative Work Plans

Thank you for the opportunity to share Seattle City Light's Race and Social Justice Work Plan with the Energy, Technology and Civil Rights Committee at their upcoming meeting on June 16, 2010.

Despite the City's difficult financial environment and increasing constituent needs, I am pleased that the Race and Social Justice Initiative (RSJI) continues to be a priority, not only for Mayor McGinn, but for the City Council as well. Eliminating race-based inequities in our city is challenging work and requires a long-term commitment. Your leadership in the creation of the RSJI Resolution and in the adoption by the City Council was pivotal points in the City's RSJI efforts. In addition to the resolution, the use of the RSJI filter and the Racial Equity Analysis Toolkit in making policy, program and budget decisions are critical in our current environment. Your shared leadership, commitment and support are essential to our success.

Seattle City Light (SCL) has been working on RSJI since 2004 when I joined the Utility. Although we will focus on our 2010 Work Plan at the Committee meeting, I also wanted to share some of our accomplishments from previous years:

- Since 2004, the Utility has benefited from the efforts of a Change Team consisting of diverse representatives of our workforce. Since the creation of the City's RSJI Core Team, SCL has supported the participation of eleven of its employees on the team. Both RSJI Change Team and Core Team members contribute to the Utility's RSJI Work Plan including facilitating RSJI learning activities including Race: The Power of an Illusion and the quarterly ethnic celebration programs which are in their sixth year. The Utility has also benefited from the Change Team and Core Team members' RSJI analysis for policies, programs and budget decisions. These efforts contribute to SCL's ability to implement and sustain RSJI.
- In 2008, SCL created an RSJI Program Manager position. This position is part of the Corporate Performance Division in the Financial Services Business Unit. The

RSJI Program Manager collaborates with the RSJI Change Team and SCL Core Team members, management and employees to develop and advance SCL's RSJI goals and Work Plan.

In addition to highlighting a few past RSJI accomplishments, the attached table describes our major accomplishments thus far in 2010, as well as some of our challenges. Because of limited time at the upcoming ETCR meeting we will not be able to cover the information in the table in detail, but will highlight the following:

Racial Equity Analysis Toolkit

- **Accomplishment:** During the recent budget process, the RSJI Program Manager worked with the Budget Unit staff to improve the integration of the RSJI Analysis Toolkit into budget and business cases training in addition to providing a 3-hour RSJI toolkit training for 152 employees. The RSJI Program Manager engaged Change Team/Core Team members in the review of the utility-wide budget issue papers to assess the RSJI analysis performed prior to submittal to the City's Budget Office.
- **Challenge:** Time and workload constraints impact employees' participation in the RSJI toolkit training and their diligence in the application of the RSJI equity analysis toolkit.

Workforce Equity

- **Accomplishment:** SCL created a Utility Construction Worker Apprenticeship Program that targets candidates with laborer skills and assists them in developing higher level skills (i.e. map reading, construction standards and hazard recognition for high voltage equipment).
- **Challenge:** Ongoing budget constraints and reductions in SCL's training budget, especially impacts employees in low wage jobs to qualify for upward mobility opportunities.

Historically Underutilized Businesses

- **Accomplishment:** SCL continues its commitment to the Historically Underutilized Businesses Program. Our HUB/WMBE utilization through April 30, 2010 for consulting is \$493,418 (9.11%) and for purchasing is \$3,056,032 (12.95%). SCL continues its outreach efforts and internal process improvements to align with our HUB commitment.

- Challenge: SCL is reducing consulting and purchasing spending in 2010, especially for items that may be deferrable or discretionary. This may impact spending with historically underutilized businesses to a degree that differs from the overall spending decrease.

Outreach and Public Engagement

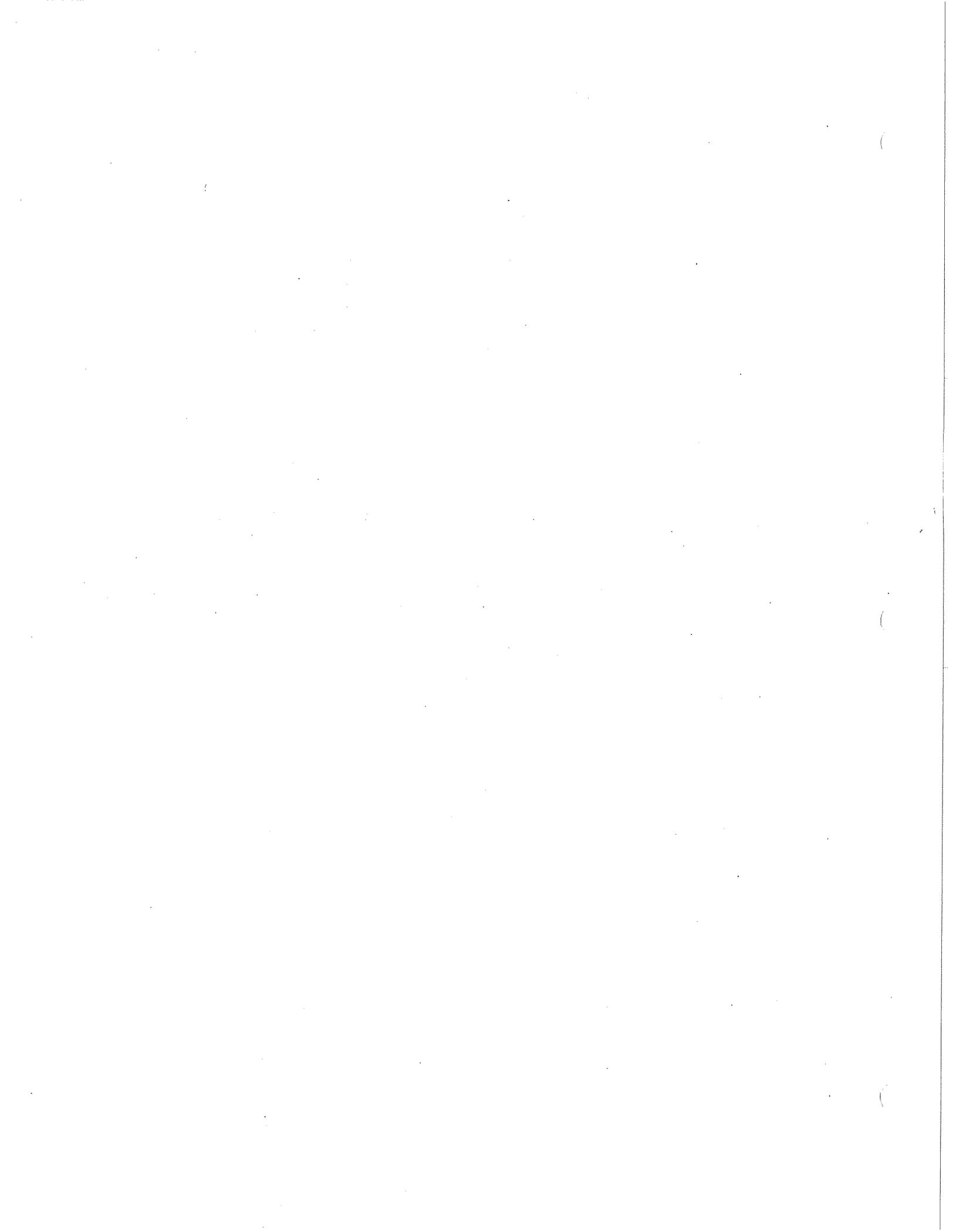
- Accomplishment: SCL has an intensive outreach project in South Seattle to reach 20,000 non-English speaking and lower income households to provide conservation materials (CFLs/low-flow showerheads) and information on energy saving tips.
- Challenge: While SCL has attempted to perform targeted engagement of those communities that have not historically had access to or engaged in public processes with SCL, these communities have shown more interest in tangible, results-directed information from SCL (e.g. how to save money on your electric bills). SCL is exploring different techniques to engage these communities in policy matters such as Seattle City Light's Strategic Plan or power resources planning.

I look forward to sharing our work and strategizing with the Energy, Technology and Civil Rights Committee on other ways we can collectively work toward racial equity.

Attachments

cc: w/attachments

___Treat, Noel
Johnson, DaVonna
Lieber, Phil
Haynes, Mike
Butler, Carol
Crutchfield, Shanna



Race and Social Justice Work Plan
January – May 2010

Department: Seattle City Light

Superintendent: Jorge Carrasco

Date: June 1, 2010

RSJI Executive Sponsors: DaVonna Johnson and Mike Haynes

RSJI Program Manager: Shanna Crutchfield

Desired Outcome(s)	Key Action(s)	Mid-year Accomplishments	Challenges
<p>Goal 1: End racial disparities within the City as an organization</p> <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>Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.</p> <p>Implement upward mobility strategies for employees in low wage occupations, with a focus on admin and/or laborers.</p> <p>Use new out-of-class rules and best practices as a part of the department's out-of-class assignments. Change Teams and/or management will evaluate their department's use of the new rules and best practices.</p>	<ul style="list-style-type: none"> Staff continue to focus recruitment and outreach activities to increase ethnic diversity; SCL HR continues to monitor EEO categories where the utility is underrepresented; Completed extensive analysis of workforce data, including EEO categories for succession planning SCL has a utility construction worker apprenticeship program that targets employee/candidates with laborer skills and assists them with the development of higher level skills (i.e. map reading, construction standards and hazard recognition for working around high voltage equipment). SCL offers a Basic Electricity and Applied Math (BEAM) course to enable employees/candidates to gain the knowledge and skills to enter the electrical 	<ul style="list-style-type: none"> Recruiter position is vacant and significantly reduced recruitment budget which has limited the ability to implement the plan to conduct focused recruitment to underrepresented populations. Developed a comprehensive workforce development program but have been unable to implement it due to budget constraints. Training dollars continue to be cut and this impacts our ability to train employees to qualify for upward mobility opportunities.

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<p>Contracting equity</p> <ul style="list-style-type: none"> City increases MBE contracting. 	<p>Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.</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>	<ul style="list-style-type: none"> apprenticeship programs. Planning for implementation of pilot career tracks (upward mobility program.) Implemented departmental out of class policy that is fully compliant with new out-of-class personnel rule. 	<ul style="list-style-type: none"> Budget: 2010 budget reductions have and will impact City Light spending - both to WMBEs and non-WMBEs.
<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 	<p>Change Teams implement baseline standards for success, including development and implementation of a Change Team charter, and lead and/or provide support for key RSJL activities.</p> <p>Provide appropriate training to all employees to ensure attainment of RSJL core competencies.</p> <p>Provide training to departmental directors, managers and supervisors who have not yet</p>	<ul style="list-style-type: none"> The Change Team has developed its Charter. The Change Team continues to hold quarterly ethnic celebrations focusing on RSJL Competencies Change Team and Core Team members provide approval. 	<ul style="list-style-type: none"> Budget reductions (position abrogations and furlough days) have impacted employee participation on Change Team and attendance at RSJL events Increased workloads and budget constraints have delayed training for field

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<p>Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative.</p>	<p>completed the management training series, and provide ongoing skill development opportunities for other directors, managers, supervisors and Change Teams.</p> <p>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>Racial Equity Analysis Toolkit training for all management.</p> <ul style="list-style-type: none"> New Change Team members attend Change Agent Training 	<p>personnel</p>
<p>Goal 2: Strengthen the way the City provides services and engages with the community</p>			
<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>Outreach and public engagement lead:</p> <ul style="list-style-type: none"> Coordinates internal departmental team and implements outreach and public engagement training within the department; Participates in Outreach and Public Engagement Work Group; and Shares departmental outreach and public engagement best practices with the Work Group. <p>Build competency in the use of the OPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.</p> <p>Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members.</p>	<ul style="list-style-type: none"> All Communications & Public Affairs (C&PA) staff have taken RSJI training All C&PA staff have gone through City's public engagement training C&PA routinely collaborates with community-based agencies and organizations who represent ethnic/cultural populations City Light has an intensive outreach project in South Seattle to reach 20,000 non-English speaking and lower income households to provide conservation materials (CFLs/low-flow showerheads) and information on energy saving tips. City Light is focusing on English as a second language customers in efforts to improve Web offerings/information; The City Light Review Panel has a representative from among the advocates for City Light's low-income 	<p>Our experience is that targeted ethnic and cultural populations are more interested in tangible, results-directed information from City Light (e.g. how to save money on your electric bill) as opposed to broader policy matters such as the utility's strategic plan or power resources planning. Even a discussion about rate increases draws little response. We are working on ways to engage these publics, particularly with the use of our Web site.</p>

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<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>customer.</p> <ul style="list-style-type: none"> Change Team and Core Team members coordinate with management application of racial equity analysis tool to programs, policies and budget decisions. 	<ul style="list-style-type: none"> Based on size of the organization and competing priorities, a significant portion of management need to receive the racial equity analysis toolkit training Limited RSJI Change Team and Core Team members available to assist with application of racial equity analysis tool to program, policies and budget decisions. Limited internal capacity with the resources and skills to address the disparate impacts related to non-documented individuals, seniors or individuals with disabilities who cannot appear in person for identification verification. At this time the City is pursuing acquiring the services of a credit reporting agency that will allow the utility to obtain identification verification based on other information such as driver's license and date of birth.
<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 Support community-based organizations serving I&R to assure effective service delivery 	<p>Implement the Immigrant and Refugee Action Plan</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 Strengthen service delivery 	<ul style="list-style-type: none"> Change Team members participated on the implementation committee for the Federal Trade Commission FACT Act, which requires all utilities to validate customer identification before providing service. The team was able to identify options to mitigate impacts on immigrant populations. 	<ul style="list-style-type: none"> Limited internal capacity with the resources and skills to address the disparate impacts related to non-documented individuals, seniors or individuals with disabilities who cannot appear in person for identification verification. At this time the City is pursuing acquiring the services of a credit reporting agency that will allow the utility to obtain identification verification based on other information such as driver's license and date of birth.

Desired Outcome(s)

Key Action(s)

Mid-year Accomplishments

Challenges

Goal 3: Eliminate race-based disparities in our communities

Community race-based disparities

- 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.

Designate staff to participate in relevant interdepartmental teams convened to address racial disparities

Analyze departmental barriers and opportunities for the given racial disparity.

Work with SOCR and the Race and Social Justice Roundtable to develop action plans to affect community conditions and measures to track improvements.

Implement and track action plan items within the department.

- Core Team members are participating on practicums that contribute to the RSJI Roundtable efforts. These members are able to engage the Utility as to its contributions to the roundtable efforts.

- Demanding workloads and tight budgets continue to impact the Utility and City's RSJI efforts.

