

# SPU 2012 Race and Social Justice Work Plan Update

This RSJI update provides information regarding SPU's 2012 RSJI efforts related to Equity Planning and Analysis, WMBE Inclusion, Change Team and other activities. 2012 represented a significant milestone and presented several opportunities for SPU to continue to shift its RSJI Strategic Plan to a community-based focus. This is reflected in our ongoing work to build organizational and staff competency and how we have incorporated equity into our planning and procurement processes.

As you know, one of the 2012 RSJI goals was to eliminate racial inequity in communities. Strategies we have used to accomplish this goal include the following:

- Identifying and developing racial equity planning and analysis tools and applying them to pilots, projects and programs (e.g., One Less Truck, WMBE inclusion, CSO, inclusion sign in sheet, demographic resources, etc)
- Building racial equity planning and analysis into SPU's policy, budget, and project decision making processes. (e.g., Budget issue paper, policy & procedures, customer focus groups)
- Partnering with other institutions and the community to eliminate racial inequity (EJNA Multi Media Project, Cultural Competence and Public Engagement training & consultation)

This is just a sample of the work SPU has done to eliminate racial inequity in communities. Our goal is to ensure that all SPU projects and programs are culturally relevant and accessible for all customers groups. The following pages provide more detail on this sample of the RSJI work at SPU.

## **Equity Planning & Analysis**

### Background

Equity planning and analysis is advanced in SPU through a combination of training, technical assistance, and embedding of equity tools/worksheets into planning and decision-making processes. SPU's Environmental Justice and Service Equity (EJSE) staff, along with SPU Executives have provided direction to measure how and if SPU services, projects, programs and related outreach efforts are being provided equitably.

This work has been stewarded by staff from the EJSE and the SPU Equity Team (comprised of EJSE, SPU Change and Diversity Team leadership, SPU Core Team members, and SPU Communications).

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In fall 2010, SPU staff developed a customized set of equity tools to be applied at executive decision-making, early planning, and project/program implementation phases. Since then these tools have been tested, refined, and in some cases adapted for key additional SPU decision-making processes (e.g. Asset Management/Stage Gates System and Budget Issue Paper development).

### 2011- 2012 Highlight Effort

Our Customer Programs Division applied equity planning tools to four of their programs in 2010 - 2011. A summary report that highlighted the process, outcomes, and next steps was presented to SPU Executive Management in Summer 2011 (Executive Summary attached). Since Fall 2011, this division has been working to complete the report's recommendations, with the following progress to-date:

- Standardized demographic data collection for division programs (Spring 2012)
- Created staff teams to combine resources and outreach efforts across multiple programs (Spring 2012)
- Incorporated inclusive outreach and public engagement targets into 2012 work plans (Spring 2012)
- Launched a Community Engagement & Equity Planning Share Point Site (Summer 2012)
- Applied equity planning tools to six additional customer service programs (Summer/Fall 2012)

Our in-person update to the Libraries and Utilities Council Committee will feature testimony from SPU Customer Programs staff, and further highlight the impact and progress made to embed equity planning and analysis into their services.

### 2011 – 2012 Additional Updates

Key examples of how equity planning & analysis has been advanced within SPU:

- Pilot Design and Project Implementation:
  - One Less Truck/Every Other Week Garbage Collection Pilot
  - Residential Street Sweeping for Stormwater Quality
  - Focus Groups with Historically Underserved Customers
- Community Engagement and Business Case Development: South Park Combined Sewer System Project
- Demographic Data Collection Design: Side-Sewer Breaks & Culvert Repair
- Grant Application Design & Rating Processes: King Conservation District Grant; Rainwise Residential Outreach

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- Equity Performance Goals and Policy Adoption: Local Hazardous Waste Management Program; SPU Customer Service Branch 2011- 14 Strategic Framework

Some of these above mentioned efforts were with multi-year projects, while others were short-term/time limited. All required orientation to equity tools and related resources, on-boarding of key concepts related to equity, and continued coaching/stewardship.

### Challenges

Equity planning and analysis has not been fully embedded as part of our 'new norm,' much like National Environmental Policy Act standards and documents were first viewed back in the 1970's. Because staff must first understand how inequity can manifest through our actions, we are challenged in meeting ongoing education and training needs at the same time that many staff just want simple to use equity planning tools. Thus, this work is taking hold within the utility at varying rates and levels of acceptance, and supporting the wide range of implementation needs across the utility is a challenge for the small number of staff tasked with moving this work forward.

### Moving Forward/Concluding Remarks

Across all city departments SPU is at the forefront of institutionalizing equity tools and analysis into their planning and decision-making processes. In addition to continued use of equity tools, for 2012 – 2013 there will be a renewed focus on marketing and branding of 'equity' within SPU using videos, SPU InWeb, staff awards, and presentations. This will also include storytelling and messages linking SPU's progress in WMBE utilization, public engagement efforts, and RSJI training efforts.

### **WMBE Inclusion**

#### Background

Contracting equity is advanced in SPU through a combination of embedding WMBE inclusion technical assistance, coaching and training throughout the SPU procurement process, implementing FAS policies and procedures, and supporting a change in SPU culture towards WMBE businesses. The SPU Director, Ray Hoffman, and other SPU Executives have also provided direction to measure how and if SPU contracting and outreach efforts are inclusive of women and minority-owned businesses (WMBEs).

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This work has been stewarded by staff from the SPU Environmental Justice and Service Equity Division (EJSE) and the SPU WMBE Action Team (comprised of EJSE, SPU Change Team, SPU Equity Team and branch representative staff).

In April 2011 SPU staff embedded with SPU project teams and SPU Grants and Contracts staff began the process of organizational culture change concerning selection of consultants, contractors, and vendors with WMBE inclusion.

### 2012 Update

The 2012 aspirational WMBE Utilization Goals for SPU are:

- Consulting: 12%
- Purchasing: 14%

Key highlights of WMBE inclusion in SPU procurements to date are:

- Three out of seven SPU Branches exceeding both 2012 SPU aspirational WMBE goals. Of the four remaining branches, one exceeded the 2012 SPU aspirational consultant WMBE goal and two other branches exceeded the 2012 SPU aspirational purchasing WMBE goal.
- WMBE accountability agreements in the Project Delivery and Utility Systems Management Branches are pushed down to the Division Director level of the organization.
- Annual WMBE goal-setting is negotiated by Branch with Branch and Division Directors. SPU primarily focused on the three Branches who spend the most on consultant contracts and purchasing, yet also historically struggle to meet WMBE aspirational goals. These three Branches have also been asked to set branch specific aspirational WMBE utilization goals for 2012: Utility Systems Management Branch, Project Delivery Branch, and Field Operations & Maintenance Branch.
- SPU continues to recruit and add newly identified WMBE firms to City Consultant roster categories and City Vendor and Consultant Registration (VCR).
- Division, Branch and utility-wide comparative WMBE data are provided monthly in multiple formats and are shared throughout the Utility.
- New strategies are used and tested for outreach events and activities that include project managers and primes. Examples include the new SPU Annual SPU Design Consultant and Construction Workshops that showcase upcoming engineering and design and construction projects before advertisement; developing relationships with prime and subcontractors and vendors; and sharing SPU core values at pre-submittal, pre-bid, and pre-proposal events between potential prime contractors, consultants, and vendors, and subcontractors.
- Each branch's WMBE Action Team strategies include developing action plans and

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implementing change in spending habits for their respective branches. Teams (with the WMBE Coordinator) identify and create additional WMBE utilization strategies, including tailored training and building WMBE business relationships. The Branch Action Teams and the EJSE WMBE Team implement an annual campaign supporting WMBE inclusion strategies.

### Case Studies: Consultant Contracts:

SPU sponsors an annual consultant outreach workshop to inform both primes and subconsultants about upcoming engineering and design work for the calendar year and beyond. Networking time is provided both before and after the informational portion of the workshop. Project managers share information about each project to the audience and at the one-to-one networking. In conjunction with the WMBE Coordinator's "coffees" (one-to-one meetings with primes where the WMBE Coordinator discusses SPU values and our expectations of primes on SPU projects), these efforts have yielded an increase of WMBE subcontracting opportunities that have doubled and in some cases tripled WMBE commitments for meaningful work and mentoring on larger consultant projects. Past performance on large engineering and design work yielded an average of less than 10% WMBE subconsultant inclusion in support scopes of work that were self-performed by SPU staff or were negotiated out of contracts. After facilitating networking opportunities before advertisement of projects and developing relationships with prime consultants, WMBE subconsultant opportunities typically comprise more than 20% of the meaningful work on projects and have included WMBE firms that have not previously done business with SPU.

Part of the cultural shift of supporting WMBE inclusion on engineering and design projects is to identify the advocates within the organization that champion these efforts. Through storytelling and messaging the actions of these advocates, SPU can identify and replicate best practices. An example is the story of how prime consultants have stepped up their efforts in including WMBEs in meaningful work and they are now more competitive while mentoring WMBE firms because of one contract manager, Ben Marré, PE, PMP (Delridge Combined Sewer Overflow (CSO)). During the February 2012 SPU strategy session to plan for the release of the Request For Proposal (RFP), Mr. Marré stated he wanted prime consultants to mentor subconsultants on his project. He then asked the question whether he could ask that of primes. When told he could, he informed primes at the project pre-submittal meeting that he wanted primes to mentor subconsultants on this project. For the first time since the use of the WMBE Consultant Inclusion Plan, primes proposed mentoring subconsultants. Since that time, all but one prime have included mentoring subconsultants on every engineering and design project, introducing new firms or expanding the bandwidth of firms that are familiar to the prime or SPU. The results - consultant teams are more robust, interactive, and competitive; SPU project managers have come to expect more quality teams; and selection now focuses on the expertise

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of qualified teams rather than the reputation of the primes. This effect has spilled over to other proposals submitted to other departments. This is an example of the Tipping Point in action, started with Ben Marré asking for mentoring on his project with the resources and staff support in place to make it happen.

### Case Study: Construction Contracts:

GC/CM is an alternative public works method for large capital projects that provides best value selection of the prime contractor at 30% design completion. The prime contractor works with both the owner and designer to build the project and the prime contractor is responsible to develop and manage the bid packages for the scope of work for the project. Selection of subcontractors on these bid packages are required by state law to go to the lowest bidder, similar to design-bid-build.

On the Windermere CSO GC/CM project, the prime contractor and SPU (with FAS assistance) agreed and developed a customized WMBE Inclusion Plan to be used on all bid packages over \$300,000. The idea was to ensure WMBE inclusion regardless whether the WMBE contractor was low bidder for a specific bid package or a subcontractor to the low bidder. To date, two bid packages have been awarded with 30% WMBE inclusion on Bid Package #1 and 19% WMBE inclusion on Bid Package #2. 90% of the negotiated support services on this project are being performed by WMBEs. Based on initial results, all GC/CM primes on SPU will be asked as part of negotiations to include a customized WMBE Inclusion Plan as part of every bid package over \$300,000.

### Challenges

Although SPU continues to make strides in WMBE inclusion, challenges remain that affect current WMBE spending goals due to the following constraints:

- Already-existing multi-year Design-Build contracts in the Drainage & Wastewater and Drinking Water line of business for maintenance have no WMBE inclusion.
- Contracts for purchased goods and services with no WMBE inclusion were extended, rather than re-bid, without input from SPU.
- Goal-setting for 2012 consultant contracting in engineering and design work did not take into account the large size of these contracts. Over 85% of SPU's engineering and design consultant contracts (over \$260,000) did not have any WMBE prime consultants compete despite extensive WMBE outreach and inclusion efforts. Current 2012 reporting does not allow counting of any WMBE subconsultants. FAS will have completed its revisions to its reporting systems to allow for subconsultant reporting for 2013.

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## **Change Team and other RSJI Accomplishments**

SPU's Change Team continues to play a key role in helping SPU realize its RSJI goals. The Change Team works closely with SOCR and internal stakeholders to promote RSJI goals, assist with the development of SPU's RSJI work plan, provide training, technical assistance, and consultation on racial equity and inclusion. Following are some of the Change Team and other RSJI accomplishments for 2012:

### Development and Application of Racial Equity Tools

- Development of the Inclusion Sign in Sheet which is being promoted by SOCR for all City departments to use to determine the effectiveness of public meetings.
- We worked closely with SOCR and other City Departments to update the Racial Equity Toolkit, Inclusive Outreach and Public Engagement (IOPE) Guide and website. We delivered 3 IOPE workshops for 80 SPU and other City Staff, and co facilitated monthly IOPE liaison meetings.
- EJSE staff worked closely with the City demographer and other City departments to update demographic data and orient SPU and other City staff on what is available and how to access it.

### Building racial equity into policies and initiatives

- All new policies are reviewed by the Environmental Justice & Service Equity Division Director. In 2013, racial equity questions will be incorporated into our policy development template.
- SPU staff Co-led SOCR's immigrant and refugee statement of legislative intent (SLI). This work led to the creation of the office of Immigrant and Refugee Affairs and a number of recommendations to increase immigrant and refugee community access to City government.

### Partnering with other institutions and the community to eliminate racial inequity

- We conducted 20 training sessions for over 400 SPU staff, other agency staff and consultants on cultural competence and effective public engagement. We have also delivered 3 workshops Tipping Point/Change Management Theory.
- SPU's EJNA Multi Media project was collaboration between SPU, Community Based Organizations, and local businesses to increase community awareness of environmental challenges. Together, we engaged over 180 5-12 grade youth, provided them with 30+ hours of training on topics related to justice, conservation, environment, health, media and video production. The youth identified food and beauty as topics they wanted to focus on and produced 16 videos that they used to do outreach. Through this project we have done 30+ outreach events and have been able to engage over 2200 customers and in 6 different languages.

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### Challenges

As was noted earlier, this work is on-going and takes time to implement. Because staff must first understand how inequity can manifest through our actions, we are challenged in meeting ongoing education and training needs at the same time that many staff just want simple to use equity planning tools. Thus, this work is taking hold within the utility at varying rates and levels of acceptance, and supporting the wide range of implementation needs across the utility is a challenge for the small number of staff tasked with moving this work forward.

Many of the priorities will be ongoing, and with the movement towards community focus, the continued work will present new opportunities for the Change Team and the Department.