# Sustainable Seattle

*ecology   economy   community*

*CELEBRATING 15 YEARS!*

# SUSTAINABILITY REPORT 2006

# Contents

**Sustainable Seattle** is a non-profit organization that acts as a resource and a catalyst for urban sustainability.

To Sustainable Seattle, a sustainable society is a society that persists and thrives. Sustainability is achieving satisfying lives for all within the means of nature - now and in the future.

Sustainable Seattle creates opportunities to learn about sustainable living principles and practices; develops tools to monitor our community's progress toward long-term sustainability; and fosters dialogue among diverse constituencies and their development of local models.

Sustainable Seattle is funded by foundations, governmental organizations, local businesses and individuals.  It is governed by a 13-member board of directors and guided by a 17-member advisory council.

### Sustainable Seattle's Vision
The vision of Sustainable Seattle is an interconnected group of healthy, compact, livable urban centers across the Central Puget Sound region, where people work together to restore and improve the vitality of communities, the economy and the environment.

### Sustainable Seattle's Mission
Sustainable Seattle's mission is to advance an integrated vision of urban sustainability by measuring progress, building diverse coalitions and undertaking key initiatives.

### Sustainable Seattle's Goals
To convene local and regional governments, businesses and the public to create a civic agenda that unites the region around long-term sustainability goals and actions.

To  partner with urban centers and neighborhoods throughout the region to advance urban sustainability, share knowledge and create an interconnected sustainability network.

To develop indicators, provide original research and serve as a clearinghouse of cutting-edge information and tools.

## Letter from the President of the Board

Welcome to Sustainable Seattle's first Sustainability Report.  We are issuing our first Sustainability Report in celebration of Sustainable Seattle's 15th year anniversary.  In this report, we are accounting for our 2006 environmental, social and economic performance.

In 1992, we asked: "How do we balance concerns for social equity, ecological integrity and economic vitality while creating a livable community today that ensures a healthy and fulfilling legacy for our children?"
Over the last 15 years we have been striving to answer that question with programs that create a shared vision, expand the use of indicator information among decision-makers at all levels, build increased capacity for community governance in our urban neighborhoods and shift this region's economic priorities to support a sustainable community-based economy.

Through our programs we are demonstrating that every person and every organization, provided with meaningful information, can make sustainable choices to make a difference.

Sustainable Seattle started as a volunteer movement and while it is still heavily dependent on volunteers, it is now a professional organization with a board of directors, an advisory council, and paid staff.  It is also an organization with solid programs and an active presence in the community.

We feel that the time has come for us to report back to our constituents, funders and supporters on how we internalize sustainability as we work to bring forth our vision.


Sincerely,

*Cynthia Figge*
President of the Board of Directors

# Highlights for 2006

*2006 was a busy year, and a year full of changes. Our four-year grant from the Alfred P. Sloan Foundation is coming to an end in June 2007. With several new projects on the way to help communities in Puget Sound to strive for achieving the vision of sustainability, we are transitioning to a different fundraising model. Below is a partial list of some of our accomplishments in 2006.*

*Sustainable Seattle launched the **Regional Sustainability Indicators Commons,** which will link indicators, strategies and action steps as a timely source of information to make sustainable choices.*

*With the **Sustainable Urban Neighborhood Initiative** or **SUNI** we continued our work with Admiral, Capitol Hill, Chinatown-International District, Columbia City, East Ballard, Greenwood-Phinney Ridge, Lake City, North Beacon Hill, Uptown and Wallingford neighborhoods to collect and analyze data and to generate solutions for sustainable living.*

*We undertook and nearly completed the first stage of our **Sustainable Communities Multiplier Project**, which examines how local spending and investment helps build a diverse, resilient and healthy economy.*

*We held **Choose to Change** Sustainability Workshops in high schools and middle schools to teach skills for environmental stewardship with a focus on the links between waste reduction, smart consumption and sustainability.*

*We did the groundwork to launch our **Thriving Neighborhood Business District Project** in Lake City, North Beacon Hill and Wallingford. Healthy Business District workshops serve as a forum to share information. At the workshops, we work with community members to create actionable strategies for sustainability.*

**1991**: Sustainble Seattle is founded after The Global Tomorrow Coalition organizes a workshop in to define new measurements of progress.

**1993-95**: Sustainable Seattle's 1993 report is presented to the U.S. President's Council on Sustainable Development, the Global Forum in Manchester, England, European Commission, international forums from Hungary to Argentina, and cities across the U.S.

**1996:** Sustainable Seattle is recognized by the United Nations Centre for Human Settlements with an Excellence in Indicators Best Performance award.

1991    1993    1996

**1995:** Sustainable Seattle publishes the **1995 Indicators of Sustainable Community.** It includes 40 key indicators.

**1993**: Sustainable Seattle publishes its first set of indicators: **1993 Indicators of Sustainable Community** – A Report to Citizens on Long-Term Trends in our Community. It included 20 key indicators.

**1996**: Sustainable Seattle receives the Puget Sound Regional Council Vision 2020 Award.

# Indicator Cross-Index

We chose indicators from our **1998 Indicators of Sustainable Community** (S2) report and adapted others from the Global Reporting Initiative (GRI) to measure the social, environmental and economic performance of our office. In choosing the indicators for this report, our goal was to use indicators for this report that would help us manage our performance.

| *Indicator* | *Page* |
| --- | --- |
| Nature, scope, and effectiveness of programs and practices that assess and manage the impacts of operations on communities. GRI  (SO1) | 14-18 |
| Total workforce. GRI (LA1) | 19 |
| Employee turnover. GRI (LA2) | 21 |
| Benefits provided to full-time employees that are not provided to temporary or part-time. GRI (LA3) | 21 |
| Average hours of training per year per employee. GRI (LA10) | 21 |
| Composition of governance bodies and breakdown of employee diversity. GRI (LA13) | 19, 23 |
| Work Required for Basic Needs. S2 (Health and Community) | 21 |
| Gardening Activity. S2 (Health & Community) | 22 |
| Neighborliness.  S2 (Health & Community) | 22 |
| Perceived Quality of Life.  S2 (Health & Community) | 22 |
| Materials used by weight or volume. GRI (EN1) | 24, 26 |
| Percentage of materials used that are recycled input materials. GRI.(EN2) | 24 |
| Energy consumption. GRI (EN3) | 24-26 |
| Water withdrawal by source. GRI (EN8) | 24 |
| Water Consumption. S2 (Population & Resources) | 24 |
| Greenhouse gas emissions by weight. GRI (EN16) | 24-26 |
| Initiatives to reduce greenhouse gas emissions. GRI (EN18) | 24-26 |
| Solid Waste Generated and Recycled. S2 (Population & Resources) | 24 |
| Pollution Prevention. S2 (Population & Resources) | 24, 25 |
| Vehicle Miles Traveled and Fuel Consumption. S2 (Population & Resources) | 25 |
| Economic value generated and distributed.  GRI (EC1) | 27-29 |
| Significant financial assistance received from government. GRI (EC4) | 29 |

**2002:**  Sustainable Seattle is awarded a four-year Alfred P. Sloan Foundation grant to measure quality of life at the neighborhood scale.

**2002:** Sustainable Seattle develops educational programs for middle- and high-school students.

**2006:** Sustainable Seattle initiated the Regional Sustainable Indicator Commons with civic leader panels.

*2007: Sustainable Seattle's 15th Anniversary!*

2002

2004

2007

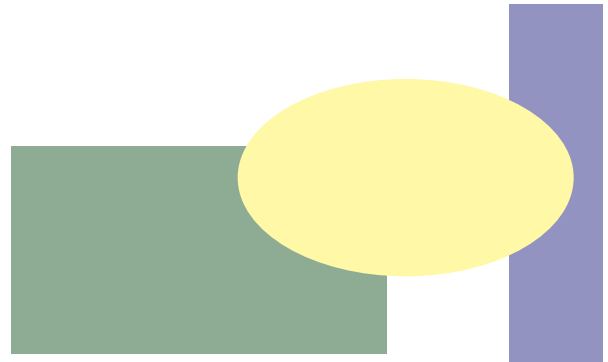**2002:** Sustainable Seattle holds its second SCOLA award ceremony.

**2004**:  Sustainable Seattle holds its third SCOLA award ceremony at the University of Washington.

**2001:** Sustainable Seattle holds its first Sustainable Community Outstanding Leadership Awards (SCOLAs) ceremony.

# Letter from the Executive Director

Chantal joined Sustainable Seattle as its Executive Director in April 2004.  In addition to being executive director of Sustainable Seattle, Chantal serves on the King County/Seattle Acting Food Policy Council and is a board member of the Community Indicator Consortium and the Puget Consumers Coop (PCC).  Before coming to Sustainable Seattle, Chantal was the Environmental Division Manager for the Muckleshoot Indian Tribe, the Executive Director of People for Salmon and of Starflower Foundation and participated in regional and local policy committees related to the Endangered Species Act as well as to transportation, water quality and economic vitality issues.  She holds a Master's degree from the University of Washington School of Marine Affairs.

Chantal Stevens
Executive Director

Dear Friend of Sustainable Seattle:

Sustainable Seattle has a lot to convey about 2006 and we welcome the opportunity to use this report to tell the story of how we promote and integrate sustainability in our work, our programs and our lives.

Sustainable Seattle is best known for its indicators work.  We view indicators as an important element of planning for communities.   Managing for sustainability is good management.  At the organization or at the community level, indicators help set goals, promote accountability and support transparency.

Although most nonprofits will say that the sheer effort of producing results from under-funded programs coupled with the constant struggle to stay financially afloat usually results in many unsustainable operational practices, they are nevertheless leaders in environmental and social sustainability.

To assure its integrity, the report was produced by an independent third party, which collected and analyzed data about our performance.  When Laura Musikanski approached Sustainable Seattle with an offer to develop this report, we viewed it as an exceptional opportunity to reflect on our practices, identify areas to improve, and set goals for a more sustainable future.  Laura put in long hours of hard work to apply a sustainability reporting methodology to the framework of a small nonprofit that produces very little that can be measured in traditional economic terms.

The final product communicates our performance and commitments to our staff, our volunteers and donors, our community and all our stakeholders.  The report identifies areas for further improvement.  By setting clear goals, and reporting these publicly, our organization will better be able to practice sustainability.

We particularly appreciated this unique opportunity to recognize our supporters and funders and all those who have built the foundation for our work.  Sustainable Seattle started as a volunteer movement 15 years ago.  It has grown to the organization that it is today because of the hard work, support and commitment of hundreds of individuals and organizations.  It is with great pleasure that we researched and are finding a place to list many if not all those names.

As we get ready to celebrate 15 years of pioneering sustainability, Sustainable Seattle is the little nonprofit that could.  Together we need to continue making the future of the region more sustainable as we strive for internal financial, environmental and social sustainability.

Sincerely,

*Chantal Stevens*
Executive Director

# Sustainable Seattle's Staff



**Dr. Viki Sonntag**
Research Director

Viki Sonntag has a doctorate in economics. Viki has conducted international and local research on sustainability initiatives, and led the start-up of two extension centers that helped hundreds of small companies and community-based organizations achieve their goals. One of these centers, the Recycling Technology Assistance Partnership, became the national source for recycling technology-related tools and information under her guidance.



**Nubia Lopez**
SUNI Project Associate

Nubia is currently working on her Masters degree in Public Administration from the University of Washington's Daniel J. Evans School of Public Affairs. Nubia conducted the first Hunger Study of San Luis Obispo County in California, garnering over half a million dollars in grants for food stamp education in the county. She also co-founded an international student organization at the University of Washington for building action based on dialogue between students around the world.



**Tracy Engels**
Program Associate

Tracy lends indespensible supports to all our projects. She has a Masters degree in Environmental Studies and experience with the County Stream Team and the USDA Forest Service, the Conservation Assistant for Friends of the Hylebos Wetlands and Clean Car Campaign at the Sierra Club. She has a served three terms in office on the board of Friends of Pierce County.



**Deborah Kuznitz**
SUNI Project Manager

Deborah is the project manager of Sustainable Seattle's sustainable urban neighborhoods initiative. Deborah has a Masters degree from the University of Washington's Daniel J. Evans School of Public Affairs, and has worked and consulted with various constituents from the government to business sector in South America, North America and Japan.



**Ben Perkowski**
Action Agenda Coordinator

Ben is Sustainable Seattle's newest staff member. He has a Masters in Environmental Management and over a decade of experience leading and advising multi-disciplinary, consensus-based processes in watershed management and ecological restoration. He has extensive experience working with a wide variety of stakeholders to move planning efforts toward on-the-ground implementation,including habitat restoration projects for more than $15 million dollars.



**Brit Brunoe**
Integrated Program Intern

Brit Brunoe came to Sustainable Seattle from Aalborg University in Denmark in September 2006 as an integrated part of her master's program in environmental management. During her internship at Sustainable Seattle she helped develop the indicator mapping workshops for the regional sustainability indicators commons. With warmth and intelligence she juggled a host of tasks while finishing a thesis on Sustainable Seattle and the Regional Sustainability Indicator Commons.

Staff Members who left in 2006: Jennifer Aunan, Michelle Caulfield, Amy Wales          *Thank you for your work!*

# Board of Directors



Pictured, left to right: Top row: Terry Kakida, Mark Griffin, Mark Aalfs, Kathleen Warren, Gabriel Scheer
Bottom row: Christy Shelton (Secretary), Cynthia Figge (President), Lang Marsh (Vice-President), Tim Nuse (Vice-President).
Not pictured: Leslie K. Breitner (Treasurer), Linda Park, Kirvil Skinnarland, Tracy Wolpert

Sustainable Seattle's Board of Directors are:

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President
EKOS International

Lang Marsh
Vice-President
National Policy Consensus Center
Portland State University

Tim Nuse
Vice-President
Starbucks Coffee Company

Christy Shelton
Secretary
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Leslie K. Breitner
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Mark Aalfs
Tacoma Power

Mark Griffin
Port of Seattle

Linda Park
Seattle Biotech Legacy
Foundation

Gabriel Scheer
Flexcar

Kirvil Skinnarland
Maria Norbury Fund for Animals

Kathleen Warren
Parsons PR

Tracy Wolpert
PCC Natural Markets

Sustainable Seattle would like to take this opportunity to recognize its past board members
and trustees whose dedication and efforts contributed to our success.

Alan AtKisson
Brian Baker
Belinda Berg
Carla Berkedal
Nea Carroll
Dan Clarkson
Richard Conlin
Sheila Crofut
Greg Elkerton
Barbara Freeman
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Barbara Lither
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Sonya Manning
Linda Maxson
David McCloskey
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Steve Nicholas
Maura O'Brien
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Alice Shorett
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Chris Stafford
Lucy Steers
Aidan Stretch
Paul Toliver
Trang D. Tu
Hazel Wolf
Ely Zimmerman

# Advisory Council

*Sustainable Seattle is pleased to announce the formation of its first advisory council.  Our advisory council is tasked with helping us more effectively realize our mission, vision and goals. The advisors inaugural meeting was held October 23, 2006.*

Dr. Sandra Archibald
Dean
UW Evans School of Public Affairs

Mr. Chuck Clarke
Director
Seattle Public Utilities

Mr. Mike Collins
VP Marketing
REI

Mr. Gene Duvernoy
President
Cascade Land Conservancy

Mr. James Fearn
Executive
Seattle Housing Authority

Mr. Tom French
Chef

Mr. Judd Kirk
President
Port Blakely Community

Mr. Bill Kraeger
Principal
Mithun

Mr. Rick Krochalis
Regional Administrator
Federal Highway Administration

Ms. Linda Maxson
Director of Development
UW School of Aquatic and Fishery Science

Mr. Steve Nicholas
Director
Seattle Office of Sustainability and Environment

Mr. Ben Packard
Director of Environmental Affairs
Starbucks Coffee Company

Mr. Jon Rowley
Principal
Jon Rowley & Associates

Dr. Rita Schenck
Executive Director
Institute for Environmental Research and Education

Mr. Sean Schmidt
Co-founder
Sustainable Style Foundation

Ms. Kirvil Skinnarland
President
Maria Norbury Fund for Animals

Mr. Burr Stewart
Strategic Planning Manager
Port of Seattle

Dr. Jeanne Wintz
Executive VP
Gilmore & Associates

## A word about Participation

Sustainable Seattle is a resource and catalyst for urban sustainability.  We work with stakeholders, including individuals, community groups, governmental agencies, businesses and other non-profits, to research issues, collect and analyze data, come up with solutions and take action.  Instead of being conducted in a laboratory, research is designed to address specific issues identified by those most affected by a problem.
The graph illustrates how most Sustainable Seattle programs are conducted, using repeated cycles, in which Sustainable Seattle and the community start with the identification of needs and priorities, collect data, initiate action, learn about this action and proceed to a new research and action cycle.
The photos show community members engaged in the collection of data and in dialogue around priorities.







9
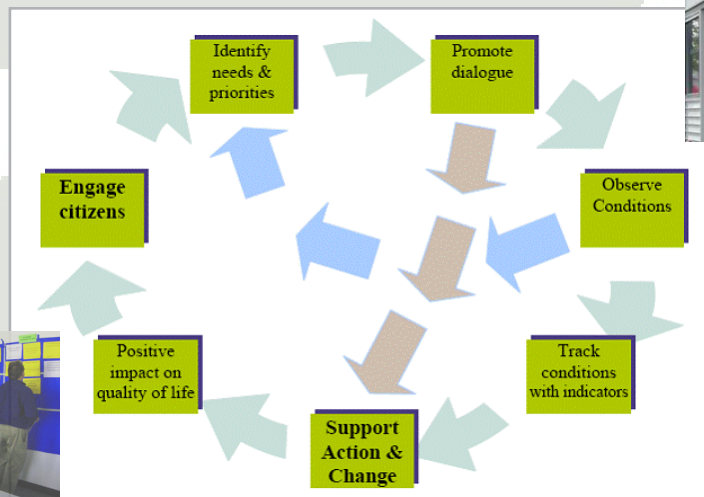
## Our Donors: 1991-2005

*We are sincerely thankful to those who believe in our mission and who have made an investment in enhancing the long term quality of life in Seattle and King County.  Without them, we would not be able to undertake our programs.  The following individuals, foundations, governmental agencies and businesses' generosity and thoughtfulness have made a difference in achieving sustainability on many fronts:*

**$500,000 and Above**
The Alfred P. Sloan Foundation

**$100,000-499,000**
The Russell Family Foundation

**$20,000-99,999**
Department of Ecology
The Maria Norbury Foundation
Linda Park
The Seattle Foundation

**$10,000-19,999**
Boeing
Center for a New American Dream
Lang Marsh
Starbucks Coffee Company
Kat Taylor

**$5,000-9,999**
City of Seattle --Department of
Information Technology
Safeco Insurance
City of Seattle

**$1,000-4,999**
Mark Aalfs
Bank of America

CH2M HILL
US EPA
Susan Hall
Terry Kakida
King County
Craig McCaw
New Belgium Brewing Co., Inc.
Port of Seattle
Christy Shelton
Kirvil Skinnarland
Snohomish County
Vulcan

**$500-999**
City of Bellevue
Environ. Support Center
Cynthia Figge
Mark Griffin
Suzie Haberland
Rick Krochalis
Performance Radiator, Inc.
Puget Sound Regional Council
Chantal Stevens

**$499 and under**
Richard Conlin
Crestwood Group
Judy Dittmer

Patricia Duke
Karen A. Holt
Pat Hughes
Harvey Jones
Eugene B. Kahn
Innovative Strategies
Gary Lichtenstein
Barbara Lither
Linda Maxson
Rufus Marsh
Tim Nuse
Ben Packard
Ridolfi, Inc.
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Francie Rutherford
Gabriel Scheer
The Seneca Real Estate Group, Inc.
Scott Shapiro
Scott Shelby
Janet Shull
Jennifer Slack
Kaila Stevens-Wajda
Kathleeen A. Warren
Tracy Wolpert
Urban Renaissance Development
Comp LLC
Wright Runstad Associates LP

## Donors: 2006

**$10,000 and above**
Linda Park
The Russell Family Foundation
The Alfred P. Sloan Foundation
Kat Taylor

**$5,000-9,999**
Safeco Insurance
The Maria Norbury Foundation
Lang Marsh
The Seattle Foundation

**$1,000-4,999**
Joe Dubail
City of Seattle
New Belgium Brewing Co., Inc.

**$500-999**
Mark Griffin
Terry Kakida
Performance Radiator, Inc.
Chantal Stevens

**$499 & under**
Mark Aalfs
Patricia Duke
Cynthia Figge
Suzie Haberland
Karen Holt
Innovative Strategies
King County
Gary Lichtenstein
Barbara Lither
Rufus Marsh
Tim Nuse
Performance Radiator
Ridolfi, Inc.
Francie Rutherford
Gabriel Scheer
The Seneca Real Estate Group, Inc.
Christy Shelton
Jennifer Slack
Starbucks Coffee Company
Kaila Stevens-Wajda
Urban Renaissance Development

Kathleen Warren
Tracy Wolpert
Wright Runstad Associates LP

***Our goal for 2007 is to receive $38,200 in support from individuals and $72,000 from Special Events like our  15th Year Anniversary celebration on May 18th, 2007.***

***Help us reach that goal! See page 30 for a contribution form or visit our website at: www.sustainableseattle.org/ Donate***

*Please excuse us if we did not include your name.  Please let us hear from you if you feel you should have been included but were not! Our email is: infor@sustainableseattle.org*

# Our Volunteers

*Sustainable Seattle is above all a volunteer driven organization.  Our programs are based on the Participatory Action Research Model, where Sustainable Seattle and program participants concurrently study a system and collaborate in changing it.  Since 1991, hundreds of individuals and organizations have participated in civic panels, dialogue or interviews.  They identify funding opportunities and help organize events and workshops. The central Puget Sound region is a better place thanks to their tireless efforts.*

*Our thanks to:*

Warren Aakervik
Bill Aal
Mark Aalfs
Erin Aas
Faridah Abdullah
John Adams
Morgan Ahern
Ahlenajafi Ahlenajafi
Beth Alderman
Jane Altemose
Aron Anderson
Buzz Anderson
Rita Anderson
Sean Anderson
Cecile Andrews
Antoinette Angulo
Gretchen Apgar
Craig Armstrong
John W Armstrong
Jesse Arnold
Katie Atkins
Jenny Aunan
Otis Austin
Lani Aviado
Jorgen Bader
Ben Bakkenta
Aileen Balahadia
Bria Ball
Melissa Rohan Bangasser
Aaron & Tonya Barnett
Rick Barrett
Kelly Barry
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Jeanne Barwick
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Bev Beougher
John Bequist
David Bergman
Rachel Berney
Aaron Best
Rodger Bettis
Raj Bhatt
Trudy  Bialic
Alaric Bien
Marin Bjork
Bonita Blake
Reba Blissell
Nancy Bocek
Ron Boddie
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Chris Boe
Donald Bollinger
Trish Borden
Brendan Bosworth
Malcolm Boyles
Mike Brady

Emily Brand
Rod Brandon
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Johanna Brown
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Barb Buys
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Bree Carey
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Allen Chinn
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Jeff Corey
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Kathleen Costello
Stuart Cowan

Connie Cox
Fran Coy
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Sheila Crofut
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Mary Ellen Cunningham
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Shirley Eclipse
Judith Edwards
Laura Elfline
Kristin Elko
Deborah Elliott
Liz Ellis
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Junichi Enomoto

Susan Ernsdorff
Marc Errichetti
Cesar Escobar
Cynthia Etelamaki
Mike Evans
Nailah Evans-Eadom
Matt Ewer
Kate Farmer
Andrea Faste
Jami Fecher
Amy Feldman
Garth Ferber
Lynn Ferguson
Shelly Field
Pat Filer
Susan Finkle
Paul Fischburg
Trolice Flavors
Greg Flood
Russ Foisey
Mary Fortino
Barbara Foster
Phil Foster
Matthew Fox
Tony Fragada
Kari Frank
Jim Freeburg
Katrina Freeburg
Bart Freedman
Barbara Freeman
Becky Frestedt
Ava Frisinger
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Mark Gander
Bill Garcia
Donna Potter Garcia
Nancy Geddes
Ed Geiger
Richard Gelb
Jeff Geoghangan
Christine Gerych
John Gessner
Cynthia Gibbs
Sue Gibbs
Debbie Gibby
Ute Gigler
Belinda Gigliotti
John Gilbert
Paula Gill
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Sabrina Gillman-Basave
Signe Gilson
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Keva Lewis
Nic Li
Gary Lichtenstein
Beth Liddell
Brad Liljequist
Ref Lindmark
Kristen Link
Mike Little
Guo Zhi Liu
Stan Lock
Peter Locke
Geoff Logan
Nubia Lopez
Cliff Louie
Steve Louie
Marissa Lown
Bob Lucas
James Luster
Krista Lutz
Gladys Lybarger
Brant Lyerla
Caitlin Lynch
Linda Lyshall
Chris Maag
Andy Macdonald
Alison MacKenzie
Chris MacKenzie
Roberto Maestas
Martha Mallett
Nancy Malmgren
Sonya Manning
Joe Marcus
Joe & Elaine Marley
Ed Marquand
Kat Marriner
Don Martin
Kate Martin
Nannette Martin
George Martinez
Justin Marx
Bernie Matsuno
Rob Mattson
Pati Maxwell
Larry Mayer
Tony Mazzella

Timothy McCormack
Catherine McCoy
Charles McDade
Kevin McDonald
Tom McDonald
Ciaran McGee
Michael McGinn
Colleen Jane McGrath
Rick McKenney
Nancy McKernon
Vivian McLean
Laura McLeod
John McSweeney
Erick McWayne
Ed Medieros
Jeff Menday
Nelida Mendoza
Frederica Merrell
Shawna Michaud
Scott Miles
Bonnie Miller
Denise Miller
Kelda Miller
Leslie Miller
Donald Miller
Judith McBride Minaker
Lauren Minis
Scott Minnix
Leah Mitchell
Phil Mitchell
Anindita Mitra
Phil Mocek
Robert Mohn
Ellen Monrad
Greg Moore
TJ Moore
Tammy Morales
Allison Morris
David Morris
Mike Moscheck
Samantha Moscheck
Mary Muller
Moni Mungin
Pat Murakami
Mark Musick
Laura Musikanski
Thurston Muskelly
Sebastian Myrick
Jenifer Naas
Roxanne Navrides
Nona Neely
Angelique Neketas
Heather Nelson

Mary Lee Newman
Quang H. Nguyen
Benjamin Nicholls
Maika Nicholson
Flo Ninelles
Weldon Nisly
Tom Nolan
Jessica Noon
Brenda Norris
Maura O'Brien
Kristin O'Donnell
Jim O'Halloran
Gary O'Neal
Kit O'Neill
Edna Oberman
Sylvia Odom
Elliot Ohannes
Nozomi Okubo
Ron Oldham
James Merlin Oleson
Cathy Olivere
Lisa Olszewski
Cesira Omissi
John Orchard
Sam Osborne
Ben Ostrum
Hugo Overejo
Jerry Owens
Colleen Pacheco
Margaret Pageler
Chardell Paine
Kara Palmer
Alan Panitch
Adam Parast
Linda Park
Denise Parker
Henri Parren
Diana & Aaron Passow
Amie Patao
Mike Paulsmeyer
Brandy Payne
Holly Pearson
Mike Peck
Emelie Peine
Megan Perry
Dave Peterson
Grace Peterson
Margo Peterson-Aspholm
Kathleen Petrie
Maryann Petrocelli
Beth Pflug

## Lettter from volunteer for Sustainable Seattle

*This last year I felt compelled to really explore the means and extent to which I personally contribute to the well-being of my community and my world.  It was this exploration that ultimately led me to Sustainable Seattle.  When I first read their website I remember feeling very inspired. Their values matched my own and they were a local group I could get involved with.  It wasn't long before I had them scheduled into my calendar to volunteer on projects.*

*The time I spent there helped me to have a greater appreciation for the complexity and hard work involved in championing a cultural movement toward sustainability.  The vision and dedication demonstrated by the staff was commendable.  There is something very rewarding about seeing what goes on at the heart of a movement and feeling a part of it.  And in some small way I got to contribute to making our beautiful Seattle a healthier place to live.*



*Mary Watts*

*Thank you Sustainable Seattle!*
*Mary Watts*
*Volunteer in 2006*

**Letter from Volunteer for Sustainable Seattle**

*I believe in Sustainable Seattle's purpose: to help research neighborhoods in Seattle in order to find out what makes them economically and socially healthy places to live now and in the future. Sustainable Seattle's purpose to research local economies, find out what makes for thriving communities and to develop and implement a set of actions to move the King County area toward a sustainable future is important. I also believe that every individual has a part in their greater community to help make it the kind of place which they want to live. The value that I place in the work that Sustainable Seattle does for the community makes it an excellent place to volunteer and help take part in.*

*Best Regards,*
*Kristin Link*
*Volunteer since August 2006*

Jory Phillips
Joyce Pisnanont
Denise Pitman
Yun Pitre
Nikki Plaid
Michelle Pletschett
Larry Pomada
Derek Poon
Katie Porter
Ed Pottharst
Sandra Sault Poulson
Kathy Pouncy
Erin Powell
Beth Powers
Kris Proctor
Dave Puckett
Luan Quach
Mariana Quarnstrom
Brian Ramey
Vicky Raphael
Laurie Rasmussen
Meghan Redd
Drew Redman
Alison Reece
Marti Ann Reinfeld
Michael Reinhardt
Cindy Reside
David Reynolds
Lisa Reynolds
Carrieann Richards
Patricia Richert
Michael Richmond
Sonja Richter
Callie Ridolfi
David Rimple
Sloan Ritchie
Vic Roberson
Amoreena Roberts
John Roberts
Jack Robinson
Shane Robinson
Chris Roe
Karl Rohe
Stacey Romberg
Kay Rood
Tim Rood
Tania Maria Rosario
Elizabeth Rose

Donna Roseveare
Dennis Ross
Samantha Ross
Lori Ross
Al Rousseau
Val Rowe
Robin Russell
Meredith Van Ry
Michael Rylko
Nancy Saechao
Fiona Sampson
Susan Sanders
Bob Scales
Laurie Schaefer
Gabriel Scheer
Ann Scheerer
Rita Schenck
Cynthia Schick
Leslie Schneider
Marianne Scholl
John Schroeder
Ken Schubert
Doug Schwartz
Terry Scidmore
Janet Sears
Alan Seid
Lynn Sereda
Kristen Shaw
Theron Shaw
Tim Sheppard
Bob Shives
Sid Sidorowicz
Gregory Simon
Elaine Simons
Jim Simpkins
Yalonda Sinde
Elizabeth Siska
Robin Sizemore
Kirvil Skinnarland
Jeff Skinner
Gene Slagle
Jennifer Smith
Michelle Smith
Owen Smith
Randy Smith
Steve Sneed
Amy Snover
Mary Catherine Snyder

Sarah Sodt
Amy Solomon
Danielle Sonntag
Viki Sonntag
Mike Soriano
Ken Sparks
Sunny Speidel
Marty Speigel
Barbara Spraker
Peg Staeheli
M. Sean Stanley
Sam Star
Beth Stark
Jane Steadman
Jimmi Lou Steambarge
Georgia Steele
Celina Steiger
Linda Steinberger
Chantal Stevens
Frank Stevens
Lyle Stevenson
Kaila Stevens-Wajda
Yorik Stevens-Wajda
Holly Stewart
Justus Stewart
Nancy Stillger
Janet Stillman
Paul Stoms
Angela Storey
John Stowell
Ingeborg Strand
David Strong
Jen Strongin
Deborah Sturn
Alan Sugiyama
Kirstin Sullivan
Jean Sundborg
Brian Surratt
Brian Swanson
Kerston Swartz
Karen Sweeney
Petra Swinehart
Sue Taoka
Kristin Tappan
Amy Tarce
Isome Taylor
Lisa Teidt
Toby Thaler

John Theiler
Mary Alice Theiler
Craig Thompson
Colleen Thumlert
Barbara Timms
Leah Tivoli
Tony To
Shari Toenyan-Miller
Chuck Tompkins
Ryan Torelli
Jeff Totten
Brad Trenary
Tonya Trickler
Lynn Tucker
Cathy Tuttle
Eric Tweit
Tino Umali
David Usul
Jeremy Valenta
Martin Valeri
Doug Vann
Rachel Vaughn
Mike Veitenhans
Tom Veith
Gwen Vernon
Gitane Versakos
Jodie Vice
Ray Victurine
Zoe Vineyard
Lacy Vong
Julie Vorhes
Don Wahl
Mark Wainwright
Dennis Wajda
Shauna Walgren
Taie Walker
Irene Wall
Scott Walter
Tim Wang
Emily Waters
Rob Watt
Mary Watts
Shari Watts
Ed Wayt
Steve Weigner
Chuck Weinstock
Richard Weir

Willie Weir
Jennifer Wells
Mark Westbrook
Sarah Westervelt
Amy Wheeless
Christine (Chris) White
Michelle White
Vicky White
David Whiting
Ryan Whitney
Lish Whitson
Thomas Whittemore
Kevin Wilhelm
Jeanette Williams
Llyn Williams
Mary Williams
Michael Williams
Terry Williams
Vivian Williams
Betty Jean Williamson
Kent Wills
Margaret Willson
Mary Wilson
Matthew Wilson
Neil Wilson
Candi Wilvang
Maiko Winkler-chin
Megan Wisdom
Karla Withrow
Deborah Witmer
Debra Witmer
Steve Wodzanowski
Tracy Wolpert
Paul Wong
Aaron Wood
Judith Wood
Jeanne Wu
Kinuyo Yamaguchi
Warren Yee
Nomi Yonyoff
David Young
Kim Youngdo
Ely Zimmerman
Bill Zosel

*Sustainable Seattle has had over 800 volunteers giving over 5,000 hours since its inception, with 1,308 of those volunteer hours occurring in 2006. We put a lot of effort in reconstructing a list of volunteers based on old and current records. If we missed your name, please contact us so we can include you in future listings. We want to make sure everyone's hard work is recognized.* **In 2007, our goals is to include more volunteers in our processes. To do this we need help with the administrative process.**

To volunteer for Sustainable Seattle, visit our website at www.sustainableseattle.org/Volunteer

# Our Programs

## INDICATORS OF SUSTAINABLE COMMUNITY

Sustainable Seattle is best knowned for its **Indicators of Sustainable Community**.  Sustainable Seattle is continually working to improve and produce better indicators.  These indicators are both tools and sources of information for people, governmental agencies, non-profits and businesses that can be used to achieve sustainability.  They act to measure the impacts of past actions, and to lead changes in decisions and actions.  Because they are developed using a participatory approach, they also offer a forum for dialogue and consensus building, which, in turn, promotes democracy and accelerates change in a community.

The Indicators were first published in 1993 and the Sustainable Seattle method has been used by over sixty municipalities, cities and other organizations, from Denmark to Japan. The United Nations Centre for Human Settlements awarded Sustainable Seattle the "Excellence in Indicators Best Performance" for the Community Sector in 1996.  The Indicators have been presented at the U.S. President's Council on Sustainable Development, the Global Forum in Manchester, England, the European Commission as well as international forums from Hungary to Argentina.  They have been cited by scholars as far away as Taiwan as the "most famous" of all sustainable development indicators.
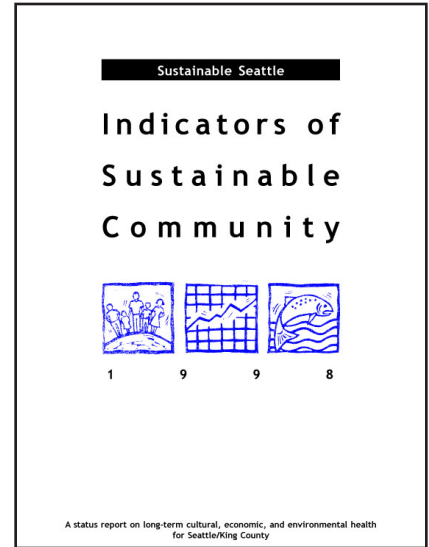


Sustainable Seattle's focus has been mostly regional. **The Indicators of Sustainable Community** includes King County and Seattle data. The **Regional Sustainability Indicators Commons** will eventually grow to include the central Puget Sound area. However, neighborhood data is particularly powerful and our **Sustainable Urban Neighborhood Initiative** (SUNI) collects and reports on street-level data in Seattle neighborhoods.

## THE REGIONAL SUSTAINABILITY INDICATORS COMMONS

In 1991, Sustainable Seattle pioneered a participatory process for creating community indicators. Today, Sustainable Seattle's is joined by a host of other local and regional citizen groups and government agencies, such as Communities Count, King County Benchmarks, and the Puget Sound Action Team in advancing the next generation of community sustainability indicators.
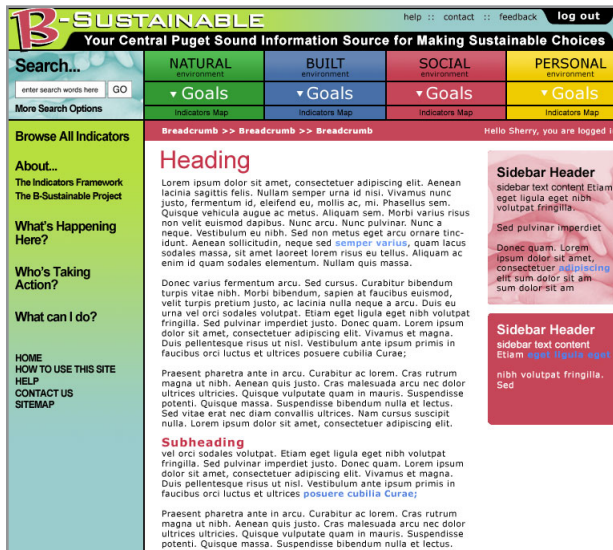


The **Regional Sustainability Indicators Commons** brings together the efforts of many data collectors and actors for sustainability into a single networked information system, a commons, based on a shared sustainability framework.  The goal is to provide a flow of meaningful, accessible and actionable information that empowers citizens to make sustainable choices.  Sustainable Seattle will be the steward for the commons, which will be hosted on-line.

A $1000 donation allows the formulation of a new indicator.

Goal:

• To launch the Regional Sustainability Indicator Commons on-line by the end of 2007.

## SUSTAINABLE URBAN NEIGHBORHOOD INITIATIVE (SUNI)

With SUNI, Sustainable Seattle puts sustainability into action, giving truth to the adage "think globally, act locally."

The **Sustainable Urban Neighborhood Initiative** (SUNI) program is a collaborative, multi-stakeholder project that leverages complex interdependent forces. The SUNI program takes the tool of indicator development that was pioneered by Sustainable Seattle and brings the indicators down to a very local scale: the neighborhood. The SUNI process itself improves the sustainability of neighborhoods, as community members, city officials, university students and representatives of non-profits open new communication avenues that enable implementation of sustainable decisions.



Neighborhood quality of life and asset information is collected by community members and used to better understand the condition and priorities of the neighborhood. In 2005, members of the Phinney Ridge neighborhood decided after analyzing the data gathered on built environment conditions, to apply for funding from Seattle's Office of Economic Development to **Free the Trees and Save our Roots.** Today, tree pits accommodate Phinny Ridges's trees and Phinney Ridge's smooth sidewalks make for a more walkable neighborhood.

SUNI neighborhoods in 2006:
*Admiral*
*Capitol Hill*
*Chinatown-International District*
*Columbia City*
*East Ballard*
*Greenwood-Phinney Ridge*
*Lake City*
*North Beacon Hill*
*Uptown*
*Wallingford*

Goals:

• To involve citizens in decisions about public policy and delivery of public services.
• To foster positive interaction between city government and citizens to improve the quality of life.

A $350 donation allows us to intgrate lessons about one indicator from the SUNI program lessons into our maps.

**YOUTH PROGRAMS**

*Because today's young people are tomorrow's leaders, voters, consumers, and parents, Sustainable Seattle's* **Youth Programs***,* **International District Housing Alliance (IDHA) Collaboration** *and* **Choose to Change** *programs can be the tipping point for change in a community.*

**INTERNATIONAL DISTRICT HOUSING ALLIANCE COLLABORATION**

In 2006, Sustainable Seattle collaborated with the **International District Housing Alliance's Wilderness Inner-city Leadership Development Program** (WILD) and various community groups in our partner neighborhoods. The City of Seattle's Department of Information Technology and International District Housing Alliance granted three internships for three youths from the International District to gather data for their Street-Level Surveys.   While gathering data, the youths became field experts in aspects of sustainability and learned a variety of technology tools.  Speaking a total of seven languages among them, they were able to bring the message of sustainability to people and organizations in their community in a culturally relevant way. This year's interns, Carmen Cruz, Guo Zhi Liu, and Luan Quach also work at the International District Housing Alliance.  This intergenerational multicultural partnership fostered sustainability on many levels.  You will see the results of their work in our 2007 Street Level Surveys, and the people in the international district feel the results through more neighborliness.

**CHOOSE TO CHANGE: AN EDUCATION PROGRAM**

Our **Choose to Change** program is an education program that includes workshops and student-led projects at schools and community centers throughout the Puget Sound.  The program takes a holistic two-step hands-on approach: students learn the linkages between the economy, social equity and environmental health in a one-or two- hour workshop, over one or two days. The students can then apply for mini-grants to do their own projects, with up to $500 in funding.  In the past, funding for the program came from the Department of Ecology and the Russell Family Foundation.  Under this last grant, Sustainable Seattle offered **Choose to Change** workshops to 1,100 students who completed post-workshop projects ranging from a bicycle shed to a vegetable garden.

**MINI GRANTS: EDUCATION IN ACTION**
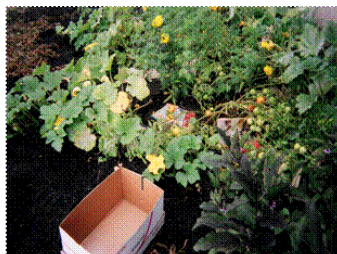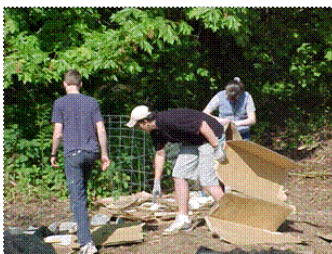
Sustainable Seattle has funded students with **Mini grants** in projects including Habitat Restoration Project, a School Vegetable Garden Project, a Native Plant Nursery and a Multilingual Recycling Initiative (pictured to the left).
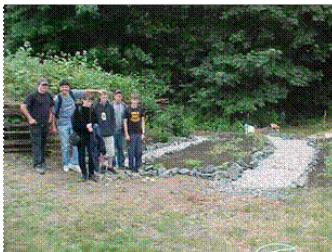
A $500 donation allows us to fully fund a student project.

Goals:

• Between 2007-2008, to teach 2,000 students the skills necessary to change consumption habits and alleviate our waste problem.
• To support 8 innovative post-workshop projects.

## LOCAL FOOD ECONOMY PROJECT

The **Local Food Economy Project** explores the web of relationships between our environment, our communities, and the local economy. The goal of the project is to make the economic case for investing in the development of local food economy linkages.



Like **Sustainable Seattle's Indicators**, **SUNI** and our other project, the **Local Food Economy Project** takes the Participatory Action Research Approach. Community members participate in gathering data, analysis, identifying policy for economic development as well as alternative choices to foster a sustainable food economy.

Goals:

• To foster informed decision making in support of the local economy.
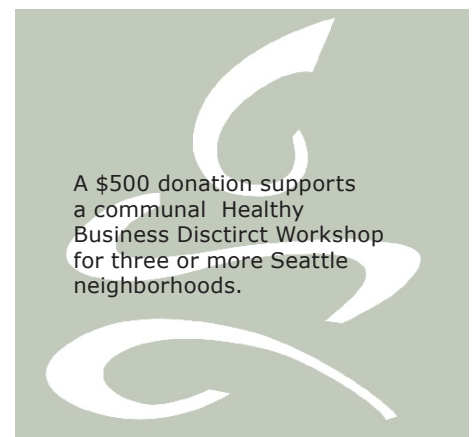• To provide tools and resources for planners and community activists.

## THRIVING NEIGHBORHOOD INITIATIVES

Sustainable Seattle promotes the use of indicators by community members to develop and implement strategies to improve quality of life in their neighborhoods based on neighborhood priorities identified through civic panels, neighborhood dialogues and interviews. One such priority is having healthy neighborhood business districts. In 2006, Sustainable Seattle started planning a series of **Healthy Neighborhood Business District** forums to provide data and resources and to encourage the development of actionable strategies relevant to the needs of the community.
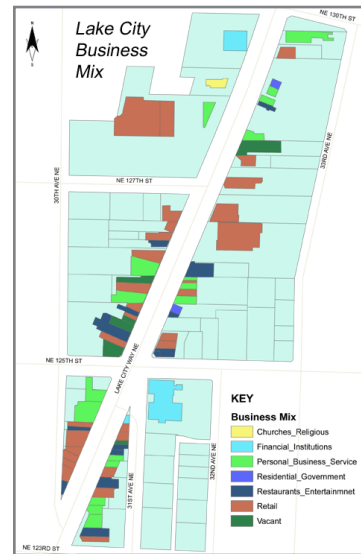


Goal:

• To foster dialogue within and among communities on how to support their business districts as a mean to enhance a sustainable community.

A $500 donation supports a communal Healthy Business Disctirct Workshop for three or more Seattle neighborhoods.

**COMMUNITIES COUNT**

Since 1998, Sustainable Seattle staff has participated in the development of what was originally called Social and Health Indicators for King County and later became **Communities Count**. Sustainable Seattle has been part of the Communities Count partnership as project coordinator, workshop organizer, and more recently steering committee member. Sustainable Seattle produced the five natural and built environment indicators for the 2005 report.

At the same time as Sustainable Seattle is developing its **Regional Sustainability Indicators Commons**, **Communities Count,** having released its 2005 report, is now interested in developing an Action Agenda to affect change based on its indicator. Both efforts are collaboratively linked, community-based, share similar geography (King County) and aim at moving the region toward a better future. Starting January 1, 2007, Sustainable Seattle houses the Action Agenda Coordinator position to link and build on the respective strength of the two programs while understanding and promoting the regional interests of **Communities Count** partners in the social and public health sector.



**Communities Count** summarizes social, health, environmental and arts trends in a report published every three years and available at www.communitiescount.org. The 2005 report includes sections on basic needs and social well-being, positive development through life stages, safety and health, community strength, natural and built environment, and arts and culture. The next report will be published in 2008.

Major partners for Communities Count include
*City of Bellevue Parks & Community Services Department*
*City of Federal Way*
*City of Seattle Human Services Department*
*King County Children and Family Commission*
*Public Health-Seattle and King County*
*Sustainable Seattle*
*The Seattle Foundation*
*United Way of King County*

**NEIGHBORHOOD DEMOGRAPHIC INTERACTIVE MAPS and OPEN SPACE ACCESSIBILITY INDICATOR MAPS**

Sustainable Seattle's web-site hosts two interactive mapping tools. One provides demographic information about housing, transportation, population, education and income for each of our neighborhood partners. The other is a tool for learning about access to open space in Puget Sound area neighborhoods. With a click anywhere within one of our four neighborhood partners or a census block group and the selection of a census summary tool, the **Neighborhood Demographic Interactive Maps** provide detailed statistics and comparisons to citywide averages. The **Open Space Accessibility Indicator Maps** provide information about accessibility and amenities in neighborhood parks and other open space, such as bike trails, school grounds and public gathering places.



A $200 donation allows us to conduct and analyze an on-line survey.

Goals:

• To recommend and promote action initiatives to address downward-trending indicators or where no initiative exists.
• To promote indicators and action steps regionally through workshops, editorials, and other communication means.
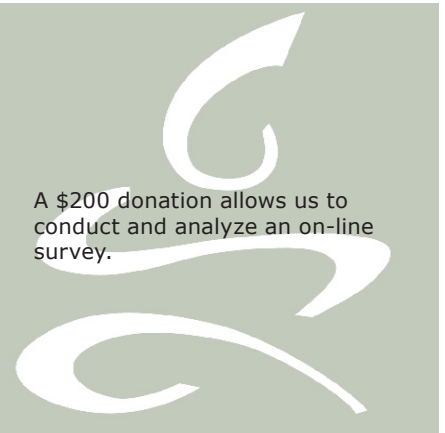
# SOCIAL REPORT

This part of our first sustainability report looks at our social performance against selected indicators of our own and the Global Reporting Initiative (GRI).  The aim of this section is to measure our social performance and capture the issues and processes that are necessary for creating positive social value.  We relied on Sustainable Seattle's indicators to identifying what aspects of our social performance that are relevant to our stakeholders: local communities, staff, governmental agencies, businesses, and others.  We also adopted indicators from the GRI and other sources.

Sustainable Seattle is a small organization, but we believe that everyone and every organization can make a difference. We know we have made a difference with our indicators, programs and events.  This is the first time we are measuring our own organization's social impacts.  In measuring the diversity of our staff, we surveyed our interns and our full and part-time staff members.  Our work-life report measurements are based on our full and part time staff members only.

## Staff Diversity

In our 1998 Indicators Report, we defined Diversity as "difference and variety," and went on to state "diversity is an essential component of sustainable cultural, ecological and economic systems because it makes them more resilient and adaptable to change."
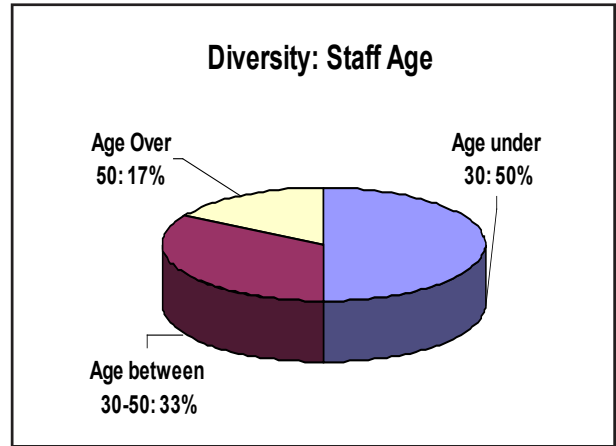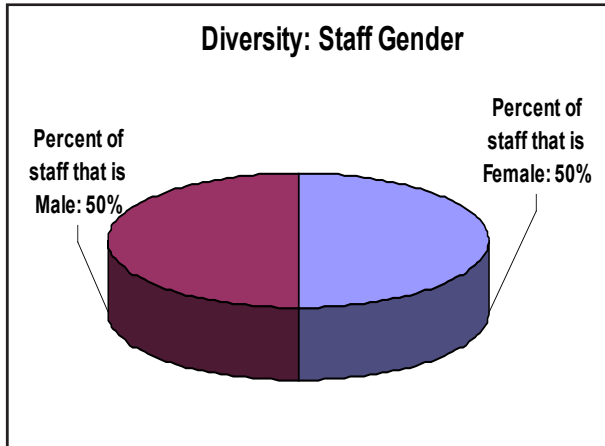
Diversity is no less important for an organization with a small staff than for one with a large staff, but can be harder to achieve.  Sustainable Seattle aims for a diverse staff because we believe this is one way we can practice social sustainability and participate in realizing social justice.   Diversity in our staff is also important to us because many of the issues our staff work on are related to the issues of diversity, and because our staff spends so much time with diverse elements of Seattle's communities.  We are more effective on many levels because we have a diverse staff.

Diversity in a work force can be measured on a variety of platforms, including age, ethnicity, gender, education, background, creed, sexual orientation, dependent status, work/home situation, nationality and physical ability.  We chose to measure ethnicity, gender, age and physical ability because these are constitutionally safeguarded classes in Washington State and we felt taking these measurements is less intrusive on individual's privacy, given that the size of our staff does not allow much anonymity.
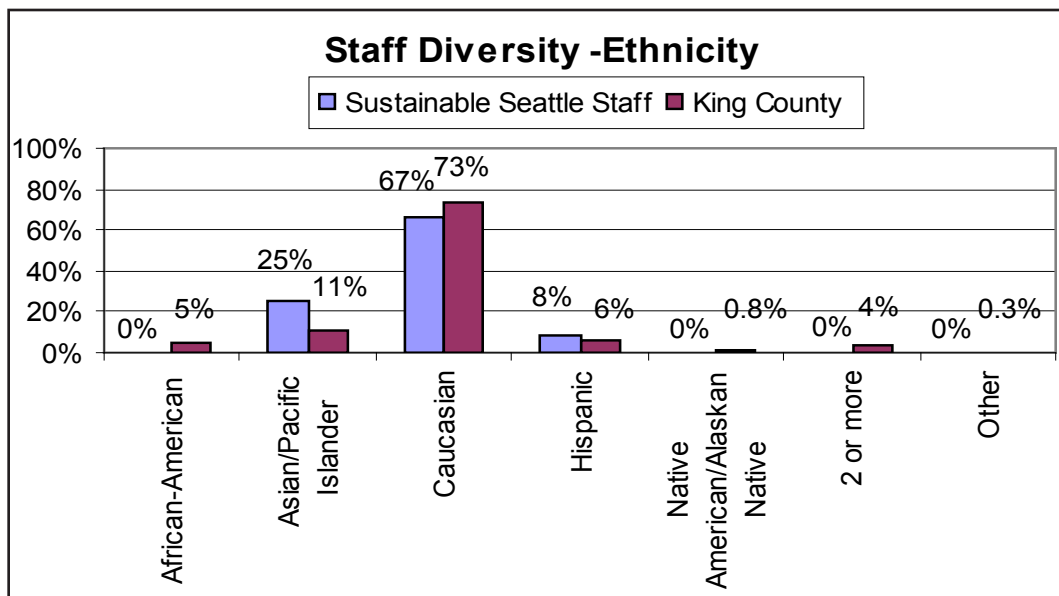


Our indicator "Ethnic Diversity of Teachers" links diversity in the teacher's force to student's well being, reduction in prejudice and higher employment rates in a community.  Our "Equity in Justice" Indicator reflects the disparities in the justice system's treatment of different ethnic groups.  Ethnicity also shows up as an important factor for our indicator "Low Birthweight Infants."

As an employer, we impact these aspects of sustainability in Seattle, as well as other dimensions of social justice.  In the chart above, we compared our staff's ethnic diversity with the 2000 U.S. Census Bureau's data for King County. We are pleased that our staff reflects some portions of Seattle's ethnic diversity, and will look for opportunities to further our goals for sustainability by hiring in ways to support ethnic diversity in our office and in our community.

**Diversity: Staff Gender**

Percent of staff that is Male: 50%

Percent of staff that is Female: 50%

**Diversity: Staff Age**

Age Over 50: 17%

Age under 30: 50%

Age between 30-50: 33%

Gender issues in the workplace include harassment and inequality in pay and treatment, as well as a disproportionate male or female workforce.   These can lead to high turnover, low morale, low productivity and lawsuits. A breakdown of our gender report shows that most of our staff members are women, and most of our interns are men.  At Sustainable Seattle, hiring decisions are based on merit, and staff members enjoy equal pay for equal work, regardless of gender.  We have never had a complaint of sexual harassment or hostile workplace.

We decided to capture age categories at thirty and fifty even though the Federal law protects people forty and over for employment purposes.  We decided to measure our workforce this way because our staff and interns work  closely with youth and elders in the Puget Sound community, as well as people forty and above and below forty.  Our indicator "Youth Involvement in Community Services" is a way to measure social sustainability, and we wanted to measure the degree our organization includes youth and those closer in age to elders.  We also feel that our staff and interns who are close to the age of the youth and elders may be at an advantage when communicating with our stakeholders

**Diversity: Staff Disabled**

Percent of staff that is disabled: 8%

Percent of staff that is not disabled: 92%



Deborah Kuznitz in the office.
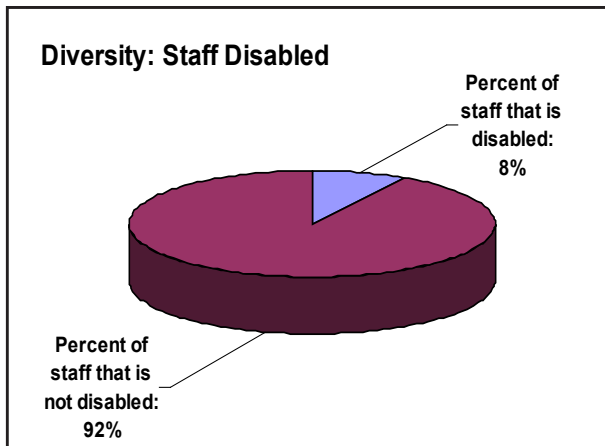
The International Labor Organization's (ILO) Disabled Persons Convention (C159) is designed to 'ensure the opportunity and treatment of all disabled persons for employment and integration into a community.' Although U.S. protects the disabled from discrimination, most indicators, ours included, do not measure the impact employment practices regarding physical ability have on a community.  The ILO estimate there are 610 million disabled people world wide or about 20% of the working age population.*  This is an area that we feel needs attention regarding indicators for sustainability, but currently we intend to focus on our own employment practices.
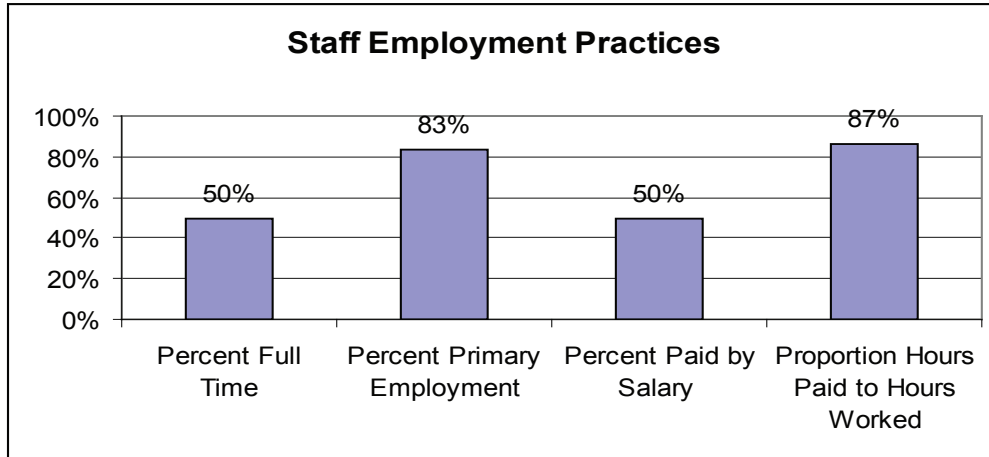
*source: CSR Europe, Disability: Facts and Figures

Goals:

• To continue measuring and supporting diversity and inclusion in our workforce.

# Staff WorkLife Report

The social impacts of an organization are often measured in reference to the International Labour Organization's (ILO) standards or the Global Reporting Initiative (GRI) indicators. Some of Sustainable Seattle's indicators for social sustainability are included in this section. In addition, we measured the income disparity between highest and lowest paid employee within the organization, measurements for our employment practices and one aspect of our social footprint.

**Staff Employment Practices**

| Category | Percentage |
|---|---|
| Percent Full Time | 50% |
| Percent Primary Employment | 83% |
| Percent Paid by Salary | 50% |
| Proportion Hours Paid to Hours Worked | 87% |

On average, our five staff members are paid for 175 hours of work a week. Staff members report that the average hours worked per week is 202, with only salaried staff members working unpaid hours. This means that 13% of hours worked are unpaid.

**Productivity** of a non-profit employee is difficult to measure. In 2006, our staff increased the number of programs we operated, and operated with a smaller budget. In the future we hope to find better measures for productivity and the value of Sustainable Seattle's work in our community.

**Turnover:** Our turnover rate for full-time staff members in 2006 was approximately 33%. Our part-time staff member rate was 16%. Our combined turnover rate was 22%. According the U.S. Bureau of Labor Statistics, the average in 2005 was approximately 23%, with the social services sector rate slightly higher. We estimate that average tenure for full-time employees is 3-5 years. Because our organization is small, the impact of losing a staff member is high.

**Benefits**: All full-time employees enjoy medical and dental benefits.

**Income Disparity**: Our highest paid employee makes 2.3 times the amount of the lowest paid employee. Our lowest paid employee's annualized income is slightly above three times the poverty level for King County and makes over half the median annual household income in King County.

**Training and Education:** In 2006, Sustainable Seattle provided a small amount of professional training for a less than half of its staff members. In the future, Sustainable Seattle hopes that it will have the financial ability to provide more training, skills building and lifelong learning opportunities for its staff.



Intern Charles "CJ" Klocow

**Interns:** Every year, Sustainable Seattle brings in two to four interns from diverse institutions. In 2006, interns came from Aalborg University in Denmark, Antioch University and the University of Washington. Sustainable Seattle feels that the internship programs directly benefit our organization and is happy wiht the social good that Sustainable Seattle accomplishes by offering internships. Our work-life report does not include our interns, who are generally enrolled in university programs and earn credits during their internships.

Sustainable Seattle's Interns in 2006:

Brit Brunoe
Carmen Cruz
Ryan Hawkes
Charles (CJ) Klocow
Gary Lichtenstein
Guo Zhi Liu
Luan Quach

**Staff Work-Life Balance**
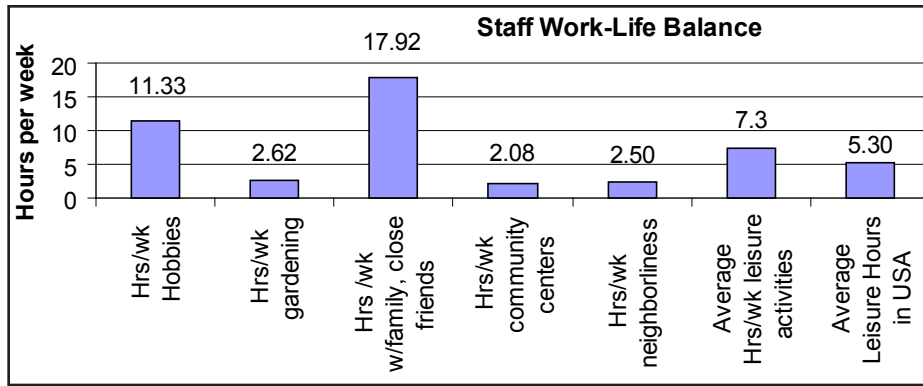


In order to get an indication of how work life is impacting our staff's personal life, we measured the time our staff spends on hobbies, gardening, time with family and close friends, time on neighborliness activities, and time at community centers in terms of hours per week. To better understand our staff's work balance, we compared the average of total time they spent these activities with the U.S. Bureau of Labor Statistics (2005 total population averages) average for time spent on leisure hours. Sustainable Seattle staff members spend about 38% more time (7.3 hours compared to 5.3 hours) on hobbies, gardening, time with family and close friends, neighborliness activities and at community centers than the average time spent in the U.S. on leisure activities. These measurements suggest that our staff enjoys a healthy balance between work and other activities in their lives.

**Staff: Perceived Quality of Life**
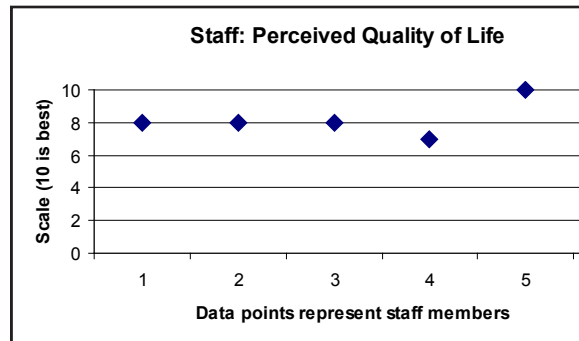


We acknowledge that measuring "Perceived Quality of Life" is highly subjective and encompasses aspects of a person's life beyond their work. We included it because we feel it is important to Sustainable Seattle's productivity and turnover. Our staff rated their quality of life on a scale of 1 - 10, with 10 as highest. The average was a 8.2. Within Sustainable Seattle, there was no relationship between the wages of an employee, whether an employee was part or full time and their perceived quality of life. We are happy to report that although 13% of our staff's hours worked are unpaid, the number of programs we engaged in for 2006 increased in spite of a smaller budget and no one at our office rated their quality of life lower than 7.5.

## People Feet

People feet is a measurement of an organization's social footprint conceived by the Center for Sustainable Innovation. People feet can be used to measure the sustainability of an organization's resource use.

Sustainable Seattle's People Feet measurement is 1.2. This measurement represents the total staff hours worked: all Sustainable Seattle staff hours in 2006 are the equivalent of 1.2 persons worked 24 hours, 365 days a year. If Sustainable Seattle Staff members worked only paid hours, its people feet would be 1.04.

If we had data on our resource use (water, electricity, etc.), we could use our people feet to determine if we use more or less resources than our proportionate share of a resource. Sustainable Seattle does not have such data for 2006. However, our staff recognizes that an

individual's, as well as an organization's daily decisions about water, paper, electricity and other resource uses affect our planet, and where we can, we practice sustainability in our office.

People feet can also be used to measure the impact on achieving social, ecological and economic sustainability around the globe. In order to measure this aspect of our social footprint, it is necessary to calculate our social contribution in financial terms, determine the U.N. funding threshold of Gross National Income (GNI) from developed countries (0.7% for U.S.), the gap between the total amount the U.S contributes towards achieving global sustainability, the U.N.'s threshold amount of our GNI, and our share of the GNI. The primary hurdle we face is identifying our impact in financial terms.

# Board of Directors Diversity

Sustainable Seattle's Board of Directors makes the strategic decisions and monitors the organization. Diversity on a Board of Directors is one way to ensure independence and accountability. Diversity also broadens a board's perspective and enhances responsiveness to changes within a community, which brings about better quality decisions.

We decided to include a diversity report for our Board of Directors because we feel it is an important aspect of the governance of any organization. We measured diversity in terms of ethnicity, gender, age and physical ability so as to be consistent with our diversity report for our staff and because we feel these are important attributes that add value to our board of director's decision making.

**Diversity: Board of Director's Experience**

- Non-Profit, 24%
- Business, 24%
- Law, 8%
- Accounting or Finance, 8%
- Education, 8%
- Government, 28%
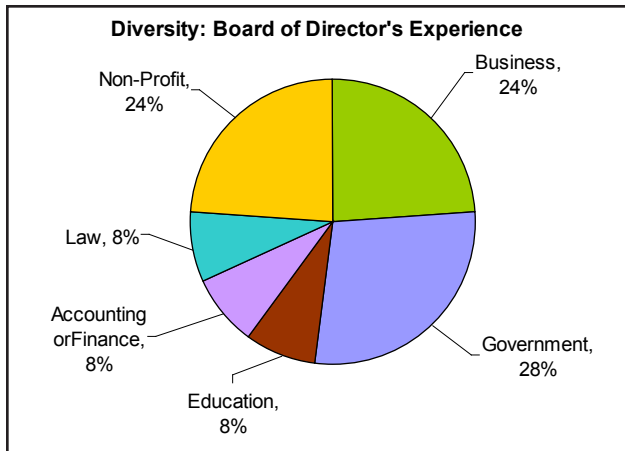
We included past and current areas of experience of our board of directors because each member's variety of experience adds value to Sustainable Seattle. In terms of diversity in experience, we are proud of the various business sectors, governmental agencies, educational institutions and other areas our Board of Directors represents. Under section 101 of the Sarbanes-Oxley Act (SOX), a board of directors must include members who are "financially literate." SOX defines financially literate as someone who is or was a CPA. One of our board members is an expert in accounting. Although SOX does not apply to small non-profits such as Sustainable Seattle, we recognize the value in including a "financially literate" board member as defined by SOX, but feel confident that our board has sufficient expertise in accounting to ensure the integrity, honesty, fairness, openness, respect and responsibility of Sustainable Seattle to its stakeholders and community.
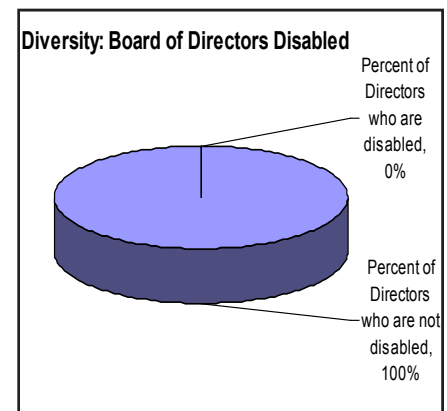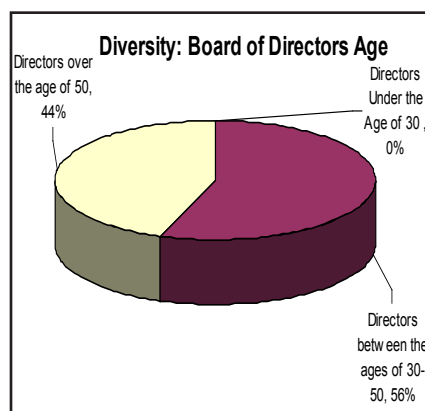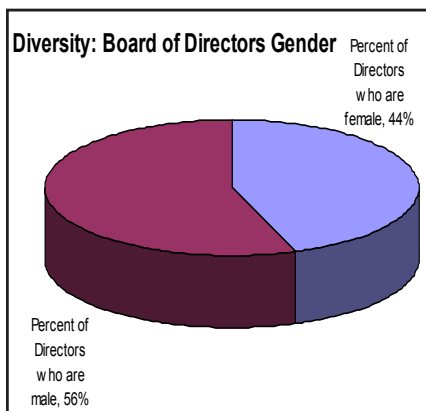
Diversity is measured in terms of each board members areas of experience, so that the total portions add up to over 100%.

24% of our board members have experience in business, another 24% in the non-profit sector, 28% have worked in a governmental capacity, and 8% have experience in law, accounting or finance and education respectively. For more information about our board members, please visit our website.
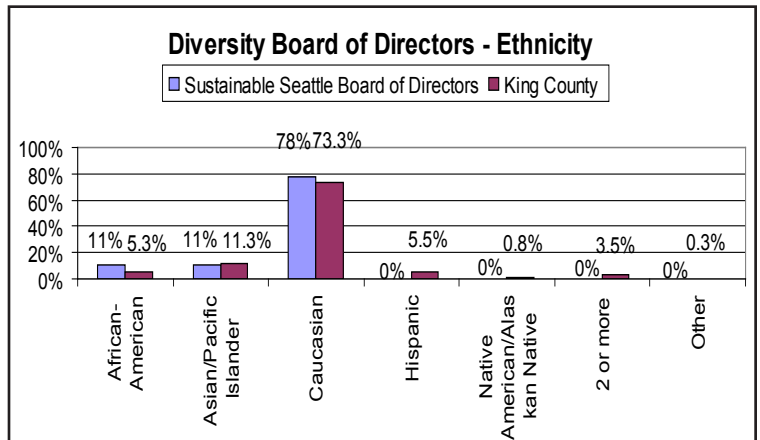
*We are happy with our board of director's diversity in terms of gender but see room for improvement in the areas of age and physical ability.*

**Diversity Board of Directors - Ethnicity**

■ Sustainable Seattle Board of Directors ■ King County

| Category | Sustainable Seattle | King County |
|---|---|---|
| African-American | 11% | 5.3% |
| Asian/Pacific Islander | 11% | 11.3% |
| Caucasian | 78% | 73.3% |
| Hispanic | 0% | 5.5% |
| Native American/Alaskan Native | 0% | 0.8% |
| 2 or more | 0% | 3.5% |
| Other | 0% | 0.3% |

In the chart above, we compared our board of director's ethnic diversity with the 2000 U.S. Census Bureau's data for King County

**Diversity: Board of Directors Gender**
- Percent of Directors who are female, 44%
- Percent of Directors who are male, 56%

**Diversity: Board of Directors Age**
- Directors over the age of 50, 44%
- Directors Under the Age of 30, 0%
- Directors between the ages of 30-50, 56%

**Diversity: Board of Directors Disabled**
- Percent of Directors who are disabled, 0%
- Percent of Directors who are not disabled, 100%

Goal:
• To increase the diversity in terms of ethnicity, age, gender, and disability of our Board of Directors in 2007 and in the future.

# ENVIRONMENTAL REPORT

This part of our first sustainability report looks at our environmental performance against selected indicators of our own and the Global Reporting Initiative (GRI) indicators for water, energy, materials, emissions, and waste. We also measured our staff's performance under Washington State Commuter Trip Reduction law. Our aim for this section was to report our organizations environmental impacts on the sustainability of our environment and identify issues and processes where we can manage our environmental impacts.

According to the King County Climate Action Plan, King County is responsible for .08% of the world's greenhouse gas emissions. 84% of King County's greenhouse gases are carbon emissions, and most of the emissions come from transportation. We address Sustainable Seattle's impact on transportation emissions in the Commuter Trip Report part of this section.
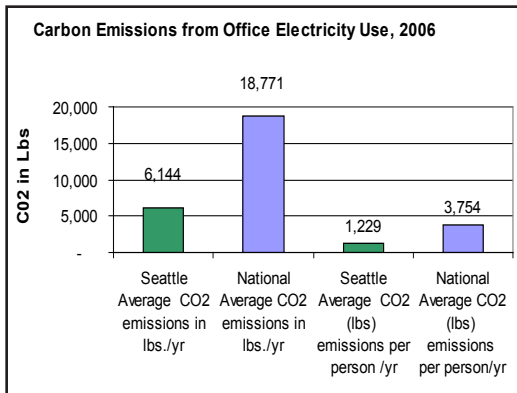
## Electricity, Water and Waste Report

This section addresses the ecological footprint of our office space. Sustainable Seattle defines ecological footprint as "the land area required to support current local lifestyles." Sustainable Seattle's ecological footprint includes the water and energy that we use in our office and our office's waste costs.

Our office occupies less than 1% of a commercial office building in downtown Seattle.
In an effort to better understand our office's ecological footprint, we used averages supplied by the Environmental Protection Agency, World Resources Institution and local agencies.



**Carbon Emissions from Office Electricity Use, 2006**

(C02 in Lbs)

- Seattle Average CO2 emissions in lbs./yr: 6,144
- National Average CO2 emissions in lbs./yr: 18,771
- Seattle Average CO2 (lbs) emissions per person /yr: 1,229
- National Average CO2 (lbs) emissions per person/yr: 3,754

**Water**
EPA statistics tell us that commercial buildings use close to 20% of U.S. drinking water supplies. Reducing total commercial building water consumption by 10% would result in over two trillion gallons of water savings a year. We were not able to access information about our office's water use, but we know that we use water for drinking, toilets, and our steam heating system. In the future, we hope to have more information about the amount of water our office uses.

**Carbon Emissions from Electricity.**
Puget Sound commercial offices produce lower carbon emissions from electricity use than other areas in the nation because of how we generate our electricity. In our region, 54% of our electricity is generated by hydropower and 23% is generated by coal. Nationwide, 5% of electricity comes from hydropower and 52% from coal. Carbon emissions from air conditioning are a large portion of an office's carbon emissions. Sustainable Seattle's office relies on electricity for its work stations and lighting. In the summer, Sustainable Seattle uses fans powered by electricity to cool our offices, as this is more efficient and more sustainable than air-conditioning.

**Steam Heat.**
Our building is heated by steam. Steam heating systems are fired by gas or oil, which emits carbon. In 2007, we hope to have a better picture of our office's carbon emissions from our heating system.
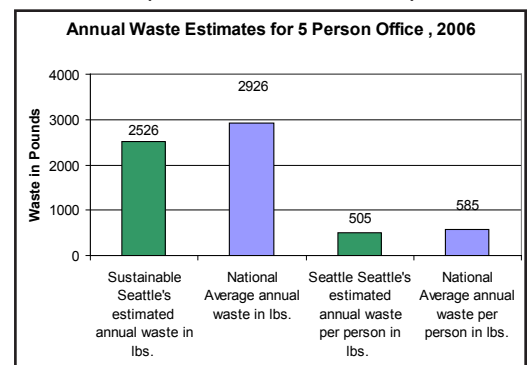
**Waste**: We could not get data about our part in our buildings waste, so we made an estimate based on the World Resources Institute's average annual waste for the U.S. We used EPA data for garbage composition (paper-34.2%, yard trimmings-13.1%, food scraps-11.9%, plastics-11.8%, metals-7.6%, rubber, leather & textiles- 7.3%,glass-5.2%, wood-5.7%, other-3.4%) and subtracted the grass clippings and portion of paper Sustainable Seattle recycles above the average. We then calculated, based on the U.S. Bureau of Labor Statistics, that our staff spends 53% of 280 days a year at work, to get estimate of our garbage per year at 2,526 pounds for our organization, or 505 pounds per person a year.



**Annual Waste Estimates for 5 Person Office , 2006**

(Waste in Pounds)

- Sustainable Seattle's estimated annual waste in lbs.: 2526
- National Average annual waste in lbs.: 2926
- Seattle Seattle's estimated annual waste per person in lbs.: 505
- National Average annual waste per person in lbs.: 585

Goals:
• To access data about our buildings energy use.
• To include local representatives on the Jonathan Rose Companies SRI fund in one or more of our programs.

*All of the calculations in this section are approximations only. Calculations of carbon emissions are a new science. We used data provided by the EPA and local governmental agencies to make our calculations.*

**Changes in the works: A Green Landlord**
In 2006, our building was bought by as socially responsible real-estate investment fund affiliated with the Jonathan Rose Companies, which announced plans for green renovation of the building, including adding insulation, using recyclable carpeting, applying environmentally friendly paints and improving the energy-management systems. We are excited for the future of our office building!

# Staff Commute Trip Report

Sustainable Seattle's indicator "Vehicle Miles & Fuel Consumption" is one way to measure the impact of our staff's commute to and from work. Washington's Commute Trip Reduction (CTR) Efficiency Act applies to organizations larger than 100 employees. Sustainable Seattle feels strongly that every commuter can make a difference and those organizations smaller than 100 people can contribute to reducing greenhouse gases by encouraging employees to walk, bike or use pubic transit. We measured our staff's commute trips in terms of carbon emissions.



Sustainable Seattle Commuter Trips
Bus, 77%
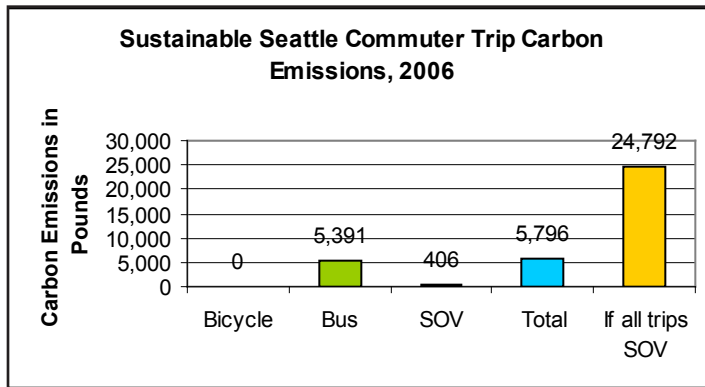Drove Alone, 2%
Bicyle, 21%
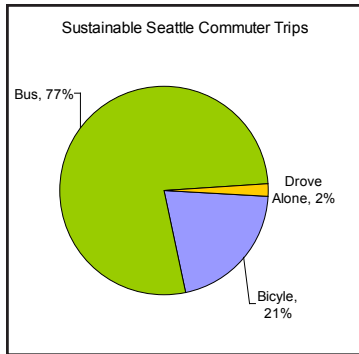
Sustainable Seattle employed four full-time staff members, two part-time staff members and between two to four interns in 2006. We based our measurements on an assumption of five full time staff members. From our estimates, Sustainable Seattle's staff traveled a total of 39,122 miles in 2006.

*By commuting to work on public transit and bicycles instead of driving cars, Sustainable Seattle's staff saves over 18,900 pounds of carbon emissions a year!*



**Sustainable Seattle Commuter Trip Miles, 2006**
SOV, 774 miles
Bicycle, 8,136 miles
Bus, 30,212 miles

Our survey showed that two days a week, a staff member works at home. We decided to compare survey results for our office with the miles traveled and carbon emissions if everyone drove to work five days a week in a single occupancy vehicle. If Sustainable Seattle staff members were to use only single occupancy vehicles, our total commuter trip miles would be 47,284, and carbon emissions would be 27,729 pounds. Because our staff commutes on public transit or bicycle, our commutes represent a savings of about 18,996 pounds of carbon emissions.
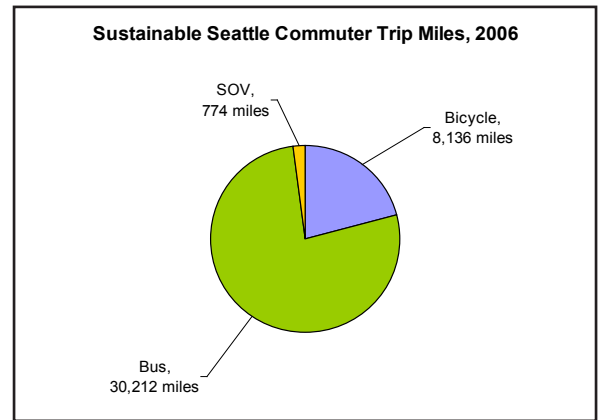
**How do we compare?** *Our staff members commute on the bus 77% of the time & bicycle 21% of the time. The 2006 King County Annual Growth Report found that 70% King County residents commute in single occupancy vehicles & 9% use public transit.*



**Sustainable Seattle Commuter Trip Carbon Emissions, 2006**

Carbon Emissions in Pounds

Bicycle 0
Bus 5,391
SOV 406
Total 5,796
If all trips SOV 24,792

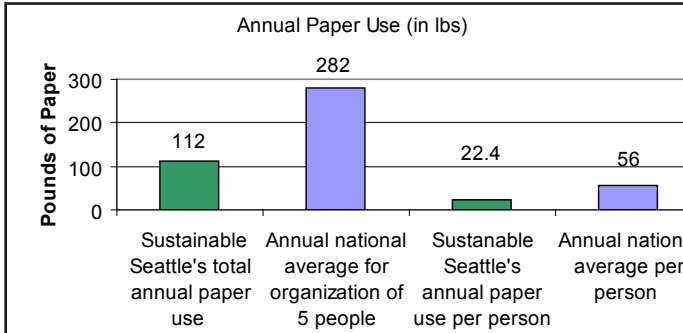|  | CO2 in tons | Chicago Climate Exchange | Europe Climate Exchange |
|---|---|---|---|
| Total Carbon Emissions | 3 | $11 | $64 |
| Total Carbon Emissions if all single occupancy vehicle commuter trips: | 12 | $49 | $274 |
| Savings: | 9 | $38 | $210 |

## A Word about Car Sharing

*Sustainable Seattle staff uses Flexcar when they need to drive to a* **Regional Sustainable Indicators Commons** *conference,* **Choose to Change** *workshops or our other events. Flexcar is a car sharing program available for people and organizations.* **In 2006, we used Flexcar for seven trips, about ten miles each, for carbon emissions of about 37 pounds.** *There are three Flexcar stations very close to Sustainable Seattle's office. Because Flexcare is available, our staff can choose to leave their cars at home even when there is a chance a car will be needed for work.*

In its Climate Action Plan for 2007, King County announced that it uses the Chicago Climate Exchange (CCX) to measure bus transit greenhouse gas emissions in financial terms. We measured our staff's carbon emissions savings due to carpooling, bicycling and using the bus in fincial terms using CCX and the European Climate Exchange (EUCX). In 2006, the average CCX prices was $3.95 per ton, while the European Climate Exchange average price was $22.13 (US). Based on our calculated carbon emissions savings due to our staff's use of the bus and bikes, we estimated a 9.5 tons of carbon emissions savings, valued at approximately $38 dollars on the CCX and $210 on the EUCX.

Goal: • To further reduce our carbon footprint in 2007.

25

# Forest Products Report

In our Indicators of Sustainable Community 1998 report, we noted that while the U.S comprises only 5% of the world's population, we use over 30% of the world's paper. While keeping paper out of landfills by recycling it is one way to increase sustainability, it is not enough. We need to reduce our use too. This year, we are considering adopting a policy for paper procurement as well as goals for our paper use.

### Annual Paper Use (in lbs)

| Category | Pounds |
|---|---|
| Sustainable Seattle's total annual paper use | 112 |
| Annual national average for organization of 5 people | 282 |
| Sustainable Seattle's annual paper use per person | 22.4 |
| Annual national average per person | 56 |

**Paper Use**: We estimate that during 2006, we used one ream a month, representing 112 pounds per year. To get an idea of average use, we used World Resources Institute statistics for average paper and paperboard usage and adjusted for the average amount of awake time spent at work according to the U.S Bureau of Labor Statistics (53%). We did not measure our paperboard use, but we believe we use very little paperboard. Our annual costs in paper for 2006 were $234 dollars a year, or about $47 per person.

### Annual Cost of Paper

| | Cost |
|---|---|
| Estimated Annual Cost to Organization | $235.14 |
| Estimated Annual cost per person | $47.03 |

### Recycle it!
At our office, **every desk has a paper recycling facility within tossing distance**. We estimate that we recycle 90% of our paper.
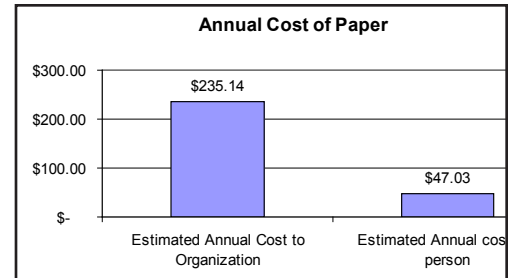
*Sustainable Seattle has an un-stated policy of buying only recycled paper, but in 2007, we are considering adopting a forest products paper procurement policy. Below is a draft, modeled after the Forest Stewardship Council's sample procurement policy.*

**Sustainable Seattle's DRAFT Forest Resources Policy**

Sustainable Seattle is commitment to helping our communities realize and practice sustainability. This includes practicing sustainability in our own office. Where we can, we are making a commitment to procuring forest products that are harvested responsibly from suppliers that go beyond minimizing negative environmental, social and economic impacts, and practice sustainability.

Sustainable Seattle will strive to avoid purchasing wood and paper products from old growth and other endangered forests. We will strive to give purchasing preference to reclaimed and recycled wood and paper products or to wood and paper products from forests independently certified as well-manage.

Sustainable Seattle will strive to continually increase its efficiency in using wood and paper products within its office and programs.

Sustainable Seattle's will strive to:
• Educate and train staff about our forest resources policy.
• Account and report our forest product purchases.
• Identify and record the amounts of forest product purchases by volume, in terms of weight or an equivalent measure, and by composition in terms of endangered forests, reclaimed wood and paper or recycled material.
• Set goals for reducing, reusing and recycling forest products by our office and programs.
• Inform Sustainable Seattle's wood and paper product suppliers of our forest resources policy.

Though we would like to follow our forest resources policy on all of our paper and wood usage, we are a non-profit entity and depend on our donors and volunteers. For this reason, we will strive to inform those donating forest products of our forest product policy and our preferences when they are donating paper and forest products.

Goals:
•To reduce forest products by 5% each year for the next three years. This represents a reduction of approximately 2.7 reams of paper per year. The net present value of the savings over the next three years is $31.32 (at a discount rate of 7%).
• To adopt a forest products procurement policy.

*For the original Sample Procurement Policy, visit the link "Take Action" at FSC: www.dontbuysfi.com*

# ECONOMIC REPORT
## Financial Statements

Sustainable Seattle is a volunteer-based not-for-profit organization.  We are financially dependant on our donors. 2006 marks a transition for Sustainable Seattle. In 2002, we were awarded a four-year grant from the Alfred P. Sloan Foundation.  We were careful stewards of that money, and our 2006 balance sheets reflect this.  Our assets are almost entirely composed of donations from foundations, governmental agencies, businesses and individuals.  Our liabilities represent our operating costs: salaries, program expenses and the daily expenses of running an office.   In 2006, we financed our operations from our fund balance with monies carried over from prior years.  We acknowledge that our current financial situation is not sustainable and we are taking aggressive steps to diversify our funding portfolio.  For example:

• In 2006, the level of contributions from individuals and businesses increased by over 350%, from $9,932 to over $45,000.  This represents a very positive new trend for Sustainable Seattle and we plan on continuing to develop the skills to work with individual donors in the future.

• In 2006, we transferred our cash from a conventional money-mart to Self-Help.  While our interest earned decreased by 28% due to the decrease in the amount in our account, our rate of return increased in 2006.  With the help from our donors, we look forward to re-establishing a healthy amount in our money mart and enjoying greater returns in the future.

• We are developing the tools to offer workshops and conferences to conduct fund-raising events.

| Balance Sheets, 2006 and 2005 | | |
|---|---|---|
| **Assets** | **2006** | **2005** |
| Cash and Cash Equivalents | $57,428 | $184,386 |
| Accounts and Grants Receivable | $71,900 | $702 |
| | | |
| **Total Assets** | $129,745 | $191,459 |
| **Liabilities and Fund Balance** | | |
| Liabilities | | |
| Accounts Payable | | $46 |
| Salaries Payable | $2,863 | $267 |
| Other Payable | | $944 |
| Deferred Revenue | $60,000 | |
| Funds held for others | | |
| **Total Liabilities** | $62,863 | $1,258 |
| Unrestricted | $190,201 | $216,900 |
| Excess of support and revenue over expenses after unrealized gain on investments | $(123,318) | $(26,699) |
| Total Unrestricted | $66,883 | $190,201 |
| Restricted | | |
| **Total Fund Balances** | $66,883 | $190,201 |
| **Total Liabilities and Fund Balances** | $129,746 | $191,459 |

**Socially Responsible Investing and Sustainable Seattle: Self-Help Community Development Lender**

Sustainable Seattle is pleased to announce that as of 2006, all its cash is held in the Socially Responsible Credit Union called Self-Help.  Self-Help is a community development lender to home buyers, small businesses, and nonprofits across the nationwide.  It reaches out to markets that are underserved by conventional lenders, such as minorities, women, rural residents, and low-wealth families.  Sustainable Seattle enjoys the same or higher interest yields on its cash held in Self-Help as it did in a conventional money markets.

THE FINANCIAL STATEMENTS PROVIDED IN THIS REPORT WERE NOT PREPARED BY AN ACCOUNTANT AND WERE NOT VERIFIED OR CERTIFIED BY A CPA OR ANY OTHER QUALIFIED PERSON.  WE ARE PROVIDING THESE STATEMENTS IN AN EFFORT TO FOLLOW THE PRINCIPLES INTEGRITY, HONESTY, FAIRNESS, OPENNESS, RESPECT, AND RESPONSIBILITY IN ALL OUR DEALINGS. HOWEVER, WE CAUTION THE READER THAT WE DO NOT HAVE AN ACCOUNTANT ON OUR STAFF AND THESE STATEMENTS WERE NOT GENERATED BY AN ACCOUNTANT.

## Support, Revenue, Expenses, Changes in Fund Statement

| Support and Revenue | 2006 | 2005 |
|---|---|---|
| Contributions (Individual, Corporations and other) | $45,064 | $9,932 |
| Sloan Foundation | $52,000 | $158,430 |
| Russell Family Foundation | $30,000 | $45,000 |
| Foundation/trust grants-Other | $31,500 | $57,000 |
| Government Grants | $5,117 | $14,560 |
| Conference/Workshop revenue | $1,150 | $30,665 |
| Contract/fee revenue | | $900 |
| Deferred Grant | $60,000 | |
| Interest Earned | $1,815 | $2,536 |
| **Total support and revenue** | **$226,723** | **$319,024** |
| **Expenses** | | |
| Grant and Contract expenses | $47,897 | $83,447 |
| Project Management Salaries | $168,204 | $188,090 |
| **Total Program services** | $216,101 | $271,537 |
| Grants to other organizations | | $4,000 |
| General Management Salaries | $38,186 | $34,182 |
| Administrative Expenses to support programs | $21,253 | $35,915 |
| Fund raising | $14,502 | |
| **Total Supporting Services** | $73,941 | $74,097 |
| **Total Expenses** | **$290,042** | **$345,634** |
| | | |
| Support and revenue over expenses net unrealized gain on investments | $(63,319) | $(26,610) |
| Net Unrealized gain (loss) on investments | | $(89) |
| Excess of support and revenue over expenses after unrealized gain on investments | $(63,319) | $(26,699) |
| Fund Balance, Beginning of Year | $191,459 | $217,470 |
| **Fund Balance, End of Year** | **$128,140** | **$190,771** |

The most notable positive change in our "Support, Revenue, Expenses and Changes in Funding Statement" is an over 350% increase in funding from individuals and businesses.  We would like to point out that Sustainable Seattle accomplished this without a dedicated fund raiser.  Our success did not come without some trade-offs.  Time spent fund raising was not otherwise spent on our programs.  We are currently exploring ways to fully realize the potential of individual, business and foundational donations in 2007 and beyond without compromising  our staff's time and expertise spent on our programs.

A portion of our support comes from offering workshops and conferences.  In 2005, we offered a large conference and several educational workshop, generating 9.6% of our revenue for 2005.  In 2006, we focused our efforts on generating donations and offered only two workshops.  Several events, workshops and conferences are planned for 2007.

## Cash Flow  Statement  2006

| | |
|---|---|
| Excess (deficit) of support and revenue over expenses after net unrealized loss (gain) on investments | $(119,332) |
| Increase in:  Cash and Cash Equivalents | $(126,957) |
| Accounts Receivable | $71,198 |
| | |
| Accounts payable | $(93) |
| Salaries payable | $2,596 |
| Other payable | $(944) |
| Deferred Revenue/Support | $(60,000) |
| **Net cash provided by (used in) operating activities** | $(239,440) |
| Cash and cash equivalents, beginning of year | $184,386 |
| **Cash and cash equivalents, end of year** | $(55,055) |

*Our "Cash Flow Statement" demonstrates the importance of support from donations to the future of Sustainable Seattle.*

*We ask that you invest in Sustainable Seattle's mission and vision of Sustainability.*

*You can locate donation forms online at www.sustainableseattle.org/Donate or on the next page.*

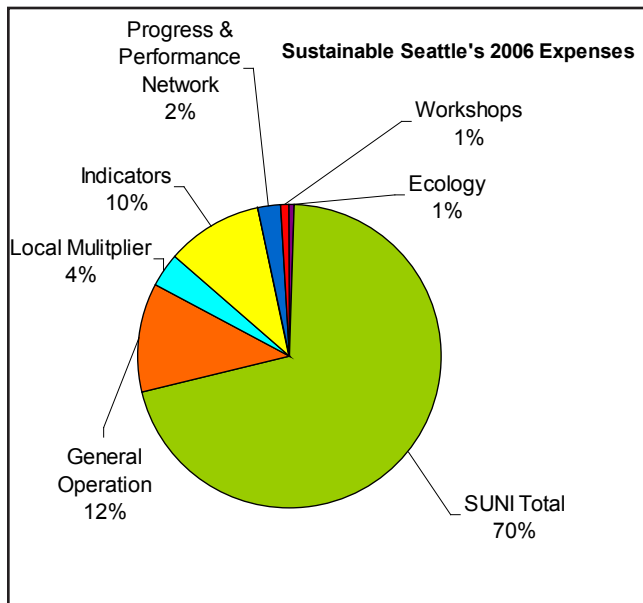### The Story Behind our Cash Flow Statement

Our "Cash Flow Statement" is negative but Sustainable Seattle is not in debt.  We are able to continue operations today without debt because of our careful stewardship of prior year's contributions.

### Sustainable Seattle Expenses in 2006



Sustainable Seattle's 2006 Expenses

### Sustainable Seattle's Support and Revenue in 2006



Support and Revenue 2006
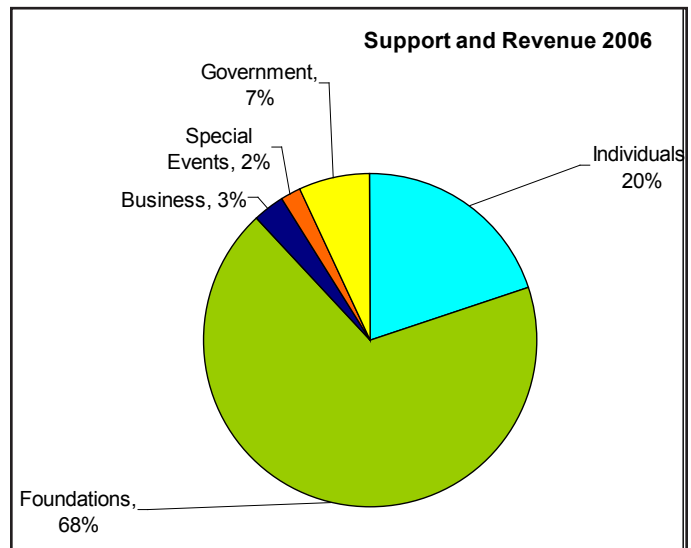
Sustainable Seattle saw a marked shift in support from foundations to individual contributions in 2006. In 2005, we received 83% of our support from foundations, with only 2% coming from individuals.  In 2006, we received 68% of our support from foundations, with 20% coming from individuals.

***Our goal for 2007 is to receive $38,200 in support from individuals.***

***Help us reach that goal!***

***See the next page for a contribution form or visit our website at: www.sustainableseattle.org/Donate***

Our Sustainable Seattle Neighborhood's Initiative (SUNI) program represents the majority of our expenses. With SUNI, Sustainable Seattle's staff collaborates with Seattle's citizens from selected neighborhoods, community groups and other stakeholders to gather and tract data, analyze it and form action plans to improve sustainability in the Puget Sound.  Our Indicators guide the data gathering process.  Our other programs are important to us too, and we are looking forward increasing the amount of funding to other programs in the 2007 and beyond.

## Donation Form

*Help us celebrate our 15th anniversary! Your donation will enable us to work towards achieving sustainability where all persist and thrive, a society where all have satisfying lives within the means of nature - now and in the future.*

**Our goal for 2007 is to achieve $38,200 in donations from individuals. Your contribution will enable us to undertake our programs. Some examples of where your donation will be put to use include:**

$500 will support 2 **Sustainability Workshops**.

$500 will supports a **Youth Program Mini-grant** in a school or community center.

$500 will reach about 30 young people in our **Choose to Change** program.

$1,000 will help us research one **Indicator of Sustainable Community**.

$5,000 will support one **Sustainable Neighborhood Initiative**.

Amount I wish to Donate: _____     You can designate a specific program or we will allocate it to best realize our mission and vision of a Sustainable Seattle.

Individual Donor Classes:

| |
|---|
| Angel (above $10,000) |
| Sustainer ($5,000-$9,999) |
| Benefactor ($2500-$4,999) |
| Patron ($500-$2,499) |
| Honor Supporter ($100-$499) |
| Supporter ($50-$99) |
| Friend ($49 or less) |

| Program I wish to donate to: |
|---|
| Indicators |
| SUNI |
| Local Multiplier |
| Commons |
| Where our need is greatest |
| Other (specify) |
| |

| | |
|---|---|
| Donor Name | |
| Address | |
| | |
| Telephone | |
| E-mail | |
| Employer (for matching or employer records): | |
| Method of Payment | |
| Credit Card number | |
| Expiration date | |

Donations by:

Mail:
Sustainable Seattle 1402 Third Avenue, Suite 1220
Seattle, WA 98101

Phone: (206) 622-3522
Fax:(206) 382-1046

To make a donation on-line, visit us at our website:
www.sustainableseattle.org/Donate

If your donation is in memory or in honor of someone, please tell us to whom it is in memor or honor of, and the name and address so we can send an acknowledgement card:

Sustainable Seattle is a 501(c)(3) nonprofit organization under the regulations of the Internal Revenue Service. All contributions to Sustainable Seattle are tax-deductible to the extent provided by law.

# DRAFT Good Governance Policy

*Sustainable Seattle is considering adopting a governance policy patterned after the Independent Sector's (an association for non-profit organizations) "Statement of Values and Code of Ethics" and "A Donor Bill of Rights" offered by the American Association of Fund Raising Counsel and other associations.*

*A governance policy will help us to demonstrate our integrity, honesty, fairness, openness, respect and responsibility in all our dealings with the public, our donors and our volunteers. We are an organization that works for the public interest, and so we must safeguard the trust the public puts in us. We are dependant on our donors and volunteers, and so we must ensure to them that we carry out our mission and that we are prudent stewards of our resources.*

## Sustainable Seattle's Draft Good Governance Policy

### Our Mission

Sustainable Seattle's mission is to advance an integrated vision of urban sustainability by measuring progress, building diverse coalitions and undertaking key initiatives. We strive to ensure that all our programs support our mission and all who work for or on behalf of Sustainable Seattle understand and are loyal to our mission.

### Governance

Sustainable Seattle has an active governing body in the Board of Directors that is responsible for setting our mission and strategic direction and for oversight of our finances, operations and policies.
The Board of Directors strives to:
I. Ensure our board members have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of Sustainable Seattle and its mission;
II. Responsibly hire, fire, and regularly review the performance of the executive director and ensure that the compensation of the executive director is reasonable and appropriate;
III. Ensure that the executive director and appropriate staff provide the board of directors with timely and comprehensive information so that the board of directors can effectively carry out its duties;
IV. Ensure that our resources are responsibly and prudently managed; our dealings are conducted with integrity and honesty; and our organization has the capacity to carry out its programs effectively;
V. Ensure that Sustainable Seattle promotes working relationships with board members, staff, volunteers, and program beneficiaries that are based on mutual respect, fairness and openness;
VI. Ensure that Sustainable Seattle is fair and inclusive in its hiring and promotion policies and practices for all board, staff and volunteer positions;
VII. Ensure that Sustainable Seattle's policies are in writing, clearly articulated and officially adopted, including a conflict of interest policy for the board of directors that ensures that any conflicts of interest or the appearance of such are avoided or appropriately managed through disclosure.

### Responsible Stewardship

Sustainable Seattle strives to be a responsible and prudent manger of its funds.
Sustainable Seattle strives to:
I. Spend over seventy five percent of our annual budget on programs in pursuance of our mission;
II. Spend an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent staff and other expenditures critical to professional management;
III. Compensate staff, and others who receive compensation, reasonably and appropriately;
IV. Have reasonable fundraising costs to ensure continued support;
V. Prudently draw from our funds consistent with donor intent and our mission;
VI. Ensure that all spending practices and policies are fair, reasonable and appropriate to our mission; and,
VII. Ensure all financial reports are factually accurate and complete in all material respects.

### Openness and Disclosure

Sustainable Seattle strives to provide comprehensive and timely information to stakeholders, beneficiaries and the media that fully and honestly reflects our policies and practices. We strive to be responsive to stakeholder's reasonable requests for information. We strive to provide complete and accurate financial, organizational, and program reports.

### Integrity and Inclusiveness

Sustainable Seattle's staff, board members and volunteers strive to act with honesty, integrity and openness in all their dealings as representatives of Sustainable Seattle. Sustainable Seattle strives to treat its staff, interns and volunteers with respect, fairness and integrity. Sustainable Seattle strives to take meaningful steps to promote inclusiveness in its hiring, retention, promotion, board recruitment and stakeholders served.

### Program Evaluation

Sustainable Seattle strives to regularly review our program effectiveness and incorporate lessons learned into future programs so that we can improve our programs and organizational effectiveness. Sustainable Seattle strives to be responsive to changes in the field of sustainability and to be responsive to the needs of our stakeholders.

### Fundraising

We strive to be truthful in our solicitation materials. We strive to respect the privacy concerns of individual donors and spend funds consistent with donor intent. We strive to disclose important and relevant information to potential donors.
In raising funds from the public, we strive to respect the rights of donors to be:
I. Appropriately acknowledged, recognized, and treated respectfully and with professionalism.
II. Informed of our mission, the way the resources will be used and our capacity to use donations effectively for their intended purposes;
III. Informed of the identity of the directors on our board;
IV. Assured their gifts will be used for the purposes for which they were given;
V. Able to access Sustainable Seattle's most recent financial reports;
VI. Assured that information about their donations is handled with respect and with confidentiality to the extent provided by the law;
VII. Given the opportunity for their names to be deleted from mailing lists that may be shared;
VIII. Informed whether those seeking donations are volunteers, employees of the organizations or hired solicitors;
IX. Provided with prompt and truthful answers to questions when making a donation.

### Legal Compliance

Sustainable Seattle is knowledgeable of and complies with all laws, regulations and applicable international conventions.

# Methodology

Sustainability reports are a voluntary accounting of the social, environmental and economic impacts of an organization. The Global Reporting Initiative (GRI) suggests the principles of transparency, inclusiveness, audit-ability, completeness, relevance, sustainability context, accuracy, neutrality, comparability, clarity and timeliness for sustainability reports. Financial accounting, on the other hand, is required by law for any publicly held company, and is guided by rules-based standards, set by the Federal Accounting Standards Board (FASB). In an effort to abide by the principles suggested by the GRI, the methodology for this report is included here.

Sustainable Seattle's Sustainability Report was overseen by the executive director and directors of the board. Data gathering, content formation, measurements and writing in this report were produced by Laura Musikanski, MBA, JD, Certificate in Environmental Management. The development of this report was guided by stakeholder interactions, including those with Sustainable Seattle staff members, representatives of the volunteer constituency and interns. Aren Spark, MA, helped in the data collection process and contributed to the environmental and social sections.

Indicators for this report were selected from Sustainable Seattle's own Indicators of Sustainable Community, the GRI indicators, local and federal laws. Data collection from staff and interns followed the European Union's Directive 95/46, protecting privacy interests (data collected was restricted to original and stated purpose of the collection). Data for comparisons and average resource use and waste creation was gathered from the EPA, IRS, U.S. Census Bureau, U.S. Department of Labor, World Resources Institute, Chicago Climate Exchange, European Climate Exchange and local governmental agencies. The draft forest products policy was adapted from the Forest Stewardship Council. The draft good governance policy was adapted from the Independent Sector (a non-profit association). Sustainable Seattle's Executive Director performed checks on the data and edited the report. Tim Abbe, PhD, LEG, LHG edited the methodology for the measurements in this report.

This report covers past performance, goal setting, and acts as an instrument to guide future performance, thereby serving as a tool for achieving sustainability in 2007 and beyond.

For more information on Sustainability Reporting for businesses and non-profit organizations, please visit: www.csrandthetriplebottomline.com or contact Laura Musikanski at laura.musikanski@gmail.com.