

## SPU Racial Equity Toolkit Stakeholder Analysis

SPU Policy, Plan, Program, or Project Title: **Fauntleroy Creek Culverts Replacement  
2023 Update for 45<sup>th</sup> Ave SW Culvert Replacement Project**

Team Leader: **Cody Nelson**

**2023 Team Leader: Jonathan Brown**

Today's Date: **November 19, 2018, Options Analysis Phase**

**Updated: 2023 in Design Phase**

Additional Core Team Member Names:

<b>Betsy Lyons</b>	<b>Dylan King</b>
<b>Masako Lo</b>	<b>Deb Heiden</b>
<b>Katherine Lynch</b>	<b>Kaniteli Puloka</b>
<b>Steve Hamai</b>	
<b>David Graves (Parks)</b>	

**2023 Update Team Members:** Steve Hamai, Anne Fried, Magin Maier, Yunkyoung Choi

In what neighborhood is this policy, plan, program, or project effecting or taking place? Check all that apply.

- |                                    |  |  |
|------------------------------------|--|--|
| <input type="checkbox"/> City Wide | <input type="checkbox"/> Greater Duwamish    | <input type="checkbox"/> Southeast                   |
| <input type="checkbox"/> Ballard   | <input type="checkbox"/> Lake Union          | <input checked="" type="checkbox"/> <b>Southwest</b> |
| <input type="checkbox"/> Central   | <input type="checkbox"/> Magnolia/Queen Anne | <input type="checkbox"/> Outside City Limits: _____  |
| <input type="checkbox"/> Delridge  | <input type="checkbox"/> North               |  |
| <input type="checkbox"/> Downtown  | <input type="checkbox"/> Northeast           |  |
| <input type="checkbox"/> East      | <input type="checkbox"/> Northwest           |  |

A. General Public

☒ **Inform**      ☒ **Collaborate**      ☐ **Shared Decision-Making**

General Public is global categorization of all persons who reside or work in Seattle, are users of SPU assets, and typically obtain information through the media or SPU communications (e.g. At Your Service, SPU website, Twitter, etc.) Please note additional comments on this stakeholder group here:

**For the purposes of this project, the general public will include community members and businesses near the project sites at 45<sup>th</sup> Ave SW. The project team will inform the general public about the purpose of the project, short-term and long-term impacts, and community and environmental benefits.**

**The project team will directly engage with adjacent property owners to the culverts/ROW where work will be taking place to assess impacts (potential construction access, temporary and permanent property easements) and work with the property owners on ways to understand their property use and minimize short- and long-term impacts.**

## B. Racial or Ethnic Groups

☒ **Inform**                      ☐ **Collaborate**                      ☐ **Shared Decision-Making**

Use Citywide or specific neighborhood demographic information to determine which specific racial or ethnic groups may be targeted or impacted. ([Seattle US Census information](#)) If possible, consult with other staff, affinity groups, or community members to determine if there are 'hidden' racial/ethnic groups within your impact area. Please note additional comments on this stakeholder group here:

**The project team did an initial review of data to identify potential needs. 23.92% of residents are People of Color. In this neighborhood, <2.4% of residents speak English less than very well. According to 2015 American Community Survey data, 2.24% of residents speak Spanish with <.50% speaking Chinese and Vietnamese. The team will use of plain talk language principals when developing outreach materials to help serve individuals with limited English proficiency.**

**The project team will collaborate with the Muckleshoot Indian Tribe informally through the options analysis phase, and more formally through the formal permit and design review process. We will collaborate with them on design requirements for fish passage and to evaluate culvert sizing, design, trade-offs, major constraints etc.**

**During initial outreach, the team will assess and note different language and ethnic groups as well as low-income residents that need tailored communications and engagement and adjust communications strategies to accommodate their needs.**

## C. Community Based & Non Profit Organizations, and Neighborhood Groups

☒ **Inform**                      ☒ **Collaborate**                      ☐ **Shared Decision-Making**

Community based organizations and neighborhood groups can include advocacy groups, social service agencies, neighborhood-based clubs, political organizations, and groups sponsored by the City of Seattle (like Neighborhood/District Councils). Some of these organizations provide services Citywide, while others serve a single population or those located only within their neighborhood. Are there community based organizations, social service agencies, or neighborhood groups that would possibly be interested in collaborating with you? Please note additional comments on this stakeholder group here:

**The Fauntleroy Watershed Council works to enable community awareness through communication and watershed health promotion. They promote and sponsor a number of activities geared towards creating awareness such as the Salmon in the Schools program, watershed restoration and erosion control, engage other property owners such as Seattle Parks for improvements and work with Green Seattle Partnership to remove invasives and plant new vegetation. The FWC is highly active in removing fish passage barriers and has vowed to inform neighbors who are creating a barrier, assist with removal and if necessary, involve Washington Department of Fish and Wildlife to assist in encouraging homeowners to remove the barriers. The FWC will be highly interested in outcome of the project and we expect them to want to collaborate with the project team during options analysis. The project team must be cautious not to allow the FWC to skew the balance of community voice.**

**The Fauntleroy Community Association may be a channel for the project team to promote the necessity of the project and to attend events such as the Fauntleroy Food Festival. The FCA**

**advocates for safer streets and may be a source of information on traffic issues the community is concerned about that could inform the project as well as provide collaboration.**

**The project team also identified that Fauntleroy Creek is used as a environmental education site for school-aged children throughout the city, which include traditionally underserved communities. In consultation with SPU Environmental Justice and Social Equity staff, the project team will continue to see opportunities for outreach and engagement from stakeholders outside the geographical area of the project, who may be impacted by the educational opportunities and other community benefits associated with this project.**

**D. Other SPU Divisions, Work Units, or Employee Teams**

☐ **Inform**                      ☐ **Collaborate**                      ☒ **Shared Decision-Making**

Are there other SPU groups that have an interest or could support your efforts? What is their role, and how will you keep them engaged? Are they providing funding, staff, or making key decisions? Are they represented on your Team? Can this project align with or impact the work in another Division or work unit? Please note additional comments on this stakeholder group here:

**SPU Drainage and Wastewater Field Operations and Maintenance Division will be highly engaged in the options analysis and design of the culvert replacements and has two members on the Project Team. After construction, FO&M will maintain the culverts over the lifespan of the assets and as such their input is important to inform the options and design. Considerations and accomodations must be made for safe access and working conditions. The project team will collaborate with FO&M to identify options that take into consideration the long term maintenance and accessibility of the assets.**

**E. Other City Departments**

☒ **Inform**                      ☒ **Collaborate**                      ☒ **Shared Decision-Making**

Are there other departments or agencies involved? What is their role, and how will you keep them engaged? Are they providing funding, staff, or making key decisions? Will this effort align or impact another department's policies, plans, services, programs, or projects? Please note additional comments on this stakeholder group here:

**This project will have the potential to impact SDOT and Parks depending on the options. The project team will engage both departments for early input and collaboration. The intent of this coordination is for the City Departments to be aligned and to approach the public with a One-City voice.** Tribes, Federal, State, King County, or Other Public Agencies

☒ **Inform**                      ☒ **Collaborate**                      ☒ **Shared Decision-Making**

Are there tribes or other public agencies involved? What is their role, and how will you keep them engaged? Are they providing funding, staff, or making key decisions? Will this effort align or impact another agency's policies, plans, programs or projects? Please note additional comments on this stakeholder group here:

**US Army Corps of Engineers (USACE) will be one of the regulatory agencies with an interest in this project as a Water of the State. USACE will permit the construction of the culvert replacements. During permit review, they consult with the local tribal agency, Muckleshoot Tribe (MIT). USACE and MIT will be focused on improving the salmon habitat and removing fish**

passage barriers, while accomodating future climate change. SPU intends to plan for culvert replacements that meet all regulatory requirements, as well as have opportunity to increase the fish habitat and creek health to the maximum extent feasible. While the Tribes do not directly approve permit applications, their feedback is highly considered in the design review process. SPU will perform early outreach to gauge the desires and interest of the Tribes. We will include Tribal input and comments in the design to the extent practically feasible. Washington State Department of Fish and Wildlife (WDFW) will also be permitting the construction of the culvert replacements. New culverts will be sized based on WDFW Stream Crossing Guidelines to meet fish passage criteria. The stream simulation methodology is preferred by the USACE and Muckleshoot Tribe.

There may be opportunities for shared decision making with regards to other public agencies such as WSDOT. WSDOT is currently in the early stages of planning improvements to the Fauntleroy Ferry Terminal and there may be opportunities for construction planning and sequencing to help relieve congestion and traffic due to construction in the area.

F. Other

☒ Inform                      ☒ Collaborate                      ☒ Shared Decision-Making

Are there other stakeholder groups not listed? Who are they? Please note additional comments on this stakeholder group here:

Review your completed stakeholder list and answer the following questions:

1. What (if any) are the key decisions to be made by stakeholders? If stakeholders are NOT making any decisions, skip to question #2.
2. If stakeholder groups are only identified as collaborators (e.g. being asked to provide input or advice, and not make any decisions), how will their input be used, and what weight will their input be assigned relative to other information provided by the staff on your team?
  - a. **SPU Field Operations and Maintenance Staff will be involved in the collaborative development of the options and design of the culvert replacement.**
3. Does one stakeholder group carry more influence than another in regard to your policy, plan, program. or project? If so, please explain why.

## SPU Racial Equity Toolkit Inclusive Outreach and Public Engagement Plan Development

To be completed by the staff team involved in developing the service, project or program. If warranted, seek assistance from a SPU Service Equity Subject Matter Expert. **This tool should be used following application of the [Equity Stakeholder Analysis](#).**

SPU Service, Project or Program Title: **Fauntleroy Creek Culverts Replacement Project**

Today's Date: 11/27/2018

In what [neighborhood district\(s\)](#) is this service or project taking place? Check all that apply.

- |                                    |  |   |
|------------------------------------|--|---|
| <input type="checkbox"/> City Wide | <input type="checkbox"/> Greater Duwamish    | <input type="checkbox"/> Southeast            |
| <input type="checkbox"/> Ballard   | <input type="checkbox"/> Lake Union          | <input checked="" type="checkbox"/> Southwest |
| <input type="checkbox"/> Central   | <input type="checkbox"/> Magnolia/Queen Anne | <input type="checkbox"/> Outside City Limits: |
| <input type="checkbox"/> Delridge  | <input type="checkbox"/> North               | _____   |
| <input type="checkbox"/> Downtown  | <input type="checkbox"/> Northeast           |   |
| <input type="checkbox"/> East      | <input type="checkbox"/> Northwest           |   |

### **With your team, answer the following questions:**

1. In review of your completed Equity Stakeholder Analysis, what particular demographic or stakeholder group(s) will require more-targeted outreach or engagement by SPU?
  - a. Specifically, this relates to environmental education / stewardship opportunities for schools and traditionally underserved communities in South / Southwest Seattle.
    - i. *Historically, the Fauntleroy Community is not underserved, however there are users of the creek, Fauntleroy Park, and neighborhood businesses and facilities that may be from underserved communities. To improve SPU's understanding of how underserved groups or schools use the site, we could work with SPU's EnviroIssues consultant to have them interview underserved community groups or schools. One goal of the culvert replacements is to make them fish passable for native species. This may necessitate a shift in the need or desire to release hatchery salmon into the creek system. The project team would need to conduct outreach to see what other existing programs might take advantage of the Fauntleroy Creek. Some potential groups may include: Environmental Learning Center at Camp Long (Parks), Arbor Heights, Roxhill, Highland Park, White Center, Other Private Schools, and the Seattle Aquarium.*
    - ii. *Additionally, we should reach out to Native American Tribal governments who have treaty rights to this area. Because most of these tribal members do not live in the area, they will require more targeted outreach (primarily through project permit review).*
  - b. How will we determine that our outreach was successful? Are there measurable outcome goals associated with our outreach, public engagement or communications strategy related to this issue?
    - i. *This may be a follow up conversation for the line of business with regards to their programmatic work. Opportunities identified as a result of this project can inform the LOB, Parks and Seattle Public Schools on this approach. SPU needs to identify whether it's*

*necessary to stop the Salmon in the Schools program for the health of the creek, and if so get stakeholder groups to shift their focus on other engagement opportunities or programs- water quality, habitat improvements, creek health, etc. SPU will look to the consultant SME's to provide input on the benefits (or not) of continuing the Salmon in the Schools hatchery release upstream. A successful outcome could be Salmon in the Schools continuing a program in the watershed but changing its focus to be more appropriate to post-restoration conditions.*

2. What outreach, public engagement, or communications tools or activities are appropriate for the service or project?
  - a. *Public media managed by the SPU project team (web, social websites and notifications, fliers). Also, attendance at community events. Making sure the message of the project is "this is what we're doing and here's how it aligns with the current use/potential". However, if we ask early how ppl might use the space, there could be an opportunity for accommodating the use during design. LOB should take a comprehensive look at the entire area to see what we can offer and plan what we could offer, for example tying this to water quality and the health of the watershed through adjacent GSI.*
  - b. *Our communications consultant, EnviroIssues, could interview stakeholder groups that use the watershed for environmental education and engagement purposes to inform the team during OA and design. For example, DWW LOB is working with the Salmon in the Schools Program at Arbor Heights, however this is currently the only school-are there other schools that would get involved? How many schools are aware of this program, how can we help with awareness? We could utilize EnviroIssues to find out what other people/groups would use this if they knew about it.*
  - c. Other recommendations may come up during discussion:
    - i. *How can we connect the creek and creek health to SPU's "brand" or goals in this neighborhood? And help community members understand their role as a steward of the environment from many aspects. Want to make sure our messaging conveys SPU's overarching goal. SPU has an opportunity to make sure the local community and site uses are informed of Tribal Treaty rights and how this project will address them.*
  - d. How will we use these tools to keep the targeted community informed regarding key decisions and progress of the project?
    - i. *The project Communications Plan outlines specific onsite events during OA and identifies opportunities to reach the broader community through public drop-in sessions, door to door outreach, presentation at the Fauntleroy Community Association and the Fauntleroy Food Fest event. The Department of Neighborhoods may be able to help distribute messaging-need to see what their capabilities and target audience is-they may have a focused outreach area established in our the vicinity of our project. Tribal input will be evaluated through direct discussions with Tribes and via permit review.*
3. Are there opportunities to leverage the outreach and engagement efforts of other current or recent SPU services or projects, especially if impacting the same geographic area or community? Do similar opportunities exist with other city departments or regional agencies?
  - a. *Possibly. Parks, WSDOT Ferries, King County, Fish and Wildlife may have projects or opportunities for partnering from an outreach perspective. For example, SPU work at Longfellow could help inform work at Fauntleroy. There may be GSI projects by King County that drains into this Watershed (Barton GSI?). We could possibly influence or be included in WSDOT Ferry Dock Improvements outreach for connectivity between projects/work in the area. Through Parks, we may be able to connect volunteering efforts at the beach with improvements and*

*volunteering efforts upstream. The project team will need to make sure agencies are aware of what we're doing and how their work also connects to the creek. We should message the connection between projects or activities at the beach/downstream and the upper creek/watershed.*

4. How will we provide opportunities for stakeholders to become knowledgeable and consider service equity issues in their roles as collaborators?

a. *Specifically, with regards to the Church and homeowners (along Kilbourne Ravine) who own property right up to the creek-we want them to acknowledge that we're improving the health of the creek and we want them to be continued stewards of the creek system. Strategies may include informing them of the pros and cons of their involvement or lack of involvement in the future after the project work is completed. Message "We need your help to be a good land steward". Connect them with the Fauntleroy Watershed Council and other stewards to help support. Judy Pickens with the Fauntleroy Watershed Council set up a stewardship fund, and we could encourage people to look into that.*

*There is the potential for tension with the idea of public access in the area/in their back yard. Also, there's the potential for these improvements to increase their property value. The project team should be aware of the "Not In My Backyard" (NIMBY) mindset. At this time, we're not sure how the public access would look in terms of the project but want homeowners to recognize the value. The Fauntleroy Church may utilize these improvements as an opportunity to reach out to underserved communities to increase the diversity and reach of their congregation. This project could provide them this opportunity - all rate payers are paying for this. Their stewardship of the property will affect the health of the creek system, and we should include messaging about their role. SPU will include Tribal Treaty Rights in the messaging as well. The community needs to understand this is not just their watershed. The City has an obligation to support Tribal Treaty Rights, and projects like this is how we're doing it.*

b. How will their input be used and what weight will their input be assigned relative to other info provided by the team?

i. *The project team needs to balance the input from community. We don't anticipate community input it to affect the sizing of the culverts, but to inform the team of the potential uses and stewardship opportunities that the community identifies. The Fauntleroy Church input will be weighed more heavily for the California culvert, so we need to make sure the public understands the relationship between the Church and City.*

5. Who specifically is your:

- SPU Communications Team member **Dylan King**
- SPU Service Equity Subject Matter Expert **Vicky Raya**
- Additional SPU or other City Department staff team member who is familiar with the geographic area and/or ethnic community being targeted **Betsy Lyons, LOB Rep; Deb Heiden, Urban Ecosystems**

6. In review of your completed Equity Stakeholder Analysis, what particular demographic or stakeholder group(s) will require more-targeted outreach or engagement by SPU?

a. *(Envirolssues can help with this targeted outreach. Define who we know are the potential users, not just schools, other community groups as well.)*

7. Is the targeted community currently aware of your current planning efforts, and is there support or opposition to the service, project or program (including any proposed changes to what currently exists)? Why is there support or opposition?

- a. *(Not yet, we need to define who they are first in addition to the schools. We will start with the Salmon in Schools Seattle board. Islandwood-More connected with environmental education in broader Seattle. Beth Miller and Rich Gustav are potential contacts.)*
- b. *The Muckleshoot Indian Tribe has been notified of our project and opportunities to meet on site have been offered. They have also been invited to the City's early pre-application discussions about the project.*

8. How will you ensure that your outreach and engagement efforts are culturally relevant and linguistically appropriate, especially if targeting low income and/or non-English speaking persons or communities?

- a. *(The project team will ask EnviroIssues to research who else to reach out to after we have developed a list of potential organizations, and then we can answer this question.)*
- b. *Much of the information provided at open house sessions will be visual in nature (e.g. large posters showing options being considered).*



Memorandum



**Date:** February 22, 2019

**To:** Drainage and Wastewater Line of Business: Ben Marre, Ingrid Wertz and Tracy Tackett; Project Delivery and Engineering: Adam Schuyler, Jerry Waldron; Community Affaris: Elaine Yeung

**From:** Cody Nelson, Betsy Lyons, Dylan King, Masako Lo, Deb Heiden, Katherine Lynch, Kaniteli Puloka

**Re: Fauntleroy Creek Culverts Replacement – SPU Equity Toolkit – Stakeholder Analysis**

As a result of applying the Stakeholder Analysis to the **C316078 – Fauntleroy Creek Culverts Replacement** we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1. Conduct direct outreach to adjacent residents and businesses impacted by the project and work to incorporate their input in options analysis.	Provides an option that works better for the community that is directly impacted by the project.	PM, LOB and Communications Lead
2. Develop communications materials using Plain Language best practices to accommodate limited English residents, and create in-language materials when needed.	This will help inform and engage the community more affectively on the project.	Communications Lead
3. Set-up interpreter services for this project through Language Link	Non-English language speakers will be able to get information about the project and discuss the project in their native language.	Communications Lead
4. Consistently message that regulatory requirements result in benefits to the health of the environment and community.	Improve community understanding that these are necessary replacements that, while impactful, will have significant long term benefits to multiple parties.	LOB, PM and Communications Lead

5. Meet with SDOT and Parks during OA to coordinate right-of-way and public space improvements/adjustments including identifying current and proposed use that benefits the community.	Provide community benefits to traditionally underserved communities.	LOB and PM
6. Explore ways to minimize construction impacts and identify opportunities to provide community benefits and consider in analysis of options.	Support SPU's community-centered values.	LOB, PM, Options Analysis Team
4. Strategize ways to partner with and create opportunities for the Fauntleroy Church United Church of Christ, so that the full culvert replacement at California Ave SW is a likely outcome.	Shows the community that SPU has the community's best interest in mind when planning and executing CIP projects.	LOB, PM, Options Analysis Team
5. Engage Muckleshoot Indian Tribe early - during Options Analysis	Greater clarity on expectations, ideas and potential conflicts	PM, LOB

As a result of applying the Stakeholder Analysis to the **C316078 – Fauntleroy Creek Culverts Replacement**, the following items should be considered by appropriate 'upstream' management or governing bodies:

Recommendation & Brief Description	How and when will this recommendation be presented to the appropriate upstream management or governing body?
1. Need formal interagency agreement to the approach to the Partnership with the Church. Agreement could include SPU, Parks, and SDOT.	3Q, 2019
2. Need formal cost sharing agreement with the Church	3Q, 2019 after the OA Team has strategized ways to reduce the cost and maintenance impact on the Church
3. Management needs to define lead role and authority in pursuing partnership with Church	3Q, 2019

As a result of applying the Stakeholder Analysis to the **C316078 – Fauntleroy Creek Culverts Replacement**, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1. When equity toolkits are performed only at the project-level, it does not take into account systemic equity issues. Therefore, we recommend conducting programmatic equity toolkits to inform project-level work.
2. To be a community-centered utility, the project team should consider short-term and long-term impacts to residents and businesses as well as opportunities to provide community benefits.
3. SPU does not have a consistent policy on 3 <sup>rd</sup> party cost sharing. Different cost-sharing approaches have been used by project teams when negotiating with other partners. The project team plans to use the interagency agreement as a model or starting point.

cc. Michael Davis