

SPU Racial Equity Toolkit Inclusive Engagement Plan

*To be completed by the staff team involved in developing the community engagement plan related to your service, program, or project, plan, or policy. If warranted, seek assistance from an EJSE Racial Equity Subject Matter Expert. **This tool should be used following application of the [Racial Equity Stakeholder Analysis](#).***

SPU Service, Program, or Project Title: Bitter Lake Reservoir Covering Improvements

Project Manager: Andrew Karch

Today's Date: 6/10/21, updated for 30% Design 3/15/23 (updates in blue text)

Team Member Names:

Andrew Karch, Natalie Hunter, Sam Keller, Eugene Mantchev, Kathy Laughlin, Rick Lippold, Ingrid Goodwin, Shaunie Vail, Bob Hubbert, Lisa Lange

Will this effort have citywide impacts or neighborhood-specific impacts?

Citywide

Neighborhood-Specific

Name the specific neighborhoods impacted:

Southeast: _____

Southwest: _____

Central Area: _____

Downtown: _____

Northeast: _____

Northwest: Bitter Lake Neighborhood

Outside City Limits: _____

In order to ensure thoughtful and thorough responses to the questions below:

- Briefly discuss the difference between equity and equality.
- Discuss ways SPU may unintentionally create or exacerbate racial and/or socio-economic disparities through our policies, services, projects, or programs.

With your team, answer the following questions:

1. Who specifically are your:
 - **SPU Community Affairs and SPU Environmental Justice and Service Equity Subject Matter Experts?**
 - Community Affairs – Ingrid Goodwin
 - EJSE - Natalie Hunter and Sam Keller
 - **Additional SPU or other City Department staff team members that are familiar with the geographic area or affected communities?**
 - Josh Werner, Anthony Chappelle, and North Shop staff – work in the neighborhood.
 - Office of Arts & Culture may also have information.
 - Parks and Recreation
 - Department of Neighborhoods

2. In review of your completed Equity Stakeholder Analysis, what particular demographic or stakeholder group(s) will require tailored outreach or engagement?
 - All stakeholders will need tailored outreach/engagement
 - Some will need more or a deeper dive.
 - Ones that do not speak English fluently will need translation services.

3. Is the community aware of your current effort, and is there support or opposition to it (including any proposed changes to what currently exists)? Why is there support or opposition?
 - Community leaders are aware of the current effort.
 - Bill Wells receives communications from the public regarding when the new reservoir is going to be built.
 - From what we know the community supports burying the reservoir.
 - Initial stakeholder interviews have been conducted. Generally, stakeholders are positive about the project. Important concerns we have heard include safety (for residents along Fremont Ave, desire to keep fence along west side of property), accessibility, and desire to keep the p-patch as it is a valuable asset to the community.
 - Project has been presented to the Seattle Design Commission; it was approved without conditions.
 - Project team is currently planning the first open house style outreach event.

4. How will you ensure your efforts are culturally relevant and linguistically appropriate, especially if engaging low income and/or non-English speaking persons or communities?
 - We will use translation and interpretation services as needed.
 - We will complete the early community outreach mentioned in response for question 3.
 - Community Liaisons may be utilized to ensure we are reaching these stakeholders.
 - Need to use all our different communication tools to ensure we are reaching all stakeholders, including full breadth of community.
 - By engaging contacts that are already involved in this community (i.e., Community Center, North Shop, Josh Werner, Anthony Chappelle).

- By working and coordinating with Parks and Recreation, specifically Bitter Lake Community Center as a key resource for reaching and connecting with the community.
 - 1% for Art for project will provide opportunity for outreach to community stakeholders. Planning artist is being hired to involve community in the 1% for Art.
5. Describe tools and activities to determine appropriate engagement methods (e.g. survey, public meeting, door knocking, Community Liaisons, using trusted advocates, community-based organizations etc.).
- Potential use of Community Liaisons
 - Neighborhood outreach (i.e., meeting, mailers, door to door, etc.)
 - Social Media (i.e., website, listserv, next door, blogs, etc.)
 - Communicate with local businesses and residences to include in their internal newsletters, blogs, local free papers, bulletin boards, etc.
 - Engaging contacts that are already involved in this community (i.e., Community Center, North Shop, Josh Werner, Anthony Chappelle)
 - Engaging Other CIP projects in the area (SPU, other City Departments and private development)
 - Public outreach events – open houses and multiple smaller tabletop events.
6. If you plan on conducting any type of survey or focus group how will you account for the equitable participation and input of low income and limited-English speaking persons?
- Currently, a survey is not planned.
 - However, this could change depending on the direction received from community officials.
 - There could be potential for a follow up survey to determine if needs were met.
 - There is also potential for a survey on the Parks project (if so, would be led by Parks).
 - Survey could be designed to target entire community demographic and translated for non-English speaking people. Community Liaisons could also be engaged to help in this effort.
7. Are there opportunities to leverage the 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?
- Potential for North Transfer Station, project was completed several years ago, but it was in North Seattle and engagement efforts used on that project may apply to this project.
 - Multiple Sound Transit and City of Shoreline projects are occurring in the greater project vicinity. However, these projects have their own communications teams.
 - DOTMAPs can be used to understand other projects in the project vicinity.
 - There are opportunities to leverage engagement efforts for the Park's project that will occur on the reservoir site and the 1% for Art piece of the project. Coordination is currently happening between SPU, SPR, and ARTS. Collaboration occurred between SPU and SPR on initial stakeholder interview questions and information is being shared. SPR and ARTS are included in open house public outreach event. Planning artist will be beneficial to both SPU and SPR.

8. What resources and change to scope, schedule, and budget will you need to make to properly support your initial and long-term engagement efforts?
- Potential use of community liaison (budget included). Outreach and community engagement have been included in project schedule and budget. Public Outreach sub-consultant was hired to assist team and provide strategic input. They have developed a Public Involvement Plan.
 - Design duration for project options are approx. 2-1/2 years. Robust communication efforts are not anticipated to impact the project schedule.
 - Long term communication efforts will not be needed. Communications will only be required during the project life. Parks will likely have on-going communications after the Park is developed.
9. How will you determine that your engagement strategy was successful? What are the measurable outcome goals associated with your engagement strategy? (e.g. increase in participation of racially diverse communities)
- How to determine successful
 - Potential for surveys to community, before and after project. Parks may be issuing surveys.
 - Responses back from attendees at meetings, through social media, next door, door to door, potential community liaison work.
 - Measurable outcome goals
 - Participation from all demographic groups of the community not just the most vocal. Could measure if the community members reached and engaged match the demographic make-up of the community.
 - Evaluating if questions asked by community are in alignment with messaging that is being sent out. If not, evaluate which groups need better tailored messaging.
10. What are your plans to keep the community informed regarding key decisions and progress of your effort?
- There are plans for early engagement with the community on the project. Initial stakeholder interviews have been conducted that aided the development of the Public Involvement Plan.
 - Communication will occur frequently letting the community know what decisions are being made.
 - Community will also be made aware of the progress on the project through community meetings, public notices, website, social media (Nextdoor) etc.

SPU Racial Equity Toolkit Service, Program, or Project Development

To be completed by the staff team assigned to develop this service, program, or project. Seek assistance from an EJSE Racial Equity Subject Matter Expert. **This tool should be used following application of the [Equity Stakeholder Analysis](#).**

SPU Service, Program, or Project Title: Bitter Lake Reservoir Improvements

Project Manager: Andrew Karch

Today's Date: 6/10/21, updated for 30% Design 3/15/23 (updates in blue text)

Team Member Names:

Andrew Karch, Natalie Hunter, Sam Keller, Eugene Mantchev, Kathy Laughlin, Rick Lippold, Ingrid Goodwin, Shaunie Vail, Bob Hubbert, Lisa Lange

1. Is there a defined or approximate end-date?

- Yes List End-Date: 2029
 No

2. Will this go through the Stage Gates-Asset Management process?

- Yes
 No
 Already in Stage Gates Process - List Gate #: post SG2, in process of SG3/Baseline

3. What is the estimated total dollar amount? \$88M

4. Do you plan on hiring Consultants?

- Yes
 No

If yes, list dollar amount and general consulting tasks:

\$3.7M – engineering, design, and services during construction

1. Write or attach a brief description of your service, program, or project, including intended goals.

The existing floating cover at SPU's Bitter Lake Reservoir is reaching the end of its service life. The project will replace the existing reservoir with a new 21MG partial buried pre-stressed

concrete reservoir. The new reservoir will provide additional open space that will be developed into a park by SPR.

The project will be designed and constructed. Intended goals of the project include meeting regulatory requirements, seismic requirements, water supply and system requirements, maintaining current level of service, and providing additional open space for the community.

In order to ensure thoughtful and thorough responses to the questions below:

- Discuss the difference between equity and equality.
- Discuss ways SPU may unintentionally create or exacerbate racial and/or socio-economic disparities through our policies, services, programs, or projects.

With your service or project team, answer the following:

Project Specific Equity Questions

1. Other new reservoirs that have been constructed are much larger than Bitter Lake Reservoir. Is this an equitable situation? In the event of a natural disaster does this impact how much water will be available to the local community as compared to other areas of the City?
 - Several of the other reservoirs when covered were reduced in size (i.e, W. Seattle, Beacon). Roosevelt and Volunteer Reservoirs were taken off-line.
 - For the day-to-day operations of the service area the Bitter Lake Reservoir is oversized, which results in disinfection by-products. Increasing the reservoir size exacerbate the problem. The Lake Forest Park Reservoir also provides water storage for this portion of the service area.
 - There is not a desire by leadership to reduce the size of the reservoir due to the storage it can provide during an emergency or disaster.
 - The City's reservoirs are located at historical selected sites, which may not provide equal emergency storage throughout the City. Purchasing land to relocate reservoirs would be extremely expensive.
2. Regarding the options that were considered, how would they perform in a natural disaster compared with other recently constructed reservoirs in other parts of the city?
 - All the options analyzed for the Bitter Lake Reservoir were developed to the same level of seismic resiliency. For the floating cover and aluminum cover options the parapet wall would be rebuilt due to the seismic evaluation.
 - The floating cover and aluminum cover options do have additional seismic risks due to the earthen dam.
3. Regarding options, are we being equitable regarding water quality security?
 - Water quality security has been considered with the different options. The locations and/or need of fencing impacting the availability of open space is directly related to water quality security.
 - The floating cover requires the largest set-back for the fence reducing the amount of open space. The cover itself is the least secure. Birds of prey have been known to tear covers with their talons and bird wires are recommended to keep birds off the cover.

- The aluminum cover has a reduced setback for the fence increasing the amount of open space, but it is still limiting.
 - The partially buried reservoir will not likely need to be fenced due to the thickness of the concrete wall. Areas near access locations and ladder will need to be secured with potential fencing. This option opens a large portion of the site for open space.
 - The fully buried reservoir will not require fencing except at access locations. This option provides the largest amount of open space, but a significant portion may be unusable due to steep slopes.
4. Reliability. How does the BLR area compare with other areas of the City? This could be redundancy, backup power, aging pipes, aging pump stations, etc.
- The north part of the system is the newest, the reservoir location is not in liquifiable soils and there is very little liquifiable soil if the northern service area. Reliability in this area is better than in the southern service area.

Standard Equity Questions

1. How might your team's position, socio-economic composition, perspective, or implicit bias influence the direction or intent of this effort?
- The team's positions do not have the same influence as the Mayor's Office, Council Members, or SPU leadership. However, our recommendations and presentation of information still has some weight.
 - Team is trying to balance community benefit with costs and recommended option 3 due to this. However, the differences on the increases in rates due to the different options will not have a strong negative impact on us. There are people in the community that will likely be negatively impacted by the higher rates associated with option 3 and not directly receive any community benefit. For example, people in south Seattle may not ever use the new park in the Bitter Lake neighborhood, but they may feel its impact in affordability. Likewise, there may be people in the Bitter Lake neighborhood that might not benefit by in open space in their neighborhood. Not everyone uses City parks and people that do not use City parks may not see this option as the best choice.
 - The team is viewing the situation as highly political with the Mayor's Office, City Council members, and SPU leadership having the greatest influence on the direction and choice for the project option. However, we do not know how the actual residents feel about the situation. We may be biased by past precedence. In the past Mayor Greg Nichols decided to bury all reservoir and create parks. At that time, the decision was that Bitter Lake and Lake Forest Park reservoirs were too far along in the design of the floating covers to switch course. Now it seems there is an expectation that a Park is what the residents of Bitter Lake deserve. There is potential that residents have greater needs for something else and money could be spent in other ways to better serve this community, but we will not know if we do not involve the community in the decision. On the other hand, other communities in the past have benefited from new parks, the biases of people in other communities could prevent the residents of Bitter Lake from receiving similar benefits if the decision is left up to the community at large.
2. Are there additional out of pocket customer costs? If so, what are the policies or other factors used to determine the need *and* share of customer cost? How was customer affordability used as a factor to determine whether or not to charge out of pocket costs?

- There are not direct out of pocket costs for customers on the project, but water rates are impacted differently by which option is chosen.
 - Also, opening up open space for the development of a Park impacts the costs of property taxes for the development and maintenance of the park further impacting affordability.
 - In other areas of the City (i.e., downtown) the City has used “local improvement district” funding which places an extra levee on property taxes in the area to fund the improvement. This currently has not been proposed for the park, but would be unequitable if it was proposed if this situation.
 - There could be impacts to local businesses and their customers if parking for construction workers takes up available parking in the area. Customers could go elsewhere if parking is not available, resulting in reduce revenue for businesses and potential higher costs to customers.
 - Noise from construction could also impact revenues of local businesses and apartment owners. Customer may choose to go elsewhere due to the noise.
3. Are there any identifiable racial and/or socio-economic disparities (one group benefiting or negatively affected more than another group) or potential unintended consequences in the effects of this effort? If so, what plans and steps will you take to reduce or mitigate disparities or unintended negative consequences?
- This is a very diverse neighborhood. The census data has the tract with 47% people of color and 25% of people that speak languages other than English. The “Racial and Social Equity Index” for the census tract the project is in is at the highest level for Disadvantage and Priority.
 - The Henderson project residents that had strong financial means and were outspoken negotiated with SPU to have SPU pay for their windows to be replaced to reduce noise during construction. This project also had a council member living in the vicinity of the project. On the Maple Leaf project negotiations with residents resulted in the SPU paying for residents to have their windows cleaned. Will these type of construction mitigations happen in a less affluent and more diverse neighborhood that might not be as outspoken?
 - There are many residents and older houses adjacent to the project sites.
 - Mitigations could be offered to residents, though residents in such a diverse neighborhood may have different needs.
 - This issue **was** brought up to leadership in the equity memo to management.
 - This project will likely create new open space that will result in a new park that can lead to gentrification of the neighborhood, which could displace low-income residents in the community. **There is a different group at SPU looking at impacts of gentrification due to SPU projects. They have hired a consultant to look into policies and other mitigation measures. After the initial toolkit was completed in 2021, responses to questions on the toolkits had to be reported to the Major Office along with other toolkits that were completed that year. There was an ask to remove the discussion on gentrification from the initial response to the questions.**
 - There is bike path on Linden Ave N. Construction might not directly impact the bike path, but due to the construction and additional construction traffic bikers may choose to use other routes. Mitigation measures for the bike path may need to be considered.
 - Sometimes there may be biases to renters and they can be overlooked. Renters may be impacted by negative construction impacts and may not be able to move elsewhere. If some apartments are not able to be rented out due to construction, it could result in the increase of rents for other tenants.
 - With the senior living apartments across the street from the project site, seniors’ needs should be considered and may be different than others.

- With the diverse neighborhood there will be many different cultures that will be impacted by the project. Every aspect of the project and project communication will need to be viewed through the equity lens as there may be different needs for the different groups of people.
 - The project is unlikely to result in watermain shutdowns or service disruptions. The inlet and outlet feeders do not have customers tapped off of them.
 - There is a potential for temporary impacts to bus stops and sidewalks. Bus stops may need to be temporarily relocated and some sidewalks temporarily closed. This could inconvenience residents and/or local customers and require them to travel further. This could have higher impacts on those that are disabled. Impacts and potential mitigation should be considered for any impacts.
4. What are the specific evaluation measures or outcomes that might inform whether racial or other related inequity was occurring? What data will you need to collect? How will you build these measures into your overall evaluation plan?
- Customer feedback we receive.
 - Feedback from people at public outreach events or on social media.
 - Post project survey and surveys during project could help.
 - [Data will be shared between SPU, SPR, and ARTS. Data from these other departments may be valuable to SPU.](#)
 - May be potential to tap information council members receive from their constituents. Concerns may be heard through Mayor's Office.
5. In regards to this project, list the employee advancement and/or WMBE utilization opportunities.
- WMBE utilization opportunities available through consultant design contract for engineering services. [The consultant contract has WMBE aspirational goals at 20% and includes 6 WBME sub-consultants on their team.](#)
 - WMBE utilization opportunities available through construction contract. WMBE goals will need to be met or exceeded.
 - Project exceeds \$5M and will have CWA in place which provides other benefits and opportunities to workers in the community.
 - For employee advancement, the project will require more senior level construction management abilities, which may allow for opportunities for promotions.

SPU Racial Equity Toolkit Stakeholder Analysis

Use this tool with your team to identify all who is involved or may be impacted by what you are proposing to do.

SPU Policy, Plan, Service, Program, or Project Title: Bitter Lake Reservoir Improvements

Project Manager: Andrew Karch

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Team Member Names:

Andrew Karch, Natalie Hunter, Sam Keller, Eugene Mantchev, Kathy Laughlin, Rick Lippold, Ingrid Goodwin, Shaunie Vail, Bob Hubbert, Lisa Lange

Will this effort have citywide impacts or neighborhood-specific impacts?

Citywide

Neighborhood-Specific

Name the specific neighborhoods impacted:

Southeast: _____

Southwest: _____

Central Area: _____

Downtown: _____

Northeast: _____

Northwest: Bitter Lake Neighborhood

Outside City Limits: _____

It is important to manage expectations of stakeholders. This tool you will help you gain clarity on what you want participants to contribute, what they will gain, and the extent to which their input can influence decision-making.

Using the following terms, check off all appropriate boxes for each stakeholder group.

- **Inform:** Educate stakeholders about the rationale of your effort; how it fits with SPU goals and policies; issues being considered, or areas where input is needed.
- **Collaborate:** Gathering and sharing of information, asking for advice, volunteer or paid partnership to work with SPU in developing and implementing your effort.
- **Shared Decision-Making:** Decision-making power, or stakeholder has a formal role in making final decisions to be acted upon.

Provide brief additional comments for each stakeholder group noting:

- How the stakeholders might benefit or be harmed
- What changes they may want, or what they may want unchanged
- What general expectations the stakeholders may have with SPU

A. Racial or Ethnic Communities

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

Use Citywide or specific neighborhood [demographic information](#) as well as the SPU RSJ Resources List. 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 here:

The project is within one Community Reporting Areas and one Census Tract. The "Racial and Social Equity Index" for the census tract the project is in is at the highest level for Disadvantage and Priority. Demographic data for this census tract is listed below:

Broadview/Bitter Lake – Census Tract 4.01

- **Language Needs**
 - English Only: 74.6%
 - Languages other than English: 25.4%
 - Speak English less than "very well": 12.4%
 - Spanish: 2.0%
 - Speak English less than "very well": 0.40%
 - Other Indo-European languages: 4.1%
 - Speak English less than "very well": 1.5%
 - Asian and Pacific Islander languages: 13.1%
 - Speak English less than "very well": 5.8%
 - Other Languages: 6.2%
 - Speak English less than "very well": 4.7%

In early stakeholder interviews Cynthia Etelamaki, Bitter Lake Community Center Coordinator, recommended translating materials in English, Spanish, Amharic, Simplified Chinese, Japanese, and Russian. In Addition, Julie Bryan, Community Garden Coordinator, mentioned languages spoken around the area include English, Russian, Ukrainian, Simplified Chinese, East African (Somali, Tiguan, Amharic).

- **Economic Considerations**
 - 22.2% of Population below the Poverty Level
- **Racial or Ethnic Groups**
 - 53.5% White
 - 46.5% People of Color
 - 13.7% Black or African American
 - 0.4% American Indian and Alaskan Native
 - 17.5% Asian
 - 0.0% Native Hawaiian and Other Pacific Islander
 - 0.0% Some Other Races
 - 7.1% Two or More Races
 - 7.9% Hispanic or Latino, any race

Racial or Ethnic Communities will be informed [about the project](#). . SPU's decision [for the selected option](#)

was based upon costs, community benefits, and politics. Some of the more expensive options provide the better community benefits (i.e., open space for a park) which results in a trade-off of higher water rates for community benefits. Higher water rates impact affordability. The demographic data shows almost a quarter of the people in this census tract are below the poverty level.

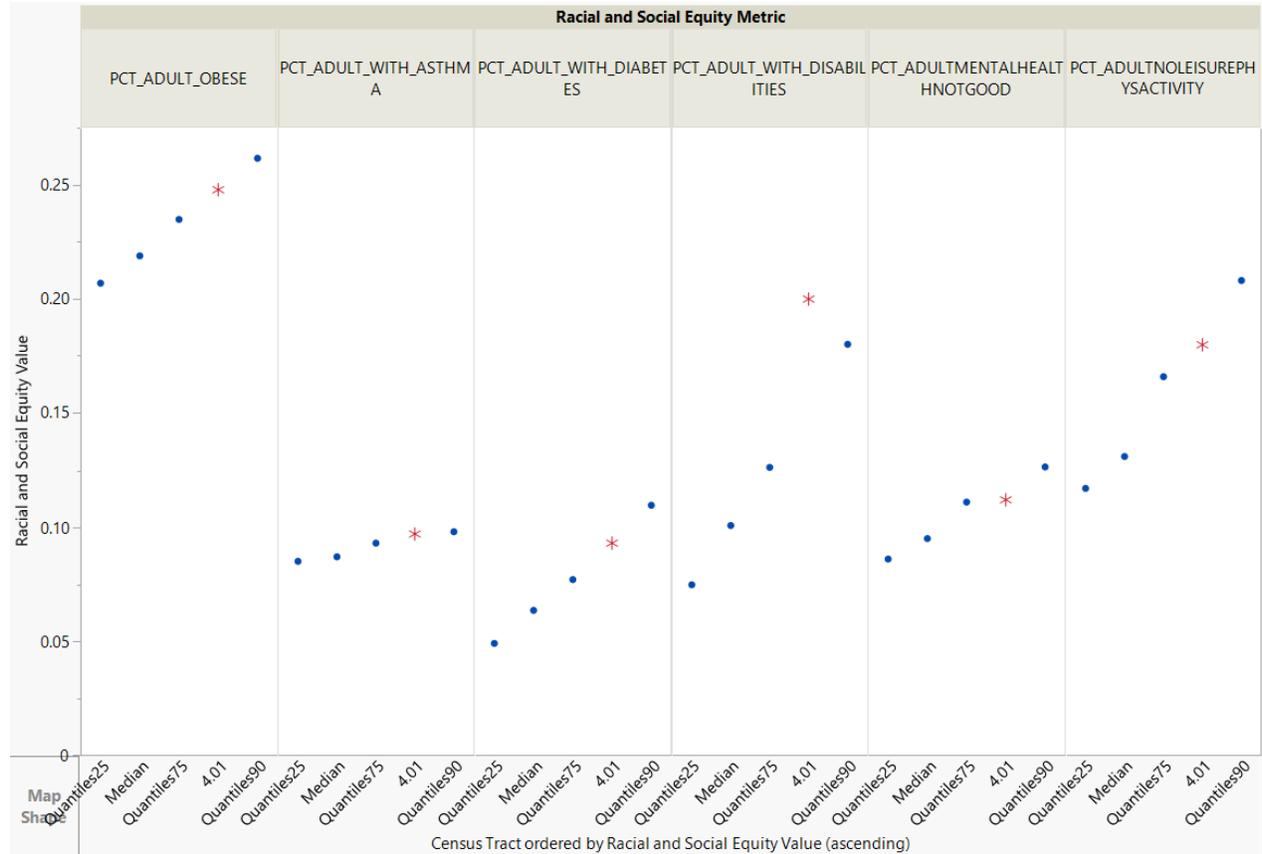
Other neighborhoods have benefited from parks over covered reservoirs. SPR has mentioned that the Bitter Lake neighborhood is in need of more open space. Option 3 (partial buried circular prestressed reservoir) would provide the best open space arrangement and has been selected for the project. Option 4 (fully buried reservoir) opens up more space, but much of it is not usable due to steep slopes. There are also ADA concerns with reaching the large area on top of the reservoir.

This area has a high percentage of people of color. High percentages of people of color have been associated with south Seattle. We need to be careful to not make people of color on the north end invisible.

The project provides an opportunity to collaborate with racial and ethnic communities on the development of the open space and art on the project. There was some discussion of art on the reservoir wall or around the reservoir. However, concerns with graffiti and other security concerns have led to the plan to install a fence around the reservoir. A planning artist is being hired to help define which elements of the project sound incorporate art. Collaborating with the community on the art is a good way to include the community in the project. Engagement with the community on the Art will start after the planning artist is hired. SPU is coordinating with SPR for the development of the park on the site. SPR will be more involved with the community on the park development, but SPU will also likely have some involvement since it is SPU's property and access to the facility must be maintained.

Expanded Public Health Benefits

- The table below shows that the census tract of Bitter Lake (4.01) lies between the 75% and 90% quantile for the following City of Seattle Racial and Social Equity Index metrics:
 - Adults with Obesity
 - Adults with Asthma
 - Adults with Diabetes
 - Adults with Not Good Mental Health
 - Adults with No Leisure Physical Activity



- Comparative to the other City census tracts, Bitter Lake’s census tract has a more vulnerable population in regards to public health impacts, specifically in regards to asthma, mental health, lack of leisure physical activity, obesity and diabetes.
- In the 2020 Seattle & King County Heat Watch Report, Bitter Lake Reservoir is a neighborhood identified as being vulnerable to Urban Heat Island (UHI) Effect, which can exacerbate existing health conditions, including asthma and diabetes.
- Adding green space to a neighborhood vulnerable to Urban Heat Island Effect, with a population that is, on average, less healthy than the city median, would have considerable public health benefits.
- Access to nature has considerable mental health benefits, including reduced stress, improved sleep and overall psychological wellbeing. Green space also encourages social cohesion, which is also beneficial for public health. Trees canopy and other vegetation can improve air quality and mitigate UHI impacts. Creating a suitable safe space for outdoor activity promotes physical activity may influence greater physical activity for those whom might not have had access to green space before. Findings suggest that green spaces can be valuable resources to help reduce obesity and associated public health problems.

B. 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, and political organizations. Some of these organizations provide

advocacy or 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 here:

- DON Community Liaisons is a potential resource.
 - Potential for inform and/or collaborate
 - Vera Njuguna, supervisor DON Community Liaisons, vera.njuguna@seattle.gov
 - Tom Van Bronkhorst, DON outreach for the area, tom.vanbronkhorst3@seattle.gov
 - Osbaldo Hernandez Sahagun, DON outreach for the area, osbaldo.hernandezsahagun@seattle.gov
- The Bitter Lake Community Center is 8 blocks south of the project site.
 - Contact: Cynthia Etelamaki, Cythis.Etelamaki@seattle.gov
 - Inform – community members use the center
- There is a P-patch (operated by DON) on the north end of the reservoir site.
 - Contact: Kenya Fredie – OOC P-Patch Program Supervisor, Kenya.Fredie@seattle.gov
 - Inform – communications during project
 - Collaborate – with any potential construction impacts/improvements to p-patch.
 - Could be impacted if access to the site for the reservoir construction is off of N 143rd St or for construction staging if other areas are not available.
 - Potential to better integrate into site. Note any improvement to the p-patch would likely be associated with the Park project.
 - Also potential for input on art.
- Anthony Chappelle, SPU crew chief that lives in the area. Anthony.Chappelle@seattle.gov. May be good resource on the community.
 - Collaborate – during planning and design.

During initial stakeholder interviews some additional community groups with potential interest in the project were identified:

- Aurora Merchant's Association
- Aurora Commons,
- Faith-based communities
 - Saint Dunstan's Church
 - Westminster Community Church
 - Western Washington Catholic Charismatic Renewal
 - Luther Memorial Lutheran Church
- Downtown Emergency Service Center (DESC)
 - The organization aids and provides housing, shelter, health services and crisis response. DESC operates the Mary Pilgrim Inn at 4115 Aurora Ave N, Seattle, WA 98133.
- The Northwest Greenways Group
 - The organization advocates for pedestrian and bicycle safety in North Seattle. The Northwest Greenways Group is particularly interested in creating bicycle access and street calming measures.
- Haller Lake Community Club
 - The group represents the Haller Lake neighborhood interests. Osbaldo Hernandez, Community Engagement Coordinator, has contact information for the group.
- Broadview/ Bitter Lake Community Council

- : The group represents the Broadview neighborhood and Bitter Lake neighborhood interests. Osbaldo Hernandez, Community Engagement Coordinator, has contact information for the group.
- [Girls on the Run Puget Sound](#)

C. For-Profit Businesses and Commercial Customers

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

Would your planned work impact their revenue or customer access? In addition to businesses located within your impact area, are there businesses that would possibly be interested in collaborating with you? How will you find out what their interests/concerns are? Please note additional comments here:

The following apartments and businesses are adjacent to the project site:

- Apartments – Tressa (14200 Linden Ave N) – has fenced in playground area across the street from the reservoir site. Tressa is affordable housing.
- Apartments with ground floor business (YMCA Child Development Center, CI Tech, LLC., Element 8 Creative) – along N 143 St. between and Linden Ave N and Aurora Ave N.
- Interurban Senior Living Apartment (Shag Interurban) 14002 Linden Ave N
- Chrysler Dodge Jeep Ram of Seattle (access off N 138th St and Aurora Ave N)
- MEC – Mass Electric Construction and Pioneer’s Builders Supply (920 and 924 N 137th S, access off Linden Ave N, N138thSt and alley). Just southeast of project site
- Amesbury Count Apartments (13739 Linden Ave N, access off N 138th St) Just south of project site.
- Budget Tank Removal Services (645 N 138th St) Just south of project site.
- L & B Nurseries (912 N 143 St) Just northeast of project, access off N143rd St). Property is owned by Bellwether housing and leased by L&B Nurseries. May be potential staging yard location.
- Cedar Pointe Apartment Homes (750 N 143rd St). Just north of project site.
- Tri-Court Apartments (720 N 143rd St). Just north of project site.
 - [Tri Court Residential Council/ Seattle Housing Authority](#)
- Windchime Apartments (712 N 143rd St). Just north of project site.
- [Linden Park Condominium](#)
- [Cooper Apartments](#)
- [Northline Apartments](#)
- [Hyundai of Seattle](#)
- There are also other businesses and apartments that are not adjacent to the project site.

Work on the project should be mainly contained to the project site. Any required street improvements could impact N138th St, Linden Ave N, N 143rd St and/or Fremont Ave N. Haul routes from I-5 will likely include N 145th St, Linden Ave N, N 130th St, and Aurora Ave N. Due to hauling of materials there may be additional traffic on these roads and could be temp. delays as trucks and equipment enter the project site. There should not be impacts to business revenue due to traffic or haul routes. Any required street improvements could detour customer access. There may be impacts from construction noise. Construction noise and parking has a potential to impact business revenue. Linden Ave N is a designated bike route with separated bike lanes. Bike community will need to be informed on construction.

- People living in apartments
 - Inform – in project communication
 - Seniors may be on fixed incomes additional increases in water rates due to more expensive options may more directly impact seniors on fixed incomes. However, there are discount programs available that they are likely aware of : <https://www.seattle.gov/utilities/your-services/discounts-and-incentives/utility-discount-program>. Outreach could be potential opportunity to provide information on discounts.
 - Others, who can afford rate increase, may not agree with more expensive options.
 - Collaborate – likely opportunity on open space development (SPR likely to lead). Will this open space provide benefit to people of all ages? If Parks project is delayed there may be less opportunity to collaborate, though coordination will still occur between Parks and SPU; Parks would still collaborate with community. In art, seniors may have rich knowledge in neighborhood, life experiences, and stories that can help contribute to the development of the art.
- Business
 - Inform - in project communications

D. Local Elected Officials

Inform Collaborate Shared Decision-Making

Is there a role for the Mayor or City Council or their staff? Will this body of work be presented to the Mayor's Office or Seattle Public Utilities Council Committee? Please note additional comments here:

This project is very political, because other neighborhoods received parks over reservoirs in the past when reservoirs were covered.

The Mayor and City Council approves SPU's budget and are shared decision makers. They directed us to put money in the budget to explore options and directed options analysis.

E. Other SPU Divisions, Work Units, or Employee Teams

Inform Collaborate Shared Decision-Making

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

Impacted SPU Divisions/Sections:

- *Water LOB*
 - Provide staff, provide funding, part of project team, shared decision making, key decision maker
- *Water Operations and Systems Maintenance*

- Provide staff, part of project team, collaborate
- *PDEB*
 - Provide staff, part of project team, shared decision making, key decision maker
- *EJSE*
 - Consult with on project, part of project team, collaborate
- *Communications*
 - Provide staff, part of project team, collaborate
- *North Shop at Haller Lake*
 - Near reservoir site, provide community information, collaborate
- *GM's Office*
 - Project and funding approval, shared decision making
- *People, Culture, and Community*
 - Consult with on project as needed, collaborate

F. Other City Departments

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

Are there other departments involved, what is their role, and how will you engage them? 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 here:

Other City Departments:

- *Office of Arts and Culture*
 - Involved with 1% of art for the project, collaborate.
- *DON*
 - Utilizing the Community Liaison project may be beneficial to this project. Can help with really specific outreach in a neighborhood, geographic and racial. Inform and/or Collaborate.
- *City of Seattle Indigenous Advisory Council*
 - If the project has any connections to indigenous land, the group could provide input on how the project design relates to indigenous roots and culture.
- *Mayor's Office*

- Included in section D. Project is very political, shared decision making
- *SDOT*
 - A SIP (Street Improvements Permit) is required by SDCI and a condition of the MUP (Master Use Permit). Collaborate with SDOT on permit and coordination with other projects in the area. Use of DOTMAPs and project coordination groups.
- *SDCI*
 - MUP, building, demolition and other permits will be required. Collaborate for permits.
- *SCL*
 - A new/updated electrical service is not currently part of the project. SCL will be informed through permitting process of project for department sign-off. Collaboration may occur in regard to any required street improvements and site lighting. [Moving any power poles will require coordination with SCL.](#)
- *SPR (Parks)*
 - SPU will work with Parks and coordinate regarding a Park's project to develop the open space on the reservoir site into a park. There will also be coordination regarding the grading on the SPU project to work with the park design. Collaborate.
 - [It is up to City Council and Parks how they proceed forward, likely:](#)
 1. Their project will be in step with SPU's, once SPU finishes construction Parks will start their construction, or
 2. The Parks project will lag behind SPU's project, SPU will need to temp. restore the site and there will be a time period before construction starts on the Parks project after the SPU project finishes.
 3. SPU and Parks have not had a true joint project; being combined design and construction. This approach is not likely to happen.
 - There will be more opportunities to address equity with the follow-on park project design than with the reservoir design. Opportunities for SPU to coordinate with Parks on equity, outreach may need to be a combined effort or at least closely coordinated.
 - SPU needs to be assured that no proposals will impact access for maintenance and operations and being there for any brainstorming or workshops would be a good idea to prevent people from getting excited

about something that we would have to come back and say no to.

- Fencing on the site should be limited to critical areas, to give the site/park a more pleasant **feel**. **There** is potential for a temporary fence to be constructed around the site depending on when after SPU finishes their project that Parks starts, the topography of the temp. grade, and risks.
- **SPS (Seattle Public Schools)**
 - Impacts to bus routes and school will need to be considered for impacts during construction. If street improvements are required, detours and temp. bus stop relocations are possible
 - Inform - during design and construction.
 - **Broadview Thomson K-8**
 - **Ingraham High School/PTA**

G. 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 engage them? 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 here:

- **Tribes**
 - Cultural resource report **has been completed for the project**. **Cultural Resousecs SME** will be consulted regarding any tribal matters. Potential for inform and/or collaborate.
- **WA Depart of Health (DOH)**
 - Project approval required from DOH. Collaborate.
- **WA Depart. Of Ecology (DOE)**
 - The current reservoir is considered an earthen dam regulated by DOE. **The proposed project will remove the dam**. **Coordination will** occur with DOE on this project, as needed. Collaborate.
 - A construction stormwater general permit will be required for this project. Inform.
- **King County Metro**
 - **Required street improvements have the potential to impact metro bus routes and stops**. Inform and/or collaborate.

H. Other

Inform Collaborate Shared Decision-Making

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

None identified.

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.
 - The key decision **was made** by stakeholders **on** which reservoir option will be selected. This project is very political due to the opportunity to open significant park space for the community.
 - A key decision that can involve the community is the 1% for art. There is a great opportunity for community involvement on this part of the project.
 - Staging and parking for construction will need to be determined. As most of the work will occur on the project site. Staging and parking can have an impact on the community.

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 have relative to other information provided by staff?
 - Input from community collaborators will most likely be in regard to the Park or Art. Their input will help shape what these items become and will help guide City staff on what the community wants for their Park and Art.
 - SPU cannot make commitments for Parks.
 - Let community know:
 - Parks is leading the park project.
 - SPU is working to closely coordinate with Parks and will provide needed information to community.
 - Office of Arts and Culture will be brought into the project
 - **Planning artist will be the lead on the community engagement for the 1% for art.**
 - Communication will need to occur with the community frequently to let them know what decisions are being made. Also, to let them know the progress on the project through community meetings, public notices, website, etc.

3. Does one stakeholder group carry more influence than another in your planned effort? If so, please explain why.

- The Major’s Office, City Council (Council Member Juarez), and the GM’s Office carry more influence than other stakeholders. This project is very political due to the opportunity to open new park space for the [community](#). [Parks](#) has a large influence as well on the design of the Park and when it will happen.
4. How will you ensure under-represented stakeholders have more equitable participation and influence?
- Due to the political nature of the project, it may be hard for under-represented stakeholders to have more equitable participation and influence on the reservoir selection option.
 - However, it is more likely they could have influence over what the park and art look like.
 - The park will be designed and constructed by Parks, but SPU will be coordinating with them. SPU will have more control over the 1% for Art portion.
 - Potential use of Community Liaison by SPU or Parks can give voice to people that do not typically provide input to public works projects.
 - Allocating enough project budget and time for community outreach will help.
 - Cynthia Etelamaki with the Bitter Lake Community center is a good contact within the community.
5. How will you provide opportunities for influential and underrepresented stakeholders to understand and consider service equity issues in their roles as collaborators or shared-decision makers?
- By bringing everyone to the table.
 - Make sure we properly identify these folks.
 - Influential
 - There are already opportunities for the influential
 - Council check-ins
 - Mayor briefings
 - GM meetings
 - Underrepresented
 - Potential use of Community Liaison could help with underrepresented stakeholders.
 - Using communications tools we have:
 - Neighborhood outreach (i.e., meeting, mailers, door to door, etc.)
 - Social Media (i.e., website, listserv, next door, blogs, etc.)
 - SPU resources in the neighborhood (i.e., Josh Werner, Anthony Chappelle, North Shop)
 - Other CIP projects in the area
 - Communicate with local businesses and residences to include in their internal newsletters, blogs, local free papers, bulletin boards, etc.
6. Is there an opportunity to report back to some or all of your stakeholders? Why? How?

- Yes, there is opportunity to report back to stakeholders with community meetings, public notices, web site, social media, etc.
- It is important to report back to the stakeholders to update them on the project, our coordination with Parks, and the Art piece of the project.

Memorandum



Date: 6/10/21

To: Fred Aigbe, Steve Hamai, Bill Wells, Andy Behnke, Elaine Yeung, Jerry Waldron, Winsome Robinson Williams

From: Andrew Karch, Natalie Hunter, Sam Keller, Eugene Mantchev, Kathy Laughlin, Rick Lippold, Ingrid Goodwin, Shaunie Vail, Bob Hubbert, Lisa Lange

Re: Bitter Lake Reservoir Covering Project – Options Analysis Equity Toolkit Planning

As a result of applying SPU’s Racial Equity Toolkit to the Bitter Lake Reservoir Covering Project, we have identified next-step follow-up tasks, upstream recommendations and lessons learned.

What can this project team do differently to improve equity in this effort? List the tasks, describe their benefit, and determine which staff will be responsible and what resources you will need.

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1. Update equity toolkits during PMP development.	Once the reservoir option is selected and the project moves into design toolkits can be further defined.	Effort lead by PM and supported by equity planning team.
2. Contacting SPU staff that work and live in the Bitter Lake neighborhood.	Utilizing existing SPU resources can be beneficial in better understanding the needs of the neighborhood.	Effort led by PM, Communications lead and EJSE liaison.
3. Determine whether Community Liaisons will be utilized on the project.	Community Liaisons can help with targeted outreach and are embedded in communities.	Effort led by PM and Communications lead, and EJSE liaison.
4. Determine which past and current projects data can be obtained from or shared with to improve communication efforts.	Gaining knowledge from past projects and ability to leverage engagement efforts of current projects.	Effort led by PM and Communications lead.
5. Develop Communications and Outreach Plan	Early communications with community on decision as discussed in planning session. Development of the communications plan is needed prior to outreach.	Effort led by Communication lead with support from PM and other members of the project team.

6. Coordinating with other City Departments (i.e., Parks, Arts and Cultural) outreach data and efforts.	Gaining knowledge from other departments and leveraging their engagement efforts.	Effort led by PM, Communications lead and EJSE liaison
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Racial Equity Toolkits commonly reveal existing policies, structures, and processes that unintentionally create barriers to embedding racial equity. It is critical that we elevate these upstream for consideration. Describe issues that 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. Past projects have provided construction mitigation measures to more affluent communities that have a stronger voice. Bitter Lake is a very diverse community and has the highest “Racial and Social Equity Index” level for Disadvantage and Priority. On the Henderson project due to construction noise SPU paid for windows to be replaced on nearby residences. On the Maple Leaf reservoir project due to construction SPU paid for windows to be cleaned at nearby residences. A plan should be developed on how construction mitigation measures will be determined for a diverse neighborhood that may not have the City connections and/or power to voice what mitigation they need.	This recommendation will be presented at the Division Director level to Frank Coulter and Kathleen Baca within a month.
2. This project will likely create new open space that will result in a new park that could inadvertently aid gentrification of the neighborhood, which could displace low-income residents in the community. The evaluation of mitigation measures regarding gentrification in the neighborhood may be beneficial.	This recommendation will be presented to EJSE leadership within a month.

List any key lessons the team learned that should be applied to future related efforts:

Lessons Learned
1. Diverse, lower-income neighborhoods may have different needs for construction mitigation measures than more affluent less diverse neighborhoods.
2. Potential for gentrification should be considered in equity analysis.
3. We do not always have the answers but should still bring the issues forward.