

SPU Equity Planning Toolkit
Stakeholder Analysis

Complete this first, before any other sections. To be completed by the staff team involved in developing the service, project, policy or program. If warranted, seek assistance from a SPU Service Equity Subject Matter Expert.

SPU Service or Project Title: _____

One Team Leader: _____

Today's Date: _____

Additional One Team Member Names:

_____	_____
_____	_____
_____	_____

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 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 | |

Before you begin this analysis: Check-in with your supervisor, SPU Communications, SPU Environmental Justice and Service Equity, other SPU department staff, or DON Neighborhood Service Center Coordinators for advice on how to identify potential stakeholders and assessing their roles.

It is important to manage expectations of stakeholders. By completing this analysis, you will gain clarity on what you want participants to contribute, what they will gain from taking part, and the extent to which their input can influence decision-making.

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

- **Inform:** Educate stakeholders about the rationale for the service, project or decision; how it fits with SPU goals and policies; issues being considered, areas of choice or 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 the service, project or program. Can also include role as a participant in the service, project or program.
- **Shared Decision-Making:** Decision-making power, or stakeholder has a formal role in making final decisions to be acted upon.

If necessary, provide brief additional comments for each stakeholder group noting:

- How the stakeholder group might benefit or be harmed
- What changes they may want, or what they may want unchanged
- What general expectations they may have in regard to their interaction with SPU on this service, project or program.

A. Public At-Large

- Inform Collaborate Shared Decision-Making

Public At-Large is global categorization of all persons who reside or work in Seattle, are SPU customers, and generally obtain information through the media or SPU communications (e.g. At Your Service, SPU website, etc.).

Please note additional comments on this stakeholder group here:

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:

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:

D. For-Profit Businesses and Commercial Customers

Inform Collaborate Shared Decision-Making

Would your service, project, or program 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 on this stakeholder group here:

E. Local Elected Officials

Inform Collaborate Shared Decision-Making

What is the role of the Mayor or City Council or their staff? Will this body of work be presented to the Mayor's Office or Seattle Public Utilities and Neighborhoods Council Committee?

Please note additional comments on this stakeholder group here:

F. 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 One 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:

G. 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 service or project align or impact another department's plans, services, projects, or programs?

Please note additional comments on this stakeholder group here:

H. King County, State or Other Public Agencies

- Inform Collaborate Shared Decision-Making

Are there 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 project align or impact another agency's plans, services, projects, or programs?

Please note additional comments on this stakeholder group here:

I. 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 to or by SPU staff on your team.
3. How will you provide opportunities for stakeholders to become knowledgeable and consider service equity issues in their roles as collaborators or shared-decision makers?
4. Does one stakeholder group carry more influence than another in regard to your service, project or program? If so, please explain why.
5. How will you ensure under-represented stakeholders have more equitable participation and influence in your outreach and engagement efforts?

Next Steps:

- a. Using the Equity Planning Memo Template (below), prepare a summary memo to your supervisor highlighting any (new) plans to engage current or potential stakeholder groups as a result of this analysis.
- b. Attach a copy of this completed stakeholder analysis and the memo to your PMP or other planning documents.
- c. Send an electronic copy of this completed document for review to SPU_EquityTeam@seattle.gov.
- d. Store this analysis and schedule time for periodic review and updating (recommended update to coincide with project or program redesign, or new community engagement processes).

Date:

To: *(List all members of the management or governing body or group)*

From: *(List all management team members)*

Re:

As a result of applying the Stakeholder Analysis to the <<enter name project here>> we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1.		
2.		
3.		

As a result of applying the Stakeholder Analysis to the <<enter name of project here>>, 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.	
2.	
3.	

As a result of applying Stakeholder Analysis to the <<enter name of project here>>, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1.

2.
3.

cc.

SPU Equity Planning 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: _____

Today's Date: _____

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 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 | |

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, programs, or projects.

With your team, answer the following questions:

1. Who specifically is your
 - SPU Communications Team member and SPU Service Equity Subject Matter Expert
 - Additional SPU or other City Department staff team member who is familiar with the geographic area and/or ethnic community being targeted

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

3. 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?
4. 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?
5. What outreach, public engagement, or communications tools or activities are appropriate for the service or project? Describe tools and activities: Refer to the [Citywide Outreach Guide](#) to determine types of appropriate engagement (e.g. survey, public meeting, etc.).
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?
Note: If you plan on conducting any type of survey or focus group contact SPU Economic Services for review and approval of your questions, implementation, and data analysis plans.
7. 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?
8. What resources (including dollar amount) do you need to properly support your initial and long term communications and public engagement efforts?
9. How will you determine that your outreach, public engagement, or communications strategy was successful? What are the measurable outcome goals associated with your outreach, public engagement, or communications strategy?
10. What are your plans to keep the targeted community informed regarding key decisions and progress of your service or project?

Next Steps:

- a. Using the Equity Planning Memo Template (below), prepare a summary memo highlighting next steps as a result of this analysis.

- b. Attach a copy of this completed equity planning tool and summary memo to your relevant planning documents.
- c. Send an electronic copy of this completed document for review to SPU_EquityTeam@seattle.gov
- d. Incorporate newly identified tasks into the overall timeline and work plan of this particular topic or issue.

Date:

To: *(List all members of the management or governing body or group)*

From: *(List all management team members)*

Re:

As a result of applying the Inclusive Outreach and Public Engagement Plan to the <<enter name project here>> we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1.		
2.		
3.		

As a result of applying the Inclusive Outreach and Public Engagement Plan to the <<enter name of project here>>, 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.	
2.	
3.	

As a result of applying the Inclusive Outreach and Public Engagement Plan to the <<enter name of project here>>, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1.
2.
3.

cc.

SPU Equity Planning Toolkit
Management Discussions and Decision Making

Topic:	
Today's Date:	
Recorder:	

To ensure thoughtful and thorough responses to the questions below, quickly:

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

With your management team, answer the following:

1. In regard to this topic or issue, how might your position, racial and other socioeconomic composition, perspective, or implicit bias influence this discussion?

2. Who is affected by this issue or decision we are about to make? Do we have a solid multi-faceted understanding of its impact across all classes of SPU customers, and if applicable, SPU employees?

3. What are the historical or current racial or socio-economic disparities (one group benefitting or negatively affected more than another group) related to this topic or issue? How might we address them, or evaluate whether disparities were occurring?

4. Will this topic or issue include any customer-interface, and how can we expand access and opportunity for those who have not traditionally participated with us?

5. In discussing this topic or issue, how could we better support work force and contracting equity?

6. Related to this topic or issue, are there opportunities to leverage or influence other decisions we have made, or will make in the near future?

7. What would be different if service equity was integrated into the decision-making process at the beginning?

8. How will the results to the questions above be communicated to our staff?

Next Steps:

- a. Using the Equity Planning Memo Template (below), prepare a summary memo highlighting next steps as a result of this analysis.
- b. Attach a copy of this completed equity planning tool and summary memo to relevant planning documents.
- c. Send an electronic copy of this completed document for review to SPU_EquityTeam@seattle.gov
- d. Incorporate newly identified tasks into the overall timeline and work plan of this particular topic or issue.

Date:

To: *(List all members of the management or governing body or group)*

From: *(List all management team members)*

Re:

As a result of applying the Management Discussions and Decisions Making Analysis to the <<enter name project here>> we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1.		
2.		
3.		

As a result of applying the Management Discussions and Decisions Making Analysis to the <<enter name of project here>>, 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.	
2.	
3.	

As a result of applying the Management Discussions and Decisions Making Analysis to the <<enter name of project here>>, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1.
2.
3.

CC.

SPU Equity Planning Toolkit

Master or Comprehensive Plan Development

To be completed by the staff team assigned to update or develop master or comprehensive plans (e.g. Water System Plan, Solid Waste Plan etc.). 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 Plan Title: _____

Today's Date: _____

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 socioeconomic disparities through our policies, services, programs, or projects.

With your team, in scoping the steps in this process:

1. List the names of project team members assigned to update or develop of this plan.

2. How might your team's position, socio-economic composition, perspective, or implicit bias influence the direction or intent of this planning development effort?

3. How will you draw upon and include the perspectives of persons or stakeholders who historically have **not** been involved in this planning process, including co-workers?

4. List racial or other socio-economic disparities or inequities that may have occurred as a result of past or most recent plans.

5. How will this plan be updated or developed to reduce or eliminate noted racial or other socio-economic disparities or inequities? Prioritize your list (or actionable steps) along with expected outcomes.

6. What is your plan to evaluate whether there are disparate or inequitable impacts, what data will you need to collect, and how frequently will evaluation occur?

7. Can the updating or development of your plan contribute to any of the following Race and Social Justice Initiative Best Practices?
- Assessing and documenting affected community conditions
 - Creating goals to help reduce disparities (can be in addition to other policy goals)
 - Expanding opportunity and access for all individuals
 - Promoting racially inclusive collaboration and civic engagement
 - Analyzing and changing policies which may perpetuate disparities
 - Educating on racial issues and raising racial consciousness

If no boxes were checked, please explain why:

8. As a result of answering the previous questions, identify next-step tasks and considerations to be taken as this plan moves through development. Be sure to incorporate these tasks into your overall timeline and project work plan.

Task/Recommendation Description	Intended Benefits of Described Task	Staffing and Resource Needs*	Who is Responsible?	Target Completion Date or Reporting Timeline
1.				
2.				
3.				

Next Steps:

- a. Using the Equity Planning Memo Template (below), prepare a summary memo to your immediate supervisor highlighting next steps as a result of this analysis.
- b. Attach a copy of this completed equity planning tool and the summary memo to your master planning documents.
- c. Send an electronic copy of this completed document and summary memo for review to SPU_EquityTeam@seattle.gov
- d. Incorporate new tasks into your overall timeline and project work plan, and update your Supervisor or Manager.

*If resources are NOT available, what is your plan to accomplish this task or acquire requisite resources?

Date:

To: *(List all members of the management or governing body or group)*

From: *(List all management team members)*

Re:

As a result of applying the Master or Comprehensive Plan Development analysis to the <<enter name project here>> we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1.		
2.		
3.		

As a result of applying the Master or Comprehensive Plan Development analysis to the <<enter name of project here>>, 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.	
2.	
3.	

As a result of applying the Master or Comprehensive Plan Development analysis to the <<enter name of project here>>, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1.
2.
3.

cc.

Outreach and Public Engagement Planning & Tracking Form

PURPOSE & DIRECTIONS

- Use this form to plan and track your project’s outreach and public engagement activities, especially if you will need to engage your target community for more than three months
- Although the project lead/manager is ultimately responsible for developing and keeping this form updated, those persons on the team responsible for developing and conducting outreach and engagement activities (including contracted consultants) should help to complete this form
- Refer to your Equity Stakeholder Analysis as needed to guide you in completing this form
- Send a copy of this completed form to SPU_EquityTeam@seattle.gov
- Additional uses and benefits of this form include use as a monthly template reporting tool for outreach consultants, sharing with management, other departments, or elected officials, and a good reference point for other similar projects

Project Outreach	List Key Dates:						
	<ul style="list-style-type: none"> • • • 						
Date	Target Audience	Engagement Activity	Notification Tools	Key Message(s) and/or Purpose (Refer to Equity Stakeholder Analysis)	SPU Staff	Outcome/Details	Status - Next Steps
				•			
				•			
				•			
				•			
				•			

Type Project Name Here (header)

Project Outreach	List Key Dates:						
Date	Target Audience	Engagement Activity	Notification Tools	Key Message(s) and/or Purpose (Refer to Equity Stakeholder Analysis)	SPU Staff	Outcome/Details	Status - Next Steps
				•			
				•			
				•			
				•			
				•			
				•			
				•			
				•			
				•			
				•			
				•			
				•			

Type Project Name Here (header)

Project Outreach	List Key Dates: <ul style="list-style-type: none"> • • • 						
Date	Target Audience	Engagement Activity	Notification Tools	Key Message(s) and/or Purpose (Refer to Equity Stakeholder Analysis)	SPU Staff	Outcome/Details	Status - Next Steps
				•			

SPU Equity Planning Toolkit
Policy, Procedure, Director's Rule, or Code Development

To be completed by initiators, owners, and others who are involved in the drafting or updating of Procedures, Director's Rules, or Codes. If warranted, seek assistance from a SPU Service Equity Subject Matter Expert. This tool should be used following application of the Equity Stakeholder Analysis.

Policy, Procedure or Director's Rule Number: _____

Policy, Procedure or Director's Rule Title: _____

Today's Date: _____

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 socioeconomic disparities through our policies, services, programs, or projects.

Does this Policy, Procedure, Director's Rule or Code have an application to our customers or the general public?

Yes

No

If no, skip the rest of this form, sign at the bottom and submit to RQA.

With your team, answer the following questions:

1. List the names of project team members assigned to the development or updating of this Policy, Procedure, Director's Rule, or Code Development.
2. How might your team's position, socio-economic composition, perspective, or implicit bias influence the direction or intent of this effort?
3. How will you draw upon and include the perspectives of persons or stakeholders who historically have NOT been involved in this process, including your co-workers?
4. List racial or other socio-economic disparities or inequities that may have occurred as a result of past or the most recent related Policy, Procedure, Director's Rule, or Code.

5. How will this Policy, Procedure, Director's Rule, or Code be updated or developed to reduce or eliminate noted racial or other socio-economic disparities or inequities? Prioritize your list (or actionable steps) along with expected outcomes.

6. What is your plan to evaluate whether there are disparate or inequitable impacts as a result of this Policy, Procedure, Director's Rule, or Code, what data will you need to collect, and how frequent will evaluation occur?

7. Can this Policy, Procedure, Director's Rule, or Code contribute to any of the following Race and Social Justice Initiative Best Practices?
 - Assessing and documenting affected community conditions
 - Creating goals to help reduce disparities (can be in addition to other policy goals)
 - Expanding opportunity and access for all individuals
 - Promoting racially inclusive collaboration and civic engagement
 - Analyzing and changing policies which may perpetuate disparities
 - Educating on racial issues and raising racial consciousness

If no boxes were checked, please explain why:

8. As a result of answering the previous questions, identify next-step tasks and considerations to be taken as this Policy, Procedure, Director's Rule, or Code moves through development. Be sure to incorporate these tasks into your overall timeline and work plan.

Task/Recommendation Description	Intended Benefits of Described Task	Staffing and Resource Needs*	Who is Responsible?	Target Completion Date or Reporting Timeline

P&P author/lead

Date

Print Name

Phone Number

Next Steps:

- a. Using the Equity Planning Memo Template (below), prepare a summary memo to your immediate supervisor highlighting next steps as a result of this analysis.
- b. Attach a copy of this completed equity planning tool and the summary memo to your master planning documents.
- c. Send an electronic copy of this completed document and summary memo for review to SPU_EquityTeam@seattle.gov, and cc. Risk and Quality Assurance.
- d. Incorporate new tasks into your overall timeline and project work plan, and update your Supervisor or Manager

*If resources are not available, what is your plan to accomplish this task or acquire requisite resources?

Date:

To: *(List all members of the management or governing body or group)*

From: *(List all management team members)*

Re:

As a result of applying the Policy, Procedure, Director’s Rule or Code Development analysis to the <<enter name project here>> we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1.		
2.		
3.		

As a result of applying the Policy, Procedure, Director’s Rule or Code Development analysis to the <<enter name of project here>>, 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.	
2.	
3.	

As a result of applying Policy, Procedure, Director’s Rule or Code Development analysis to the <<enter name of project here>>, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1.
2.
3.

cc.

SPU Equity Planning Toolkit
Service, Project or Program Development

To be completed by the staff team assigned to develop this 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: _____
One Team Leader: _____

Today's _____ Date: _____

Additional One Team Member Names:

_____	_____
_____	_____
_____	_____
_____	_____

1. Is there a defined or approximate end-date of this service, project or program?

- Yes Service or Project End-Date: _____
 No

2. Will your service or project go through the Stage Gates-Asset Management process?

- Yes Service or Project End-Date: _____
 No
 Already in Stage Gates Process - List Gate #: _____

3. What is the estimated total dollar amount for this service, project, or program?
\$ _____

4. Do you plan on hiring a Consultant during this early planning phase?

Yes

No

If yes, list dollar amount and general consultant tasks:

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

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:

1. Who will be impacted by this service or project? List the categories or types of SPU customers impacted (e.g. multi-family residents), and if applicable, SPU employees.
2. Are there additional out of pocket customer costs in association with this service or project? 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?
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 service or project? If so, what plans and steps will you take to reduce or mitigate disparities or unintended negative consequences?
4. What resources (including dollar amount) do you need to properly support your initial and long term communications and public engagement efforts?
5. What is your current plan to collect participant demographic data, and how will it be used to help assess whether you have reached your target audience?
6. What are the specific evaluation measures or outcomes that might inform whether racial inequity was occurring? Build these measures into your overall evaluation plan.

7. In regard to this project, list the employee advancement and/or WMBE utilization opportunities.

Next Steps:

- a. Using the Equity Planning Memo Template (below), prepare a summary memo to your supervisor highlighting next steps as a result of this analysis.
- b. Attach a copy of this completed equity planning tool and summary memo to your Stage Gate 2 or other planning documents.
- c. Send an electronic copy of this completed document for review to SPU_EquityTeam@seattle.gov

Date:

To: *(List all members of the management or governing body or group)*

From: *(List all management team members)*

Re:

As a result of applying the Service, Project or Program Development analysis to the <<*enter name project here*>> we have identified next-step follow-up tasks:

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1.		
2.		
3.		

As a result of applying Service, Project or Program Development analysis to the <<*enter name of project here*>>, 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.	
2.	
3.	

As a result of applying the Service, Project or Program Development analysis to the <<*enter name of project here*>>, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1.
2.
3.

cc