



Protecting Seattle's Waterways

Communications and Public Engagement Guidelines

Sewer and Stormwater Pollution Prevention

Updated 5/10/12



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Updated 5/18/12

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Questions? Suggestions?

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Acronyms and Abbreviations

ADA	Americans with Disabilities Act
BMP	Best Management Practices
CSO	Combined Sewer Overflow
DNS	Determination of Non-Significance
DOE	Washington State Department of Ecology
DON	Seattle Department of Neighborhoods
DPD	Seattle Department of Planning and Development
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FAQ	Frequently Asked Questions
GSI	Green Stormwater Infrastructure
IOPE	Inclusive Outreach and Public Engagement Guide
LEP	Limited English proficiency
LTCP	Long-Term Control Plan
NCES	National Center for Education Statistics
NDC	Neighborhood District Council
NEPA	National Environmental Policy Act
NPDES	National Pollutant Discharge Elimination System
Parks	Seattle Parks and Recreation
PEP	Public Engagement Plan
PEIS	Programmatic Environmental Impact Statement
RSJI	Race and Social Justice Initiative (City of Seattle Initiative)
SEPA	State Environmental Policy Act
SSPP	Sewage and Stormwater Pollution Prevention
SPU	Seattle Public Utilities
WAC	Washington Administrative Code
WTD	King County Wastewater Treatment Division

Glossary

Best management practices (BMP)	The U.S. Environmental Protection Agency defines BMP as a “technique, process, activity or structure used to reduce the pollutant content of a stormwater discharge.”
Bioretention	Bioretention is a process by which contaminants and sediment are removed from stormwater runoff. A treatment area that consists of a bed of sand, layer of mulch, planting soil and plants collects stormwater, which slowly infiltrates or evaporates.
Green Alleys	Green alleys are alleys that are paved, at least partially, with permeable pavement and a stone reservoir underneath. The reservoir temporarily stores stormwater runoff before it infiltrates the ground, preventing the stormwater from entering the sewer system.
Natural Drainage Systems	Natural drainage systems enhance previously unimproved public rights of way with features to capture stormwater runoff and prevent it from reaching the sewer system. Natural stormwater management practices include interconnected bioretention cells and permeable pavement. Bioretention cells are wide depressions planted with deep-rooted native plants and grasses along the stormwater flow path to temporarily hold and cleanse stormwater, before infiltrating or slowly releasing it into the sewer system.
RainWise	RainWise is a Seattle Public Utilities program that provides eligible property owners with substantial rebates for installing a rain garden or cistern on private property.
Roadside Rain Gardens	Roadside rain gardens are similar to natural drainage systems but used in places with existing curbs and gutters. They are located in public right of way in the parking strip adjacent to the street or in curb extensions constructed into the street.
SEPA Responsible Officer	The SEPA Responsible Official is the SPU staff person responsible for the documentation and content of the environmental analysis conducted under SEPA.

Executive Summary

By the time it's complete, the effort to protect Seattle's waterways from stormwater pollution and sewage overflows will have lasted more than 15 years and touched more than a dozen neighborhoods.

Protecting Seattle's Waterways will also have made significant progress toward the important environmental goals (and federal regulations) of keeping our waterways clean, protecting people, animals and plants and providing our communities with fresher, healthier beaches, lakes, rivers and Puget Sound.

When it rains, millions of gallons of stormwater runs off our streets, roofs and driveways, bringing with it pollution like motor oil, heavy metals from vehicle brakes, hydrocarbons from vehicle exhaust, and nitrogen and phosphorous from lawn fertilizers.

The stormwater takes up room in the pipes meant for sewage, causing overflows of combined stormwater and sewage into our waterways. Regionally, annual overflows have fallen from 30 billion gallons per year in 1970 to more typically less than 1 billion a year now. While overflow volumes are significantly better, the U.S. Environmental Protection Agency has established even more stringent standards of one overflow per outfall per year.

To meet that standard, Seattle Public Utilities envisions a series of projects that will be highly visible and create impacts: the construction of large underground tanks to store raw sewage and untreated stormwater; the installation of natural drainage systems (also known as green stormwater infrastructure) to keep stormwater out of the sewer system and reduce the amount discharging from the drainage system directly into the waterway.

To get a job this big done right, the first time, will take phenomenal planning both inside Seattle Public Utilities and *out there*, among the residents, ratepayers, park users and others who have a direct stake in the outcome.

For Protecting Seattle's Waterways to be successful, it's imperative that the public understands and accepts the notion of preventing polluted runoff and sewage overflows. That doesn't mean every citizen will love or even support every project. What it does mean is that those affected by the work will be given every opportunity to learn about details, express their opinions, perhaps to influence the work and certainly to believe at the end of the process that their voices were heard.

That's important for the success of the program, the reliability of the budget and, finally, the larger concern of building healthy communities.

These guidelines are a roadmap for securing that kind of public buy-in known as Informed Consent. The guide will give SPU planners, program and project managers and communicators detailed tips for education, outreach, listening and understanding.

We're already taking early feedback seriously, which is why the old CSO program (combined sewer overflows) has become Protecting Seattle's Waterways.

Chapter 1 – Introduction

1.1 Purpose of these Public Engagement Guidelines

These Public Engagement Guidelines are designed to assist public communication and engagement for Protecting Seattle’s Waterways, formerly known as the **Combined Sewer Overflow (CSO) Reduction Program**. Seattle Public Utilities program and project teams should use the guidelines for educating the public about Protecting Seattle’s Waterways, engaging stakeholders in the decision-making process and meeting any legal or regulatory requirements for public engagement.

The guidelines describe a general public engagement approach for engaging and informing the public about Protecting Seattle’s Waterways projects. It should serve as a roadmap for developing a project-specific public engagement plan, but it is not a substitute for engaging a Seattle Public Utilities Communications Lead. Different public engagement strategies, tools, and tactics may be appropriate at different milestones, and it is up to the project team and SPU Communications Lead to determine which approach best suits an individual project and to adjust the approach when necessary.

The purpose of these guidelines is to:

- Align communications and public engagement across Protecting Seattle’s Waterways and all related planning and projects
- Allow for other Seattle Public Utilities staff to adapt the guidelines to their specific project

The guidelines describe Seattle Public Utilities’ approach to communications and public engagement for Protecting Seattle’s Waterways, including:

- Goals and objectives
- Key messages
- Public engagement milestones
- Stakeholders
- Communications and public engagement tools and tactics, including those specifically required by the **State Environmental Policy Act (SEPA)**

These guidelines will be updated periodically based on policy changes and lessons learned.

1.2 Protecting Seattle's Waterways

1.2.1 Background

Like many cities across the U.S., Seattle's sewer system was designed to carry both sewage from inside homes and stormwater from rooftops and streets. This system worked well enough when Seattle was a much smaller city, but Seattle has outgrown its sewer system. Today when it rains, the sewer system runs out of capacity and excess raw sewage and stormwater overflows into Puget Sound, Lake Washington, the Ship Canal and the Duwamish Waterway. Even though this problem does not affect our drinking water, we must prevent these overflows to protect people and the environment from raw sewage and polluted stormwater and keep our waterways healthy for future generations. In addition, Seattle Public Utilities is required to reduce sewage overflows to no more than an average of one per outfall per year to comply with the Clean Water Act and state regulations.

Seattle Public Utilities provides essential sewer and drainage services for Seattle residents and, in partnership with King County, is responsible for preventing sewage and stormwater overflows in Seattle.

Early-Action Projects

Seattle Public Utilities is working on several early-action projects – beginning in 2010 and running through 2015 – to address sewage overflows at the most critical sites. Combined, these early-action projects will reduce the volume of sewage overflows in Lake Washington by 45%.

Early-action projects include:

- Improving existing overflow prevention facilities
- Constructing large infrastructure projects to reduce sewage overflows into Lake Washington in the Windermere, Genesee and Henderson basins
- Constructing “green” or natural stormwater management systems citywide

Long-Term Control Plan

The **Long-Term Control Plan (LTCP)** will define SPU's sewage and stormwater pollution projects from 2016-2025. The goals of the LTCP are to protect and enhance water quality, select cost-effective sewage and stormwater pollution prevention approaches, equitably distribute the impacts of project alternatives throughout neighborhoods, and maximize system efficiencies.

Specifically, the LTCP will:

- Identify areas of the city where projects are required
- Evaluate alternatives for reducing sewage and stormwater pollution in affected areas
- Select a preferred alternative (solution) for each affected area
- Recommend a schedule for designing and constructing projects from 2016-2025
- Estimate program costs and associated rate impacts
- Consider public and stakeholder input

Public involvement for the LTCP began in 2010 when Seattle Public Utilities convened a Sounding Board of residents representing a variety of perspectives. SPU has also conducted public meetings, briefings and presentations to introduce the Long-Term Control Plan and gather public input.

Relationship with King County CSO Control Program

Seattle's sewer system is linked with King County's. Each government's operations, maintenance and capital improvement plans can affect the other. In addition, SPU and King County both manage sewage overflow outfalls in Seattle: SPU manages 90 outfall locations and King County manages 38.

King County and Seattle Public Utilities have identified three program areas for joint collaboration:

1. LTCP – Two of the three LTCP plan alternatives under consideration allow for collaboration between King County and Seattle Public Utilities.

2. Natural Stormwater Management¹ – King County and SPU are collaborating on natural stormwater management projects in Seattle neighborhoods, including county-led projects in the Barton/Fauntleroy, University District and Montlake basins. King County and SPU also collaborate on the RainWise program.
3. Real-time Seattle sewage overflow map – King County and SPU maintain a website, www.seattle.gov/cso, to provide the public with real-time information about when and where sewage overflows are occurring.

1.2.2 Protecting Seattle’s Waterways

The goals of Protecting Seattle’s Waterways are to:

- Protect people and the environment from raw sewage and stormwater pollution and keep our waterways healthy for future generations
- Comply with [U.S. Environmental Protection Agency \(EPA\)](#) and [Washington State Department of Ecology \(DOE\)](#) regulations and requirements

1.2.3 Regulatory Context for Protecting Seattle’s Waterways

Controlling sewage overflows is required by the following state and federal laws and governing agencies, some of which have specific requirements for public involvement (described in [2.6 Regulatory Requirements for Public Involvement](#)):

EPA – The Environmental Protection Agency is a federal regulatory agency whose main purpose is to protect human health and the environment. When Congress writes an environmental law EPA implements it by writing regulations or setting national standards that states and tribes enforce through their own regulations. If states or tribes fail to meet the national standards, EPA provides tools and funding to help them.

Clean Water Act – In 1972, Congress passed the Clean Water Act, the primary federal law governing water pollution, which is administered by EPA. Seattle is on EPA’s list of nearly 800 cities that operate a combined sewer system. The Clean Water Act requires that sewage

¹ Based on extensive public opinion research, Green Stormwater Infrastructure will be called Natural Stormwater Management. Please refer to [2.4 Key Messages](#) for more details on key messages and terminology.

overflows happen no more than once per outfall per year. In some cases, the EPA can issue additional requirements through an Administrative Order or Consent Decree.

2009 CSO Compliance Order – In 2009, EPA issued a compliance order directing the City of Seattle and King County to step up efforts to reduce sewage overflows. The compliance order issued to the City of Seattle addresses wastewater discharge permit violations found during a March 2008 EPA investigation. The order requires the City of Seattle to prepare plans for overflow emergency response, clean the collection system in a more systematic way, and create more storage to hold sewage overflows rather than discharging them. The order requires the City of Seattle to prepare plans to reduce the number of basement backups and dry weather overflows. EPA expects the City of Seattle to be in compliance with the order by 2012.

National Pollutant Discharge Elimination System - As authorized by the Clean Water Act, the **National Pollutant Discharge Elimination System (NPDES)** permit program controls water pollution by regulating point sources that discharge pollutants into surface waters. **Point sources** are individual pipes or man-made ditches to transport wastewater. Individual homes that are connected to a municipal system, use a septic system, or do not have a surface discharge do not need an NPDES permit; however, industrial, municipal and other facilities must obtain permits if they discharge directly to surface waters. In most cases, the NPDES permit program is administered by authorized states.

DOE - EPA has delegated authority to the state Department of Ecology to enforce clean water standards. Seattle's drainage and wastewater system is permitted under NPDES, which allows sewage overflows during rainy weather. In accordance with both state and federal law and its NPDES permit, the City is required to reduce sewage overflows through both shorter-term **best management practices**, proper operations and maintenance programs, and longer-term capital-intensive projects.

SEPA – The State Environmental Protection Act provides a way to identify possible environmental impacts that may result from governmental decisions. These decisions may be related to issuing permits for private projects, constructing public facilities or adopting regulations, policies or plans. Environmental impacts can be effects to the natural environment,

such as air, water or habitat. Environmental impacts can also be effects to the human environment, such as noise, sightlines, public services or transportation. Seattle Public Utilities will meet all requirements for public outreach under SEPA, as outlined in the Chapter 25.05 of the Seattle Municipal Code.

Seattle Public Utilities will usually begin the SEPA process by completing an environmental checklist. The checklist is a standard form to obtain information about a proposed project, including its location and potential environmental impacts.

If there are no likely significant adverse environmental impacts, DOE issues a **determination of non-significance (DNS)**. If the information in the checklist indicates that the proposed project is likely to have a significant adverse environmental impact, DOE will require Seattle Public Utilities to prepare an **environmental impact statement (EIS)**. The EIS will include an evaluation of alternatives to the proposed project and mitigation measures to avoid or minimize the likely environmental impacts of the proposed project.

Chapter 2 –Approach to Communications and Public Engagement

2.1 Communications and Public Engagement Goals

The goals of Protecting Seattle’s Waterways communications and public involvement are to:

Goal A: Achieve and sustain Informed Consent for Protecting Seattle’s Waterways projects.

Objective 1: Communicate the seriousness, urgency and scope of the sewage overflow problem in Seattle to stakeholders.

Objective 2: Demonstrate that Protecting Seattle’s Waterways is an important investment in public health and environmental stewardship in Seattle.

Objective 3: Establish Seattle Public Utilities, in partnership with King County, as the right agency to address this problem.

Objective 4: Provide regular communication and feedback to stakeholders throughout individual projects, and report back to the public and to decision-makers on how public input has been used.

Objective 5: If low-income, underserved, or Limited English Populations (LEP) populations will be affected by a project, engage them early in the public involvement process and provide opportunities designed to meet the unique needs of these groups.

Objective 6: Publicize programs and activities through multiple and diverse communications vehicles and when possible, hold meetings in facilities accessible by transit and in compliance with the **Americans with Disabilities Act**.

Objective 7: Ensure that clear, honest and thorough information about the program and the decision-making process is available to the public and the media.

Goal B: Help manage risk to ensure smoother, more cost-effective project delivery

Objective 1: Surface community concerns early enough to address them in the final design

Objective 2: Engage all potentially affected stakeholders by identifying them early in the project and notifying them of public engagement opportunities using the appropriate media

Objective 3: Identify and address community concerns in a timely manner.

Objective 4: Respond to public inquiries in a timely and thorough manner.

Objective 5: Meet all legal requirements (i.e. SEPA) and applicable City policies regarding public engagement.

Objective 6: Coordinate Seattle Public Utilities and King County public engagement and communications when there are joint SPU-King County projects or when individual projects affect the same geographic area.

Goal C: Support Seattle Public Utilities, City Council and the Mayor’s decision-making processes.

Objective 1: Provide public engagement opportunities as appropriate prior to decision-making.

Objective 2: Provide regular updates to decision-makers about the project, public engagement and how feedback has informed the decision-making process.

2.2 Communications and Public Engagement Strategy

Seattle Public Utilities’ strategy for Protecting Seattle’s Waterways communications and public engagement is to:

1. Communicate to the public the serious nature of the sewage and stormwater pollution problem
2. Establish SPU’s legitimate role as the agency to solve the sewage and stormwater pollution problem, in partnership with King County
3. Ask for the public’s feedback on the program early and often
4. Use data and illustrative stories that help people understand the impacts of sewage and stormwater pollution on surface water quality, human health and quality of life

5. Use public input to inform decisions around planning, siting and design of Seattle combined sewer overflow and stormwater facilities
6. Keep decision-makers informed about the project, the public engagement process and how public input was considered and addressed in project decisions
7. Meet all legal or regulatory requirements for public engagement regarding sewage and stormwater pollution prevention

Informed consent does not necessarily mean support or consensus, but that those affected by a project have been given ample opportunities to learn about a proposal, to voice concerns and to understand how the plan fits into SPU's mission.

2.3 Guiding Principles

The following principles guide all Protecting Seattle's Waterways public involvement activities:

- **Tell the story.** Public opinion research suggests that once people know about sewage and stormwater pollution they are likely to support projects to prevent sewage overflows and stormwater runoff. Therefore, SPU should focus on telling the story about sewage and stormwater pollution in neighborhoods that are close to outfalls and likely to be affected by Protecting Seattle's Waterways. The story should include data that help people understand the nature and urgency of the problem. For example, when talking about the serious nature of the sewage and stormwater pollution problem, share data about the number of beach closures due to overflows and show visual depictions of sewage overflows to capitalize on the "ick" factor. Be forthright about the fact that SPU is discharging raw sewage and polluted stormwater into Seattle waterways. Focus groups conducted on behalf of SPU revealed that residents want this information.
- **Early and frequent public engagement.** Early and frequent public engagement will help identify key stakeholders, surface community concerns early, manage risk, and help meet Protecting Seattle's Waterways timelines, budgets and regulatory requirements.
- **No surprises.** Seattle Public Utilities will provide the community with timely, accurate information. Seattle Public Utilities will identify and evaluate potential stakeholders as early as possible, to ensure that people who may be affected by Protecting Seattle's Waterways have a meaningful opportunity to share their concerns and preferences with

us. Most importantly, Seattle Public Utilities will keep decision-makers, such as executive managers, City Council members, and the Mayor informed of public engagement activities, public feedback, and how public input is being considered and addressed in decisions.

- **Public opinion matters.** Seattle Public Utilities will consider public input as part of the decision-making process. Seattle Public Utilities will balance the needs of affected community members with the technical, financial, and regulatory requirements of a project. Where feasible and appropriate, Seattle Public Utilities will identify opportunities to engage stakeholders in developing project architectural and restoration elements that reflect the surrounding communities' values and appearance.
- **Outreach must be equitable and inclusive.** Race, ethnicity, income, language, mobility challenges, or religious observances should never be a barrier to public participation. Seattle Public Utilities will provide interpreters and translation according to the City's Translation and Interpretation Policy to ensure that LEP stakeholders have meaningful opportunities to understand and participate in the process.
- **Enlist the media as partners.** The media are where most people get their information about sewage and stormwater pollution and can help get the word out about Protecting Seattle's Waterways. Seattle Public Utilities will reach out to traditional media (such as *The Seattle Times* and *KUOW*) and local micromedia, such as blogs and neighborhood newsletters.
- **Leverage existing relationships and allies.** Seattle Public Utilities will look for opportunities to coordinate with other City of Seattle departments and King County in communications and outreach. Environmental and advocacy groups may support Protecting Seattle's Waterways and can help tell the story of the nature and urgency of the sewage and stormwater pollution problem.
- **Manage expectations.** We will educate the public about the need for sewage and stormwater pollution prevention and the project without overselling the project benefits or the merits of a single alternative or the extent to which public opinion can dictate project siting decisions.

2.4 Key Messages

According to research conducted on behalf of Seattle Public Utilities, most people do not know about combined sewer overflows and polluted stormwater and why it is so urgent and important to reduce sewage and stormwater pollution. They are not aware of Seattle Public Utilities' many programs to address sewage overflows and water quality. This means that every time Seattle Public Utilities introduces a Protecting Seattle's Waterways project to a neighborhood, staff have to work that much harder to educate the community about the nature and seriousness of the problem we are trying to solve. That is, unless there is an existing community working group, such as those associated with Neighborhood District Councils, already working on drainage and/or wastewater issues.

We will be more efficient and successful in helping people understand why the nature and urgency of the sewage overflow problem if we use consistent, compelling messaging. That means that for every Protecting Seattle's Waterways project, every executive manager, staff member, and consultant should use the same terminology and messages when communicating with the public. Even elected officials and staff from other City of Seattle departments should be familiar with and use our messaging.

Protecting Seattle's Waterways Messaging Platform outlines these key messages. The Messaging Platform is based on sound research, including a random sample telephone survey, focus groups, and media and materials audit.

Seattle Sewage and Stormwater Pollution Prevention

We are:	Seattle Public Utilities
Our core story:	We must protect people and the environment from raw sewage and stormwater pollution, and keep our waterways healthy for future generations.
Our vision:	Protecting Seattle’s waterways
Our initiative:	Seattle Sewage and Stormwater Pollution Prevention
We are:	Technically competent Open Responsive Helpful Collaborative Responsible Caring Sincere Nice

Call to Action

Take actions to protect Seattle’s waterways.

TALK TO US	MAKE CHANGES TO YOUR PROPERTY	SUPPORT CHANGES IN YOUR NEIGHBORHOOD	LEARN MORE ABOUT SEATTLE SEWAGE AND STORMWATER POLLUTION PREVENTION
<ul style="list-style-type: none"> • Public participation is an important part of Seattle Public Utilities’ decision-making process. • Seattle’s efforts may both benefit and impact your neighborhood. • Seattle Public Utilities commits to carefully considering community impacts whenever we plan, site, design, and construct a project. Seattle Public Utilities will be hosting public meetings and 	<ul style="list-style-type: none"> • You can help reduce the amount of pollution in Seattle’s waterways. • You may be able to reduce the amount of stormwater that your household contributes to the problem by disconnecting your downspout from the sewer system and installing a rain garden or cistern on your property to temporarily hold and clean rainwater. 	<ul style="list-style-type: none"> • Seattle Public Utilities will plan and build projects in Seattle neighborhoods to prevent raw sewage and stormwater pollution in our waterways. • Seattle pollution prevention projects will benefit your neighborhood by reducing the amount of raw sewage and polluted runoff entering local waterways. In many cases, projects will also create opportunities to provide other 	<ul style="list-style-type: none"> • Participate in public meetings and other project-related events in your neighborhood. • Visit www.seattle.gov/cso

Call to Action

Take actions to protect Seattle’s waterways.

TALK TO US	MAKE CHANGES TO YOUR PROPERTY	SUPPORT CHANGES IN YOUR NEIGHBORHOOD	LEARN MORE ABOUT SEATTLE SEWAGE AND STORMWATER POLLUTION PREVENTION
<p>other events in your neighborhood, which will be an important opportunity to learn about protecting Seattle’s waterways and to inform us about your preferences.</p> <ul style="list-style-type: none"> Your participation is important and makes it easier to achieve our community’s vision of cleaner waterways for a healthy Seattle. 	<ul style="list-style-type: none"> You may be eligible for a rebate that will pay for most or all of the cost of installing a rain garden or cistern. Visit www.seattle.gov/util/rainwise for more information. 	<p>benefits.</p> <ul style="list-style-type: none"> Projects may affect the look of a neighborhood with new features such as rain gardens in parking strips, signage at the end of some streets or access panels placed in the lawn of a local park. In some cases, neighborhood streets may lose some street parking. During construction, projects will have temporary impacts on neighborhoods, including increased traffic congestion, noise, disrupted access or visual effects. Seattle Public Utilities commits to carefully considering community input when we plan, site, design and construct a project. By talking with us, you can help us maximize the benefits for and minimize the 	

Call to Action

Take actions to protect Seattle’s waterways.

TALK TO US	MAKE CHANGES TO YOUR PROPERTY	SUPPORT CHANGES IN YOUR NEIGHBORHOOD	LEARN MORE ABOUT SEATTLE SEWAGE AND STORMWATER POLLUTION PREVENTION
		<p>impacts to your neighborhood.</p> <ul style="list-style-type: none"> • Your support for these projects is important and makes it easier to achieve our community’s vision of cleaner waterways for a healthy Seattle. 	

Description of stormwater runoff and sewage overflow

Every time it rains, millions of gallons of stormwater threaten the health of Seattle’s waterways and our quality of life. Runoff causes sewage overflows into our waterways and sewage backups into streets, homes and businesses. It leads to flooding, erodes creeks, and pollutes waterways with hydrocarbons, heavy metals like copper and zinc, motor oil, pesticides, fertilizers, and pet waste. When it rains, stormwater gets into the sewer system, taking up space meant for raw sewage and causing sewage backups and overflows into Puget Sound, Lake Washington, the Ship Canal, the Duwamish Waterway and Longfellow Creek. Even though this problem does not affect our drinking water, we must take actions to prevent these overflows to protect people and the environment and keep our waterways healthy for future generations.

Seattle Public Utilities protects residents, businesses, and local waterways from the damaging effects of stormwater, and, in partnership with King County, is responsible for reducing sewage overflows.

Tools that Seattle Public Utilities uses to prevent sewage and stormwater overflows

1. Fix it First

Sewer System Improvements

In some areas, Seattle Public Utilities can reduce CSOs by making minor modifications to the existing sewer system to make it more

Call to Action

Take actions to protect Seattle’s waterways.

TALK TO US	MAKE CHANGES TO YOUR PROPERTY	SUPPORT CHANGES IN YOUR NEIGHBORHOOD	LEARN MORE ABOUT SEATTLE SEWAGE AND STORMWATER POLLUTION PREVENTION
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efficient. Examples include adjusting the height of gates to provide more capacity for stormwater, or maintenance and operations activities.

2. **Keep Stormwater Out**

Natural Drainage Solutions

The term natural drainage solutions describes a variety of measures that use soil to absorb stormwater or slow the rate of stormwater entering the sewer system. Examples include:

- Rain garden – a garden area on private or public property with deep, compost-amended soils and plants that temporarily hold runoff from roofs, streets and sidewalks.
- Porous pavement – pavement that allows stormwater to filter through and slowly seep into the native soil rather than enter the sewer system.
- Cistern – a large barrel that temporarily holds 200-1,000 gallons or more of rainwater during a storm. When the storm passes, and sewer capacity is normal, the water is drained to the sewer system.

3. **Store What’s Left**

Underground Storage

Underground storage facilities temporarily hold combined sewage and stormwater during a storm, when there is less capacity in the sewer system. When the storm passes and capacity is available, the facility gradually sends flows to the sewage treatment plant.

Storage facilities can be in the form of tanks, pipes or tunnels. In general, tanks and tunnels are used to store larger storage volumes while storage pipes are appropriate for smaller storage volumes. Larger storage tanks and tunnels require larger sites, whereas a smaller storage pipe can more easily be built underneath the street.

2.4.1 Joint Seattle Public Utilities–King County Messages

Knowing that the public does not differentiate between Seattle Public Utilities and King County when it comes to stormwater and sewage overflows and sewage and stormwater pollution prevention projects, King County and Seattle Public Utilities have discussed that each agency will use the following coordinated messages as appropriate:

Messages that explain the purpose and need for sewage overflow and stormwater pollution prevention

- Reducing sewage overflows and stormwater pollution improves water quality and addresses a public health risk.
- Reducing sewage overflows is part of a larger regional effort to protect Puget Sound and our waterways.
- Seattle and King County are required by state and federal regulations to reduce sewage overflows.
- Seattle Public Utilities and King County Wastewater Treatment Division are the right agencies to address sewage overflows.

Messages that explain how we solve sewage overflows

- Seattle Public Utilities and King County use a similar toolbox of solutions.
- Seattle Public Utilities and King County address sewage overflows with a combination of green and grey strategies to find the most comprehensive and sustainable solution for preventing sewage overflows. We strive to:
 - Fix it first, by making the best use of existing facilities
 - Lead with green where possible
 - Follow with grey to finish the job
- These are ongoing programs. Seattle Public Utilities and King County have been making steady progress over time to reduce sewage overflows.
- King County and Seattle Public Utilities are looking for opportunities to partner so that combined sewer overflow reduction projects:
 - Are more efficient and less costly for ratepayers
 - Provide better environmental outcomes
 - Result in less disruption to the community, because we may be able to solve the problem with one coordinated project rather than two separate projects.

Note that King County will continue to use “combined sewer overflow” and “CSO”, and that the agency refers to their CSO program as a “control” program, rather than a “protection” program. Therefore, even with coordinated messaging, there may be some slight variation in how Seattle Public Utilities and King County describe their respective programs.

2.5 Public Engagement Risks and Mitigation Strategies

Risk	Mitigation Strategy
<p>Stakeholders who oppose the project demand that decision-makers – such as executive managers, City Council members, or the Mayor – stop or drastically alter the project.</p>	<ul style="list-style-type: none"> • Clarify the decision-making process at the beginning, including who makes decisions, how and when the public will have an opportunity to provide input, and how their input will be considered and addressed. • Brief decision-makers at each project milestone about the public engagement process, participation levels, what we heard from the public, and how that input was considered and addressed. • Pro-actively identify project opponents and their concerns. Brief decision-makers about these concerns and how they are being addressed. If their concerns cannot be addressed, provide decision-makers with clear, defensible reasons for why their concerns cannot be addressed.
<p>Public may not believe that Seattle has water quality problems.</p>	<ul style="list-style-type: none"> • Show visual images of sewage and stormwater overflows • Provide materials that describe Seattle’s water quality issues in simple language, using sound data to support • Coordinate with community groups and partners – such as the Puget Sound Partnership, People for Puget Sound, and King County – to ensure that messages about Seattle water quality are consistent and we are leveraging every opportunity to reinforce the message.
<p>Public may not agree that Seattle Sewage and Stormwater Pollution Prevention is the right solution to Seattle’s water quality problems. Some people may feel that other interventions are more effective.</p>	<ul style="list-style-type: none"> • Key messages and materials must include evidence-based language in plain talk about why sewage and stormwater pollution prevention is an important part of addressing Seattle’s water quality issues. • Develop a graphic that shows how Seattle Sewage and Stormwater Pollution Prevention and other strategies work together to address Seattle’s water quality issues. Use this graphic on program materials and share with other Seattle Public Utilities divisions, community groups, and partners.

Risk	Mitigation Strategy
Stakeholders may be confused about the relationship between King County and Seattle sewage and stormwater pollution prevention programs.	<ul style="list-style-type: none"> • Develop displays, handouts, and website content to explain the different geographic focus of each agency and how the two agencies are working together. • Invite King County CSO Program representative to attend relevant public meetings to answer questions and share program information. • Coordinate briefing schedules and when possible conduct joint briefings.
People living in neighborhoods that will be affected by a Protecting Seattle’s Waterways Project may feel singled out.	<ul style="list-style-type: none"> • Demonstrate that individual Protecting Seattle’s Waterways projects are part of an overall systemwide strategy. Use a graphic to show each individual project, the basin that project will affect, and the Protecting Seattle’s Waterways goal associated with that project.
Rumors about Seattle Public Utilities condemning private property or impacting a treasured park may derail a public involvement process.	<ul style="list-style-type: none"> • Outreach must be early and frequent, to build trust with neighbors, and so they will always know who at Seattle Public Utilities to contact if they have questions or concerns about a project. • Protecting Seattle’s Waterways materials should describe the programmatic guiding principles that avoid condemnation and set limits for impacts on parks.
Conflicting interests among stakeholders, including the tribes, environmental groups, parks advocacy groups, business owners, elected officials, and neighbors may prevent consensus around a feasible alternative.	<ul style="list-style-type: none"> • Outreach must be early and frequent, with the objective of identifying and engaging every potential stakeholder at the beginning of the process. • Identify issues and concerns, as well as outreach strategies and tactics for each stakeholder. • Create public engagement opportunities that allow different stakeholders to interact with each other and better understand the variety of needs that a given project needs to meet. Tools and tactics for this type of engagement include charrettes, interactive community workshops, facilitated decision processes, random sample surveys, and focus groups. See 2.7 Public Involvement Tools and Tactics of these Public Involvement Guidelines for more information. • Facilitate constructive dialogue between stakeholders to encourage mutual understanding of different perspectives, issues, and concerns. • Establish clear guidelines and messaging for how Protecting Seattle’s Waterways will work with Seattle Parks Department. Conduct joint briefings with parks advocacy groups before beginning any project siting. • Develop a policy statement describing the conditions under which Seattle Public Utilities would consider a private property solution for siting underground storage facilities.

2.6 Regulatory Requirements for Public Engagement

As described in Chapter 1, Seattle Public Utilities will usually begin the SEPA process by completing an environmental checklist, which is a standard form used by all agencies to obtain information about a proposed project. If Seattle Public Utilities determines there are no likely significant adverse environmental impacts, it issues a determination of non-significance (DNS). If the checklist indicates that the project is likely to have a significant adverse environmental impact, Seattle Public Utilities will begin to prepare an environmental impact statement (EIS).

The following subsections describe the SEPA requirements for public engagement and notification. The timing of outreach for an EIS will vary by project. For example, for some projects it will make sense to develop a Draft EIS simultaneously with the detailed evaluation of alternatives, while for other projects it will make sense to do this after a preferred alternative has been identified. The Community Outreach Lead should plan to meet with the SEPA Responsible Official early in the project to determine when and how SEPA-required public involvement should be addressed.

DNS

Seattle Public Utilities will provide a 14-day period for the public, agencies and tribes to submit comments on the proposed project. Comments will be accepted by mail, email, online and in person if a public meeting is held. A required 21-day appeal period is held concurrent with the comment period.

In order to provide all concerned parties an opportunity to participate in the environmental analysis and review, Seattle Public Utilities will:

- Place notification of the DNS on the property, for site-specific proposals; and
- Publish notice in a newspaper of general circulation in the area where the proposal is located [WAC 197-11-510(2)].

Although not required by SEPA, additional notifications are strongly recommended for important or controversial proposals, regardless of environmental significance. Public hearings, community meetings, briefings, and outreach tabling events can provide additional avenues for public involvement, comment and discussion.

EIS

The EIS process is a tool for identifying and analyzing probable adverse environmental impacts, reasonable alternatives, and possible mitigation. The process provides opportunities for the public, agencies and tribes to participate.

If SPU determines it is necessary to prepare an EIS, we will follow these steps for the public involvement process:

Scoping. The first step in preparing an EIS is to determine the scope of issues to be analyzed. During the scoping phase of the environmental process, we collect, review and consider input from the public, tribes, and agencies. We use this input to identify reasonable concepts for meeting the proposed project purpose and need, and to identify potentially significant issues that the EIS will analyze in detail.

As part of scoping, Seattle Public Utilities holds at least one public scoping meeting to present the project to the public and offer the opportunity to ask questions and submit comments. Seattle Public Utilities must provide a minimum 21-day comment period during scoping. If the project is particularly complex or controversial, SPU may choose to provide an extended 30-day comment period. We will accept comments by mail, email, and in person at a public scoping meeting.

To meet SEPA requirements for notification, SPU must file a notice of scoping with the City of Seattle's SEPA Public Information Center

In addition, it is good practice to take the following steps to inform community members of scoping-related involvement opportunities:

- Place display advertisements in community newspapers and blogs at least 15 days before the first scoping meeting
- Mail postcard notification to residences and businesses in potentially affected neighborhoods
- Do outreach through community organizations
- Place display advertisements in foreign-language publications to reach limited English-proficient populations, if demographic analysis suggests this is necessary.

Following the comment period, SPU will prepare a scoping report to document comments received during the formal scoping period, as well as a summary of briefings held during the scoping process. The report also will be posted on the project website.

Draft Environmental Impact Statement (Draft EIS) – The Draft EIS provides a detailed analysis of project alternatives, potential impacts and mitigation measures. Seattle Public Utilities will host at least one formal public hearing at which the public will have an opportunity to review the findings of the Draft EIS and offer formal comments, recorded by a court reporter. The hearing will be conducted between 21 days and 50 days after the Draft EIS is issued.

Seattle Public Utilities must provide a minimum 21-day comment period upon release of the Draft EIS. If the project is particularly complex or controversial, we may choose to provide an extended comment period of 30 to 45 days.

In addition, SPU will take the following steps to inform community members of Draft EIS-related public involvement opportunities:

- Publish legal notice of the Draft EIS and public hearings in a newspaper with general circulation (e.g.: *The Daily Journal of Commerce*) no later than 10 days before the public hearing.
- Place display ads in at least one relevant community newspaper, no later than 10 days before the public hearing.
- Mail notice of the Draft EIS issuance to the project database.

Upon publication, Seattle Public Utilities will file the Draft EIS with the City's SEPA Public Information Center.

Final Environmental Impact Statement (Final EIS) – The Final EIS responds to all comments submitted by the public, tribes and agencies on the Draft EIS.

To meet SEPA requirements for notification, SPU's notification of publication of the Final EIS and comment period will include but is not limited to:

- Submitting notice of the Final EIS and procedures for appeal in a newspaper with general circulation (e.g., *The Daily Journal of Commerce*).
- Placing display ads in at least one community newspaper that serves the community affected by the proposed project, no later than 10 days prior to the public hearing.
- Mailing notice of the Final EIS issuance to the project database, including anyone who submitted comments on the Draft EIS or who received the Draft EIS but did not comment.

Upon publication, SPU will file the Final EIS with the City's SEPA Public Information Center, and it will be published in the SEPA Register.

2.7 Public Engagement Tools and Tactics

The following section describes each public engagement tool and tactic available to Seattle Public Utilities. The decision about which tools and tactics to incorporate into a public engagement plan depend upon a few factors:

1. Who the stakeholders are
2. The extent to which the project is expected to affect stakeholders (long-term and short-term)
3. The type of project (long-term control plan, facility siting or natural stormwater management)
4. Whether or not the project is undergoing a SEPA environmental review process, in which case it is subject to specific public engagement requirements as described in the previous section

In subsequent chapters of these public engagement guidelines, we incorporate these tools and tactics into a step-by-step approach for conducting public engagement. Chapter 5 describes the step-by-step public engagement process for siting an underground facility, and Chapter 6 describes the step-by-step public engagement process for siting a natural stormwater management project.

2.7.1 Public information or one-way communications

Seattle Public Utilities will use some or all of the following tools to increase public understanding of the seriousness, urgency and scope of the sewage and stormwater pollution problem and the value and benefits of Protecting Seattle's Waterways. SPU also will use these tools to share information about specific Protecting Seattle's Waterways projects.

Tool	Description	Audience(s)	Type of project	Timing
Media Relations	<p>Media relations includes outreach to print and online newspapers, radio and television stations and micromedia. Examples of micromedia include community newsletters, blogs, Facebook pages and websites for organizations in the project area. According to public opinion research conducted for Protecting Seattle’s Waterways, most people get their information about sewage and stormwater pollution and water quality issues from the media. Proactive and creative media relations can help SPU disseminate key messages about Protecting Seattle’s Waterways and the purpose and need of a specific project. It can also help prevent misconceptions about Protecting Seattle’s Waterways. Media relations is also an effective tool for informing the public about the public involvement process and upcoming public involvement activities.</p>	<ul style="list-style-type: none"> • All audiences 	<ul style="list-style-type: none"> • LTCP • Rate increases • Projects with high or broadly distributed impacts • Projects that affect LEP populations • Natural stormwater management projects 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Publication of Draft EIS • Selection of preferred alternative • Publication of Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Design visualization	<p>Design visualizations are illustrations or animations that help people visualize a project or concept. Design visualizations can be used in multiple ways. They can help illustrate the nature of the sewage and stormwater pollution problem. They can show how different project alternatives may affect a community during construction or look after construction. For complex or controversial projects, design visualizations can be a useful tool to build understanding of the project purpose and need and alternatives.</p> <p>Because they are visual tools for building understanding, design visualizations are also a good tool for sharing information with limited-English proficient populations.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • LEP populations • Internal staff, executive managers and advisory boards • Elected officials • Other project stakeholders 	<ul style="list-style-type: none"> • LTCP • Projects with high impacts or complex projects • Projects that affect LEP populations • Natural stormwater management projects 	<ul style="list-style-type: none"> • Evaluation of alternatives • Design • Pre-construction

Tool	Description	Audience(s)	Type of project	Timing
Information kiosk/Project sign	<p>Information kiosks or project signs are places throughout an affected neighborhood where Seattle Public Utilities posts information about the project purpose and need, decision-making process, upcoming public involvement activities, construction information and project updates. These can be located on existing bulletin boards at parks, libraries and community centers or they can be kiosks set up by Seattle Public Utilities (with the permission of the property owner, Parks, SDOT). Information kiosks/project signs are a good tool for reaching audiences who may not attend public meetings or check the project website.</p> <p>Information kiosks should be updated at each project milestone.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Other project stakeholders 	<ul style="list-style-type: none"> • Projects with high impacts • Projects in Parks • Projects under construction 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Publication of Draft EIS • Selection of preferred alternative • Publication of Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Listserv	A project listserv is a database of project stakeholders. The listserv is a great tool for distributing surveys; meeting invitations, agendas, summaries, and other project-related information. Stakeholders can sign up for the project listserv by emailing the designated Seattle Public Utilities email address.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • SPU staff, executive managers and advisory board members • Elected officials • Other project stakeholders 	<ul style="list-style-type: none"> • All Protecting Seattle's Waterways Projects 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Publication of Draft EIS • Selection of preferred alternative • Publication of Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Paid newspaper advertisement	<p>Newspapers, specifically the <i>Seattle Times</i> and <i>Daily Journal of Commerce</i>, are the primary media for required public notification of environmental process comment periods, hearings and announcements. Other local newspapers, such as the <i>Seattle Weekly</i> and <i>The Stranger</i>, provide added opportunity for public notification through display ads. The <i>Seattle P-I</i> is an option for posting online advertisements.</p> <p>Publications that serve ethnic communities are an important medium for reaching LEP populations. Seattle ethnic publications include: <i>International Examiner</i>, <i>Phuong Dong Times</i>, <i>Siete Dias</i>, <i>Northwest Asian Weekly</i>, <i>The Facts</i>, and <i>The Seattle Medium</i>. The ad purchase typically includes translation.</p>	<ul style="list-style-type: none"> • All audiences 	<ul style="list-style-type: none"> • Projects undergoing a SEPA environmental process 	<ul style="list-style-type: none"> • Scoping • Publication of Draft EIS • Publication of Final EIS

Tool	Description	Audience(s)	Type of project	Timing
Website	<p>The project website is a primary means of sharing project information with the public and providing a tool for obtaining feedback about the project. The project website should be updated at each project milestone from project inception through design to ensure timely access to current project information. Once a project has entered construction, we recommend updating it periodically with photos of progress and information about what the community can expect to see, hear and do during construction.</p> <p>The website address should be printed on all communication pieces. Website content typically includes the purpose of the project and project benefits, a description of the project, a schedule and timeline, workshop and open house information and summaries, community briefing presentations, frequently asked questions, and project contact.</p> <p>If translated materials are available on a project website, there should be a message <i>at the top of the main project webpage</i> indicating that in the target language(s) that translated information is available.</p>	<ul style="list-style-type: none"> • All audiences 	<ul style="list-style-type: none"> • All Protecting Seattle’s Waterways projects (except short duration/low impact projects such as retrofits) 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Publication of Draft EIS • Selection of preferred alternative • Publication of Final EIS • Pre-construction • Continuous updates during construction

2.7.2 Public engagement or two-way communications

Seattle Public Utilities project staff will use any or all of the following tools to engage the public and stakeholders in the decision-making process.

Tool	Description	Audience(s)	Type of project	Timing
Community/ Neighborhood Briefings	<p>Briefings or presentations to groups of residents and businesses in the affected neighborhood are a good way to build trusting relationships, develop project champions, and to provide accurate, updated project information in a more intimate setting than a larger public meeting. Briefings in advance of a public involvement opportunity – such as a public meeting or interactive workshop – also allow Seattle Public Utilities to surface potential concerns early, so they can be addressed and do not derail the public meeting.</p> <p>Seattle Public Utilities project staff will offer briefings to community residents and businesses early in the project to introduce the project purpose and need and decision-making process. Seattle Public Utilities staff will offer briefings at key project milestones, such as just before public meetings, to keep neighbors informed on the project progress and encourage participation in the workshops and open houses.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Elected officials 	<ul style="list-style-type: none"> • LTCP • Projects with high or complex impacts • Natural stormwater management projects • Projects entering or under construction 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Selection of preferred alternative • Pre-construction • Construction

Tool	Description	Audience(s)	Type of project	Timing
Brown bag presentations	These are internal gatherings at lunch to present the most current project information and messaging to internal staff and advisory boards.	<ul style="list-style-type: none"> • Internal staff and advisory boards 	<ul style="list-style-type: none"> • LTCP • Projects with high or complex impacts • Natural stormwater management projects • Projects entering or under construction 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Selection of preferred alternative • Pre-construction • Construction
Door-to-door outreach	<p>This is often a good first step in a potentially controversial project. Door-to-door outreach offers Seattle Public Utilities the opportunity to introduce the project and designate staff as the primary point of contact, should residents or businesses have concerns or questions.</p> <p>Door-to-door outreach should also be conducted before and during construction.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses 	<ul style="list-style-type: none"> • LTCP • Projects with high or complex impacts • Natural stormwater management projects • Projects entering or under construction 	<ul style="list-style-type: none"> • Project inception • Design • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Hearing	<p>A hearing is a formal meeting that is required as part of the public's opportunity to participate and comment on findings during a SEPA environmental process. Seattle Public Utilities will host a hearing during a Draft EIS comment period. The meeting will provide the public with ability to review the findings of the Draft EIS. A court reporter is required to take official public comment. Comments may also be submitted in writing at the meeting.</p> <p>Hearings will be held at ADA- and transit-accessible, publicly-owned facilities in the affected neighborhood.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Internal Seattle Public Utilities staff, Executive Managers, and advisory groups • Elected officials • Seattle Parks Department and Department of Transportation staff • King County Wastewater Treatment Division (WTD) • Other project stakeholders 	<ul style="list-style-type: none"> • Projects undergoing a SEPA environmental process 	<ul style="list-style-type: none"> • Publication of Draft EIS

Tool	Description	Audience(s)	Type of project	Timing
Tabling outreach	<p>Seattle Public Utilities project staff can host outreach tables at parks, in front of grocery stores, at community fairs and festivals, and farmers markets. This is a great way to reach community members who are not yet engaged in the project. Seattle Public Utilities project staff can hold one-on-one outreach at the beginning of a project to inform community members about the project purpose and need, decision-making process, alternatives under consideration, and public involvement opportunities. One-on-one outreach can also take place during the alternatives analysis, to gather feedback on each alternative. One-on-one outreach is also a good tactic in advance of construction, to prepare the community for construction impacts.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Historically-underserved populations 	<ul style="list-style-type: none"> • Projects with high or complex impacts • Projects that affect historically-underserved populations • Projects entering construction 	<ul style="list-style-type: none"> • Project inception • Scoping • Evaluation of alternatives • Selection of preferred alternative • Pre-construction

Tool	Description	Audience(s)	Type of project	Timing
Online open house	<p>Online open houses supplement in-person open houses and provide a convenient, accessible option for people who are unable or unwilling to attend an in-person meeting. An online open house is conducted in real time using webinar software. Participants register for the event by following the link from the listserv e-mail or typing the link into the search bar. After registering, participants receive an e-mail confirmation containing specific participation instructions. Once logged into the online open house, participants have access to a library of information and further instructions on how to participate in the meeting. Similar to an in-person open house, users can log on and participate at any point during the online open house. Meeting materials are similar to those developed for the in-person open houses, re-formatted for online delivery. Periodic presentations will welcome participants and provide a brief overview via webcast. Participants are able to view the webcast on their screen and listen to it using their computer speakers or by dialing into the meeting on their telephone. Using the control panel on their screen, participants are able to type and send questions and receive answers from Seattle Public Utilities staff. Online open houses can be held in conjunction with in-person open houses for scoping and the formal hearing for the draft EIS.</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Internal Seattle Public Utilities, staff, Executive Managers, and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • LTCP • Projects undergoing a SEPA environmental process • Projects with high or complex impacts 	<ul style="list-style-type: none"> • Scoping • Publication of Draft EIS
Open house	<p>Open houses are an opportunity for the public to speak one-on-one with project staff and provide comments on a project. The purpose of an open house</p>	<ul style="list-style-type: none"> • Affected residents • Affected 	<ul style="list-style-type: none"> • LTCP • Projects undergoing a 	<ul style="list-style-type: none"> • Scoping • Scoping • Evaluation of

Tool	Description	Audience(s)	Type of project	Timing
	<p>is to share information with and gather feedback from the affected residents and stakeholders. Open houses should be held in conjunction with project milestones, such as scoping, finalizing project alternatives, confirming a preferred alternative, and pre-construction. Seattle Public Utilities can hold open houses early in the project to inform the community of the project purpose and need, explain the decision-making and public involvement process, and gather feedback on the “scope” of alternatives, impacts, and potential mitigation measures. An open house can be held again to present an evaluation of project alternatives to the community, demonstrate the role of community input in the identification alternatives, and present proposed mitigation to the community. Open houses can be held before construction to communicate construction-related information; gather feedback on ways to lessen the impact of construction-related activities to inform development of construction plans; and prepare the community for the start of construction.</p> <p>With open house style meetings, people can show up at any point during the event. Materials, including display boards, fact sheets, and PowerPoint presentations translate complex and detailed information into simple language and graphics. Key project team members are available to answer questions and address individual issues and concerns. Often, a senior member of Seattle Public Utilities staff gives an overview presentation. Public comments are</p>	<p>businesses</p> <ul style="list-style-type: none"> • Community and neighborhood groups • Parks users and advocates • Internal staff, executive managers, and advisory boards • Other project stakeholders 	<p>SEPA environmental process</p> <ul style="list-style-type: none"> • Projects with high or complex impacts • Natural stormwater management projects • Projects under construction 	<p>alternatives</p> <ul style="list-style-type: none"> • Design • Pre-construction • Construction

Tool	Description	Audience(s)	Type of project	Timing
	collected and included in the project record. Open houses should be held at ADA- and transit-accessible, publicly-owned facilities in the affected neighborhood if possible.			
Site tour or “On-Site Walk and Talks”	Site tours provide an opportunity to build understanding of the project purpose and need, potential impacts, and how it will look and operate when complete. It is also an opportunity for Seattle Public Utilities to gather input from the affected community about the site. Seattle Public Utilities staff can hold site tours of the potential sites under consideration for a project or of existing similar projects, to help community members visualize the potential impacts of construction and what the project might look like when completed.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Other project stakeholders 	<ul style="list-style-type: none"> • LTCP • Projects with high or complex impacts • Natural stormwater management projects 	<ul style="list-style-type: none"> • Scoping • Evaluation of alternatives Design • Pre-construction

2.7.3 Printed Materials

To ensure that all printed materials for Protecting Seattle’s Waterways projects are easily recognizable and consistent in messaging, printed materials will adhere to Protecting Seattle’s Waterways key messages described in [2.4 Key Messages](#). Print materials should always include project contact information including a contact person’s name, phone number, email, program website, and a language block for interpretation services. Print materials can be distributed at public meetings, project briefings, and other project-related events. They can also be displayed at information kiosks and on bulletin boards at parks and community gathering places throughout the affected neighborhood.

Tool	Description	Audience(s)	Type of project	Timing
Community Guide to the EIS and Project Alternatives	The community guide, developed during the scoping process and updated prior to the draft EIS, provides an overview of the environmental review process, including the project purpose and need, timeline, alternatives under consideration, and public engagement opportunities. Distribution: project listserv, website, public meetings, information kiosks, one-on-one outreach, briefings.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Internal Seattle Public Utilities staff and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • King County WTD • Other project stakeholders 	<ul style="list-style-type: none"> • Projects undergoing a SEPA environmental process 	<ul style="list-style-type: none"> • Scoping • Publication of the Draft EIS

Tool	Description	Audience(s)	Type of project	Timing
Decision-making process graphic	The decision-making process graphic describes project milestones, when and how decisions will be made, who will be making decisions, and when and how the public will have opportunities to provide input. This graphic should be developed at the beginning of every Protecting Seattle’s Waterways project. Distribution: project listserv, website, public meetings, information kiosks, one-on-one outreach, briefings, media relations.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Seattle Public Utilities staff, executive managers, and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • All Protecting Seattle’s Waterways projects 	<ul style="list-style-type: none"> • Project inception

Tool	Description	Audience(s)	Type of project	Timing
Display boards	Display boards are used at public meetings to describe the project and alternatives under consideration.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Seattle Public Utilities staff, executive managers, and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • Projects undergoing a SEPA environmental process 	<ul style="list-style-type: none"> • Scoping • Alternatives analysis • Pre-construction

Tool	Description	Audience(s)	Type of project	Timing
E-newsletter	Protecting Seattle’s Waterways is developing an electronic newsletter. Electronic newsletters provide an opportunity to update project stakeholders about the decision-making process, public input received to date and how that input is being incorporated into decisions, and upcoming public involvement opportunities. Distribution: project listserv. Project managers and communications staff should utilize this resource whenever possible.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Seattle Public Utilities staff, executive managers, and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • LTCP • Projects with high or complex impacts • Natural stormwater management projects 	<ul style="list-style-type: none"> • Project inception • Scoping • Alternatives analysis • Publication of the Draft EIS • Selection of the preferred alternative • Publication of the Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Fact sheet	A project fact sheet provides the project purpose and need, descriptions of each project alternative, ways to provide comment, and upcoming public engagement opportunities. Distribution: project website, public meetings, information kiosks.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Seattle Public Utilities staff and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • All Protecting Seattle's Waterways Projects 	<ul style="list-style-type: none"> • Project inception • Scoping • Alternatives analysis • Publication of the Draft EIS • Selection of the preferred alternative • Publication of the Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
<p>Frequently Asked Questions (FAQs)</p>	<p>FAQs address common questions or concerns from the public. FAQs should be updated frequently to incorporate any emerging questions or concerns. Distribution: project website, public meetings, information kiosks</p>	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Seattle Public Utilities staff and advisory boards • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • All Protecting Seattle's Waterways Projects 	<ul style="list-style-type: none"> • Project inception • Scoping • Alternatives analysis • Publication of the Draft EIS • Selection of the preferred alternative • Publication of the Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Introductory letter	<p>According to research, many people prefer to get information about Protecting Seattle’s Waterways through the mail. Whenever possible, Seattle Public Utilities should work with a professional bulk mailhouse to get the names and addresses of residents, businesses, and property owners in an affected area and conduct an electronic mail merge to personalize letters. These letters can be used to introduce the project purpose and need, describe the decision-making process and public involvement opportunities, and prepare communities for construction. Although it is more resource intensive than bulk mail, personalized letters may deliver more bang for the buck if they are read rather than discarded.</p> <p>The introductory letter should include the following:</p> <ul style="list-style-type: none"> • Introduce the project purpose and need • Describe the proposed solution • Introduce a contact person should residents or businesses have questions or concerns • Ask residents to contact Protecting Seattle’s Waterways if they have questions or would like a one-on-one briefing • If it is a Roadside Rain Gardens project, the introductory letter should include a brief survey about concerns and issues that should be considered during the siting process, such as basement flooding. 	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Affected property owners 	<ul style="list-style-type: none"> • Projects with high or complex impacts • Natural stormwater management 	<ul style="list-style-type: none"> • Project inception • Scoping • Alternatives analysis • Publication of the Draft EIS • Selection of the preferred alternative • Publication of the Final EIS • Pre-construction • During construction

Tool	Description	Audience(s)	Type of project	Timing
Project timeline	The project timeline provides a graphic overview of key milestones and corresponding public involvement opportunities. Distribution: the timeline should appear on key project materials, including display boards and fact sheets.	<ul style="list-style-type: none"> • Affected residents • Affected businesses • Community and neighborhood groups • Parks users and advocates • Tribes • Seattle Public Utilities staff, executive managers, and advisory groups • Elected officials • Seattle Parks Department and Department of Transportation staff • WTD • Other project stakeholders 	<ul style="list-style-type: none"> • All Protecting Seattle's Waterways projects 	<ul style="list-style-type: none"> • Project inception

2.7.4 Joint Seattle Public Utilities-King County Materials

Seattle Public Utilities and King County will develop and regularly update a fact sheet to explain the actions both agencies are taking to reduce sewage overflows in Seattle. Seattle Public Utilities and King County will distribute this brochure or fact sheet at public meetings, post it on their respective websites, and share them with stakeholders in common, such as the media. Seattle Public Utilities and King County will also present this information on a display board at joint public meetings.

Topics to cover include:

- What sewage overflows are and why they are a problem
- Map of outfalls managed by both agencies, with first and secondary responsibilities identified
- Brief explanation of why sewage overflows in Seattle are managed by both Seattle Public Utilities and King County
- Explanation of how the two agencies work together
- Description of sewage overflow prevention tools and technologies
- Snapshot of Seattle Public Utilities and King County key statistics, including annual volume of overflow discharged by each system and average number of sewage overflows annually
- Joint timeline showing each agency's schedule for sewage pollution prevention projects
- Information about how to learn more and get involved

Future joint publications may include:

- Map showing each agency's sewage pollution prevention projects
- Consolidated schedule of all projects
- Information on rate increases and combined program rate information, including the regional cost of sewage pollution prevention and the per-homeowner cost of sewage pollution prevention

2.7.5 Construction Communications

- **Construction Contact** – When a project is under construction, the project manager (PM) is the point of contact. The PM's phone number or a construction hotline number (managed by the PM) should be visible on signage placed at the construction site, on all project communications and project website. The phone number should also be distributed to all project stakeholders, especially those living or doing business in close proximity to construction. Calls should be returned within one business day and a log of calls received and responses should be kept.

Chapter 3 – Stakeholder Audiences

This chapter describes the individuals, groups, and organizations that will be affected in some way by Protecting Seattle’s Waterways.

3.1 Stakeholder identification

In order to gain Informed Consent and manage risk, it is critical to identify all potential stakeholders in an equitable manner and engage them early in the decision-making process. These stakeholders can be individuals, groups, businesses, organizations, public agencies or public officials. Affected stakeholders include those who may be affected by the project and those who think they may be affected. [4.3 Identify and analyze stakeholders and create a community profile](#) provides step-by-step guidance for identifying potential stakeholders.

3.2 Stakeholder Analysis

Stakeholders for Protecting Seattle’s Waterways projects will vary in how much they will participate in the decision-making process. Their level of participation will depend on a number of factors, including:

1. The potential for a Protecting Seattle’s Waterways project to benefit or harm them or a resource they care about
2. Their level of responsibility for participating in the decision-making process
3. Their ability to participate

In many cases, people or groups will need to learn more about the Protecting Seattle’s Waterway project before determining the level of participation appropriate for them.

In other cases, the Neighborhood District Council or Neighborhood Plan has identified the project or problem, so an interested stakeholder group already exists.

The following table describes each potential stakeholder audience for Protecting Seattle’s Waterways, their likely issues and concerns, what a win would look like, and appropriate outreach strategies and tactics. We have organized the table by likely level of involvement in the public participation process, based on the extent to which each stakeholder group is likely to be affected by Protecting Seattle’s Waterways projects.

Stakeholder group	Issues and concerns	What a win would look like	Outreach tools and tactics
High level of involvement			
Residents, property owners and neighborhood groups near or adjacent to a Protecting Seattle's Waterways project	<ul style="list-style-type: none"> • Potential project could permanently affect neighborhood aesthetics or park • Perceived or real operation impacts, including noise, odor, maintenance, loss of street parking, new signage, safety and mosquitoes (Roadside Rain Gardens) • Construction impacts, including noise, traffic, visual impacts, dust, access • Impacts on property value • Property acquisition, including temporary and permanent easements • Confusion or lack of clarity about the decision-making process and how residents, property owners and neighborhood groups can influence decisions 	<ul style="list-style-type: none"> • People in the neighborhood are aware of the project early on and know whom to talk to if they have questions or concerns • Project information is clear, timely and accurate • People feel their concerns have been heard and considered by Seattle Public Utilities • People believe they can live with the selected alternative and proposed mitigation • People trust SPU to construct and maintain a successful project 	<ul style="list-style-type: none"> • Local stakeholder group • Community Guide to EIS and Project Alternatives • Micromedia • Decision-making process graphic • Design visualizations • Door-to-door outreach • E-Newsletter • Fact sheet • FAQs • Google map tool • Hearings • Information kiosk • Project signage • Interactive community workshops • Neighborhood briefings • One-on-one outreach • Open houses • Personalized letters • Project timeline • Site tours • Website

Stakeholder group	Issues and concerns	What a win would look like	Outreach tools and tactics
Parks users and -advocacy groups for parks near or adjacent to a Protecting Seattle’s Waterways project	<ul style="list-style-type: none"> • Potential project could permanently affect park • Operation impacts, including noise and odor • Construction impacts, including noise, traffic, view, dust, access • Questions about the decision-making process and how parks users and advocacy groups can influence decisions 	<ul style="list-style-type: none"> • Parks users and advocacy groups are aware of the project early on and know whom to talk to if they have questions • Parks users and advocacy groups are aware of the decision process and know when and how their input will be considered and addressed • Project information is clear, timely and accurate • Parks users and advocacy groups feel that all reasonable and feasible alternatives have been carefully considered • Parks users and advocacy groups believe they can live with the selected alternative and construction impacts 	<ul style="list-style-type: none"> • Local stakeholder group • Community Guide to EIS and Project Alternatives • Micromedia • Decision-making process graphic • Design visualizations • E-Newsletter • Fact sheet • FAQs • Google map tool • Hearings • Information kiosk • Interactive community workshops • One-on-one outreach • Open houses • Personalized letters • Project timeline • Site tours • Stakeholder briefings • Website

Stakeholder group	Issues and concerns	What a win would look like	Outreach tools and tactics
Businesses near or adjacent to a Protecting Seattle’s Waterways project	<ul style="list-style-type: none"> • Potential impacts on businesses, including parking, access, traffic, noise, visual effects • Questions about the decision-process and how businesses can influence decisions 	<ul style="list-style-type: none"> • Business owners/managers are aware of the project early on and know whom to talk to if they have questions or concerns • Business owners/managers understand the decision process and know when and how their input will be considered • Project information is clear, timely and accurate • Business owners/managers feel their concerns have been heard and considered by Seattle Public Utilities • Business owners/managers believe they can live with the selected alternative and construction impacts 	<ul style="list-style-type: none"> • Local stakeholder group • Community Guide to EIS and Project Alternatives • Micromedia • Decision-making process graphic • Design visualizations • Door-to-door outreach • E-Newsletter • Fact sheet • FAQs • Google map tool • Hearings • Information kiosk • Neighborhood briefings • One-on-one outreach • Open houses • Personalized letters • Project timeline • Site tours • Website

Stakeholder group	Issues and concerns	What a win would look like	Outreach tools and tactics
<p>Historically underserved populations (people living in low-income households, minorities, limited-English proficient residents, people living with disabilities) who will be affected by a Protecting Seattle’s Waterways project</p>	<ul style="list-style-type: none"> • Impact of rate increases • Fear of, discomfort with, or obstacles to participating in decision-making process • Potential construction- and operation-related impacts, including noise, traffic, dust, visual effects, odors, property acquisition, impacts to parks, access to homes 	<ul style="list-style-type: none"> • Historically underserved populations who will be affected by a project are aware of the project or rate increase early on • They understand the decision process and know when and how their input will be addressed • Public involvement opportunities are frequent, accessible, convenient and comfortable for historically underserved populations • Project information is clear, timely, accurate, and accessible for historically underserved populations • Historically underserved populations who will be affected by a project feel their concerns have been heard and addressed by Seattle Public Utilities • Historically underserved populations believe they can live with the selected alternative • Historically underserved populations who will be affected by rate increases understand the options for payment assistance 	<ul style="list-style-type: none"> • Partnerships with community-based organizations that serve historically underserved populations • Media relations to ethnic media • Community Guide to EIS and Project Alternatives (translated) • Decision-making process graphic (translated) • Design visualizations • Fact sheet (translated) • FAQs (translated) • Google map tool • Hearings (with interpreters) • Information kiosk • Interactive community workshops • Interactive workshops that are designed to accommodate language differences, child care needs, disabilities and cultural sensitivity • Transit and ADA-accessible community meetings • Neighborhood briefings • One-on-one outreach • Open houses • Personalized letters • Project timeline • Site tours • Website

Stakeholder group	Issues and concerns	What a win would look like	Outreach tools and tactics
<p>People who will always object to the project (refer to 3.5 Strategies for addressing stakeholders who consistently oppose a project for more information on reaching this group)</p>	<ul style="list-style-type: none"> • Past negative experiences with Seattle Public Utilities or another public agency • Distrust of SPU or government in general • Perceived or real construction or operation impacts • Concerns about the cost of the project or use of ratepayer dollars • Belief that sewage overflow prevention is not the best way to address water quality issues 	<ul style="list-style-type: none"> • Some members of the group are persuaded • Other groups acknowledge or praise SPU’s efforts to reach out to those in opposition 	<ul style="list-style-type: none"> • One-on-one meetings • Alternatives to public meetings, such as door-to-door outreach • Local stakeholder group to counterbalance • Media and micromedia outreach • Listserv • Website

Stakeholder group	Issues and concerns	What a win would look like	Outreach tools and tactics
<p>Neighborhood District Councils (NDC), Community Councils, and Neighborhood District Coordinators including but not limited to:</p> <ul style="list-style-type: none"> • Ballard NDC • Central Area NDC • Delridge NDC • East NDC • Greater Duwamish NDC • Lake Union NDC • Madison Park Community Council • Magnolia/Queen Anne NDC • Northeast NDC • Portage Bay/Roanoke Community Council • Southeast NDC 	<ul style="list-style-type: none"> • The decision-making process and how residents and community groups can influence decisions? • Potential impacts on the neighborhoods they serve or represent? • Managing concerns • At what point in the process will public comment be invited? • When will public meetings occur? 	<ul style="list-style-type: none"> • Clear understanding of the decision process and how community input will be gathered and addressed • Information about the project and its effects are clear and timely • Meaningful involvement for people in the neighborhood • Neighborhood District Coordinators and Councils receive ongoing feedback about how stakeholders' viewpoints are being considered and addressed 	<ul style="list-style-type: none"> • One-on-one briefings • Briefings at regular meetings • Listserv • Website

Moderate level of involvement

Residents, property owners, businesses and community groups in the sewage and stormwater pollution basin

- How the project will benefit the community
- Construction impacts that could affect the wider community, such as traffic congestion
- Cumulative effects of multiple projects
- Understanding of overall area drainage and wastewater status, plans, limitations, etc.
- Basin stakeholders receive information about the project early on, and regular communications as needed
- Benefits to the community are communicated clearly and accurately, using supportive data
- Stakeholders believe their input is being considered and addressed
- Communication efforts are coordinated among multiple projects in the area
- Local stakeholder group
- Community Guide to EIS and Project Alternatives
- Community-based media
- Decision-making process graphic
- Design visualizations
- E-Newsletter
- Fact sheet
- FAQs
- Google map tool
- Hearings
- Information kiosk
- Interactive community workshops
- Neighborhood briefings
- One-on-one outreach
- Open houses
- Personalized letters
- Project timeline
- Website

<p>Environmental groups including but not limited to:</p> <ul style="list-style-type: none"> • Duwamish Alive! • Duwamish River Cleanup Coalition • Environmental Coalition of South Seattle • Groundswell NW • People for the Puget Sound • Puget Soundkeeper Alliance • Sustainable South Seattle 	<ul style="list-style-type: none"> • Potential benefits and impacts to environment or a specific environmental resource • Given limited resources, some environmental groups may not be persuaded that sewage and stormwater pollution prevention is the most effective way to address water quality • What is the decision process and how can environmental groups influence decisions • Sewage and stormwater pollution reduction levels and water quality benefits from sewage and stormwater pollution reduction • Opportunities to promote natural stormwater management 	<ul style="list-style-type: none"> • Relevant environmental groups are aware of the project early on • Environmental groups are aware of the decision process and know when and how their input will be considered and addressed • Project information is clear, timely, and accurate • Environmental groups have data to demonstrate that the selected alternative provides a reasonable amount of benefits to the environment or a specific environmental resource • Environmental groups understand that sewage and stormwater pollution prevention is part of a system-wide approach to addressing water quality 	<ul style="list-style-type: none"> • Community Guide to the EIS and Project Alternatives • Decision-making process graphic • E-newsletter • Fact sheet • FAQs • Google map tool • Interactive workshops • Listserv • Roundtable discussions • Stakeholder briefings
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<p>Tribes</p> <ul style="list-style-type: none"> • Muckleshoot Indian Tribe • Duwamish Tribe • Snoqualmie Tribe • Suquamish Tribe • Tulalip Tribes • Puyallup Tribe 	<ul style="list-style-type: none"> • Effects of sewage and stormwater pollution on fish and aquatic habitat in usual and accustomed tribal fishing areas • Access to usual and accustomed fishing areas during construction • Benefits to water quality in tribal fishing areas • SPU stewardship responsibilities 	<ul style="list-style-type: none"> • Protecting Seattle’s Waterways projects deliver tangible benefits to water quality in tribal fishing areas • Tribes are informed of and engaged in decision-making process 	<ul style="list-style-type: none"> • Personal letters • One-on-one meetings with a Seattle Public Utilities Executive • Community Guide to the EIS and Project Alternatives • Decision-making process graphic • E-newsletter • Fact sheet • FAQs • Google map tool • Interactive workshops • Listserv • Roundtable discussions • Stakeholder briefings
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Limited level of involvement

Seattle Public Utilities Ratepayers

- Rate increases to pay for Protecting Seattle's Waterways
- Impacts on low-income households
- Some may believe that sewage and stormwater pollution prevention is not be the most effective way to address water quality
- Ratepayers agree that there is a problem and sewage and stormwater pollution prevention is the right solution
- Ratepayers agree that Seattle Public Utilities is the appropriate agency to address sewage and stormwater pollution prevention
- Ratepayers feel that they are getting something valuable for their rate increase
- Ratepayers understand that this is part of a system-wide approach to addressing water quality
- Fact sheet
- FAQs
- Media relations
- Paid advertising
- Partnerships with environmental and advocacy organizations
- Seattle Public Utilities newsletter
- Website

<p>Media</p>	<ul style="list-style-type: none"> • Tell a compelling story • Provide public with valuable, timely, accurate information 	<ul style="list-style-type: none"> • Positive media coverage or editorial endorsement of Protecting Seattle’s Waterways • Seattle Public Utilities provides accurate, timely information to media and responds to questions and concerns quickly and honestly • Seattle Public Utilities provides data and illustrative stories to convey the seriousness, urgency, and scope of the sewage and stormwater pollution problem and benefits of Protecting Seattle’s Waterways 	<ul style="list-style-type: none"> • Fact sheet • Media relations • Website
<p>Business organizations, including but not limited to:</p> <ul style="list-style-type: none"> • Greater Seattle Chamber of Commerce • Downtown Waterfront Businesses • Seattle Marine Business Coalition • Local Chambers of Commerce • Labor 	<ul style="list-style-type: none"> • Impacts of rate increases on commercial customers • Jobs and economic opportunities associated with infrastructure projects • Potential effects of project construction and operation on access, traffic 	<ul style="list-style-type: none"> • Rate increases and the benefits that they will purchase are clearly and accurately communicated • Jobs and economic benefits associated with projects are quantified • Businesses in affected areas receive timely, accurate information about impacts and mitigation 	<ul style="list-style-type: none"> • Briefings • Listserv • Website

Partners and Collaborators

<p>Seattle Public Utilities staff and leadership</p>	<ul style="list-style-type: none"> • Potential benefits and impacts to Seattle Public Utilities customers • Responsibilities as public service organization • Financial and technical feasibility of project • Public perceptions of Seattle Public Utilities • What is the decision process and roles of individual SPU staff and leaders in making decisions 	<ul style="list-style-type: none"> • Seattle Public Utilities staff and leadership are aware of decision process and their role in process • Decision making is transparent • Public is persuaded they can live with selected alternative • Selected alternative is technically feasible and meets triple bottom line 	<ul style="list-style-type: none"> • Decision-making process graphic • Fact sheet • FAQs • Internal briefings and brownbag presentations • Listserv • Website
<p>Seattle Public Utilities Advisory groups</p> <ul style="list-style-type: none"> • LTCP Sounding Board • Creeks, Drainage, and Wastewater Advisory Committee 	<ul style="list-style-type: none"> • Potential benefits and impacts to Seattle Public Utilities customers • Financial feasibility of project • What is the decision-process and roles of individual Seattle Public Utilities staff and leaders in making decisions 	<ul style="list-style-type: none"> • Seattle Public Utilities Advisory groups are aware of decision process and their role in process • Decision making is transparent • Public is persuaded they can live with selected alternative • Selected alternative is financially and technically feasible 	<ul style="list-style-type: none"> • Briefings at project inception and key milestones • Decision-making process graphic • Fact sheet • FAQs • Listserv • Website

Seattle Parks Department (Parks), Department of Transportation (SDOT), Department of Neighborhoods (DON), and Department of Planning and Development (DPD)	<ul style="list-style-type: none"> • Potential impacts to parks, neighborhoods, and transportation resources • Opportunities to realize multiple benefits • Parks, SDOT, DON, and DPD’s role in the decision making process and how their role should be messaged to the public 	<ul style="list-style-type: none"> • Parks, SDOT, DON and DPD are aware of the decision-making process and their role in that process • Decision-making is transparent • There are opportunities to leverage Protecting Seattle’s Waterways to achieve the goals of other City departments and initiatives • Communications between departments and with the public is coordinated and consistent 	<ul style="list-style-type: none"> • Briefings at project inception and key milestones • Decision-making process graphic • Fact sheet • FAQs • Listserv • Website
King County Wastewater Treatment Division (WTD)	<ul style="list-style-type: none"> • Public confusion about which agency is responsible for each sewage pollution project • Potential impact of Seattle Public Utilities sewage pollution-related public engagement and communications on King County’s efforts 	<ul style="list-style-type: none"> • Public understands that Protecting Seattle’s Waterways is part of a <i>system-wide</i> approach to addressing water quality • Seattle Public Utilities messaging complements, rather than undermines or confuses King County message • SPU and King County demonstrate that processes are coordinated 	<ul style="list-style-type: none"> • Briefings at project inception and key milestones • Decision-making process graphic • Fact sheet • FAQs • Listserv • Website

Mayor's Office

- Solves a problem
- Ability to make informed decisions on projects when the Mayor's vote is required
- How constituents will win or lose
- Financial feasibility of project
- Environmental legacy
- Public perceptions of City of Seattle, Mayor
- Program costs and impacts on rates
- Sewage and stormwater pollution prevention that project will achieve
- Opportunities for realizing multiple benefits, such as Mayor's Walk/Bike/Ride initiative or economic development opportunities
- Mayor's office has access to clear, accurate, timely and easy-to-understand information and conveys information about the project purpose and need, alternatives under consideration, and next steps
- Mayor's office has documentation to support a full and fair public process that demonstrates that constituent concerns have been identified and their input has been considered and addressed in the decision-making process.
- Mayor's office is invited to participate in discussions about achieving multiple benefits
- Mayor's office has clear, current, and accurate information and data about program and project costs, expected reductions in sewage overflows and volumes, other potential benefits, and expected impacts on rates.
- Briefings
- Decision-making process graphic
- Fact sheet
- FAQs
- Listserv
- Website

<p>Council Members</p>	<ul style="list-style-type: none"> • Solves a problem • Ability to make informed decisions on projects when their vote is required • How constituents will win or lose • Financial feasibility of project • Environmental legacy • Public perceptions of Seattle Public Utilities, City of Seattle, and elected officials 	<ul style="list-style-type: none"> • Council and staff have access to clear, accurate, timely, and easy-to-understand and convey information about the project purpose and need, alternatives under consideration, and next steps • Council has documentation to support a full and fair public process that demonstrates that constituent concerns have been identified and their input has been considered and addressed in the decision-making process. • Chairs of Seattle Public Utilities and Department of Neighborhoods committees have clear, current, and accurate information and data about program and project costs, expected reductions in sewage overflows and volumes, other potential benefits, and expected impacts on rates. 	<ul style="list-style-type: none"> • Briefings • Decision-making process graphic • Fact sheet • FAQs • Listserv • Website • Public involvement activities documentation (see Chapter 7 – Public Engagement Evaluation and Reporting) <hr/>
<p>Regulatory Agencies</p>	<ul style="list-style-type: none"> • Compliance with federal, state, and local regulations and guidance related to public involvement 	<ul style="list-style-type: none"> • Public involvement complies with federal, state, and local regulations and guidance 	<ul style="list-style-type: none"> • Public involvement activities documentation (see Chapter 7 – Public Engagement Evaluation and Reporting)

3.3 Outreach to historically underserved populations

Some Protecting Seattle's Waterways projects will affect historically underserved populations, which include low income, minority, and LEP residents of Seattle. Inclusive public outreach is a core guiding principle for SPU and Protecting Seattle's Waterways. Furthermore, the Mayor has directed all City of Seattle departments to apply the tools and principles of the Inclusive Outreach and Public Engagement Guide and the City Council passed a resolution in support of this initiative. Seattle Public Utilities offers multiple resources to help SPU project staff ensure that public engagement for Protecting Seattle's Waterways is inclusive.

The following section describes the historically underserved populations in the Seattle sewage and stormwater pollution basins, goals and objectives of inclusive outreach, key strategies for ensuring inclusive outreach, and resources to support inclusive outreach.

3.3.1 Demographic analysis of CSO basins

According to U.S. Census and **National Center for Education Statistics (NCES)** data, most of the Seattle CSO basins have minority LEP, and low-income populations. Refer to the City's Language and Interpretation InWeb site for language maps:

<http://inweb/language/resources.htm>

3.3.2 Goals and objectives of inclusive outreach

Goal A: Provide *all* affected residents with meaningful opportunities to influence decisions that affect their lives, regardless of race, ethnicity, income, or language

- Objective 1: Work with Seattle Public Utilities' Environmental Justice and Social Equity (EJSE) Division to develop a plan for inclusive engagement for projects that will affect low-income, minority or LEP populations
- Objective 2: Build ongoing and trusted partnerships with agencies and organizations that serve or represent low-income, minority and LEP residents
- Objective 3: Provide a range of public involvement opportunities and translation and interpretation services to help people overcome typical barriers to participation, such as work schedules, child care responsibilities, language barriers and mobility barriers
- Objective 4: Create a welcoming and comfortable atmosphere by honoring the affected community and working with community partners to design and facilitate culturally sensitive and inclusive public involvement opportunities.

Goal B: Achieve informed consent from *all* affected residents, including low-income, minority and LEP populations

- Objective 1: Engage historically underserved populations (low-income, minority and LEP) who will be directly affected by the project early in the public involvement process

- Objective 2: Coordinate with other City of Seattle and King County outreach efforts to ensure that neighborhoods and community-based organizations and agencies are not overwhelmed with requests

Goal C: Meet the City of Seattle’s public involvement policies and requirements for outreach to historically underserved populations

- Objective 1: Follow or exceed all City policies with respect to translation and interpretation
- Objective 2: Conduct a Racial Equity Analysis prior to initiating any Protecting Seattle’s Waterways project

3.3.3 Requirements for inclusive outreach

Equity planning: Seattle Public Utilities’ EJSE Division has developed a number of tools to assist project teams with incorporating RSJI principles into their work, including the Stakeholder Analysis worksheet. The project team including representatives from EJSE and Communications Divisions should discuss and complete this worksheet prior to initiating a Protecting Seattle’s Waterways project.

Translation and interpretation: It is the City of Seattle’s policy that when conducting major projects in a neighborhood where 5 percent of the population consists of a specific language group based on current Census data, departments should translate and distribute documents relevant to the project in that language. Not all materials should be translated; consult with SPU EJSE or Communications Division.

Tailor intensity of outreach based on the likelihood that the project will have substantial and immediate impact on low-income, minority or LEP residents

To develop these guidelines, Seattle Public Utilities conducted a series of executive interviews with leaders and staff of community-based organizations that serve low-income, minority and LEP populations in Seattle. A key outcome from these interviews was that given the multiple issues and concerns that are top of mind for many historically underserved residents and the agencies that serve them, it is unlikely that these groups will turn out for Protecting Seattle’s Waterways public meetings or read mailings unless the project is likely to have a *substantial* and *immediate* impact on them. In other words, even if there are low-income, minority or LEP residents in the affected basin, if the project impacts are far from where they live, work, or recreate or if there may be impacts but not for five to 10 years, it is unlikely to be a top-of-mind issue for them.

If, after completing the stakeholder analysis, Seattle Public Utilities determines that the project may have a substantial and immediate impact on low-income, minority or LEP residents, the program or project manager, SPU EJSE Division, and Communications Division, should develop strategies for informing and engaging these groups in a meaningful way. Recognize that it will take extra resources and effort to implement a truly inclusive public engagement process.

Revisit stakeholder analysis at project milestones and update inclusive outreach plan as needed

On the other hand, if the stakeholder analysis indicates that the project is unlikely to substantially and immediately affect these populations, the Community Outreach Lead should plan to carefully monitor the project as it progresses. The Community Outreach Lead should reevaluate the stakeholder analysis at each project milestone (e.g.: preliminary screening of alternatives, 3-5 alternatives, 1-2 alternatives, preferred alternative, construction) to determine whether things have changed and substantial and immediate impacts on low-income, minority or LEP populations are possible.

The Community Outreach Lead should be careful to analyze not just residents in the affected neighborhood, but also business owners, employees and people who use transportation facilities (roads, transit, sidewalks and bike lanes), parks and other recreational facilities, faith-based organizations, schools, libraries, and community-gathering places that may be affected by the project.

Use messages that are relevant to the target audiences

Community leaders whom SPU interviewed to develop these guidelines strongly suggested that messaging to the populations they serve focus on the public health benefits of sewage and stormwater pollution prevention, especially as it relates to fishing and swimming. They discouraged using language about environmental protection, sustainability or “green” messaging, because it does not resonate or translate well.

Create culturally sensitive and welcoming outreach opportunities

Oftentimes, a key barrier to participation in public engagement opportunities is discomfort with engaging in a public meeting setting. This is especially true for many new immigrants and refugees, who may come from a culture where public processes are uncommon or where speaking out loud in public meetings is considered impolite. We recommend working with the EJSE Division to evaluate the audiences you are trying to reach and develop culturally sensitive and welcoming outreach opportunities.

It may also be difficult for low-income parents to participate in public engagement opportunities because of difficulties with child care or transportation, or because of an evening work schedule. An inclusive public engagement approach would include public engagement opportunities scheduled at multiple times during the day. Providing child-friendly activities (such as a table with materials for coloring or toys) is a welcoming way to address some of these barriers.

Holding a public engagement opportunity at a neighborhood setting where people regularly gather and feel comfortable, such as an ethnic community center or church common room, may help put people at ease. It is also a good idea to conduct outreach at existing community events.

It is important to understand the English language proficiency of the community you are trying to reach. It may be necessary to have an interpreter attend these events.

Some community leaders interviewed cautioned against showing up once to share information at an event or community center. One community leader noted, “It can look somewhat suspicious to show up

just once to share information.” This underscores the importance of building long-term relationships at the agency level and making regular appearances at community events and meetings, even in between project milestones. If you do not have anything significant to report about the project, call in advance and ask if it would be okay to attend a meeting as an observer.

Consider alternatives to translation and interpretation

Some language groups — including Somali and other East African language groups, as well as some segments of the Vietnamese- and Cambodian-speaking communities — have limited literacy in their native language. If Seattle Public Utilities is conducting a project that will affect one of these language populations, it may be valuable to use alternative ways to communicate information. For a fee, Somali TV may be willing to partner with SPU to convey information about a project that will affect Somali-speaking residents by producing and cablecasting a video in Somali.

A recent strategy that many agencies have relied upon is expecting children and young people to interpret for their parents and grandparents. Some community leaders tell us this is not an ideal approach because of potential problems in family dynamics. Also, some subject matter may be difficult for children to understand or may not be appropriate.

It is important to remember that words like “sustainable” and “stormwater” may not translate well. In addition, many newcomers from developing countries may not be familiar with our sewer system. As such, words like “sewer” and “wastewater” may not translate well and require base knowledge that many people may not have.

Do not rely solely on print materials to convey information

3.3.5 Resources

The following resources are available to assist project teams with outreach to historically underserved populations:

Seattle Public Utilities Environmental Justice and Service Equity Division – This division will assist SPU project teams in developing, implementing and tracking inclusive outreach plans. The division also is a clearinghouse of inclusive-outreach resources.

<http://spuweb/ejse/default.htm>

Seattle Public Utilities Equity Guide – The guide aims to increase equitable access and relevancy in SPU projects, programs, and services. As a result SPU will build a more diverse and larger constituency that will better understand, support, and partner with us in our mission: **To provide reliable, efficient, and environmentally conscious utility services to enhance the quality of life and livability in all communities we serve.**

<http://spu-sharepoint/Programs/equityplanning/default.aspx>

Solid Ground Community Messaging Service – Solid Ground, a community-based social service agency, sends out a regular text message to 2,000 subscribers. The agency is willing to include messaging about

public engagement activities related to Protecting Seattle’s Waterways. Contact Solid Ground at (206) 694-6771.

Translation and Interpretation Procedural Manual – The City of Seattle has developed a manual that provides guidance and contact information for translation and interpretation.

<http://inweb/language/resources.htm>

City of Seattle Population and Demographics website – This website houses demographic data and maps for specific neighborhoods.

http://www.seattle.gov/dpd/Research/Population_Demographics/Census_2000_Data/Data_Maps_for_Locally_Defined_Areas/DPDS_007014.asp

3.4 Shared Seattle Public Utilities-King County Stakeholder Audiences

Seattle Public Utilities and King County have some stakeholders in common. If both agencies are planning sewage pollution prevention projects that will affect any of the following stakeholders, Seattle Public Utilities and King County will coordinate joint briefings:

- Seattle City Council
- Neighborhoods where joint Seattle Public Utilities-King County projects are under consideration:
 - Neighborhoods adjacent to the Ship Canal
 - Montlake-Madison-Leschi
 - Duwamish
- Regional stakeholders
- Stakeholders affected by joint SPU-King County projects or by individual projects in the same geographic location. These include University of Washington and District Councils where joint projects are located.
- Tribes, including those with treaty-protected fishing rights or interest in Puget Sound, Ship Canal, Lake Washington and the Duwamish River:
 - Muckleshoot Indian Tribe
 - Duwamish Tribe
 - Snoqualmie Tribe
 - Suquamish Tribe
 - Tulalip Tribes
 - Puyallup Tribe
- Environmental and advocacy groups
 - Duwamish River Cleanup Coalition
 - Sustainable South Seattle
 - People for Puget Sound
 - Puget Soundkeepers Alliance
- Citywide media
- Agencies

- State Department of Natural Resources
- Port of Seattle
- Seattle Parks Department

3.5 Strategies for addressing stakeholders who consistently oppose a project

Members of this group are unlikely to reach any kind of acceptance regardless of the level of community engagement. Seattle Public Utilities' strategy should focus on providing an opportunity to voice concerns and objections.

It may be possible to build a positive relationship with some of these stakeholders by making an extra effort to reach out to them. However, the amount of resources required to make this extra effort may be prohibitive. At a minimum, the project manager or planner should:

- Identify these stakeholders as early as possible
- Offer one-on-one meetings
- Confirm that stakeholders are included on email listservs and mailing lists and receive invitations to public involvement opportunities.

Chapter 4 – Developing the public engagement plan (PEP)

The following section describes how to develop a PEP.

4.1 Define the project

To identify potential stakeholders and determine the level of public engagement needed, it is important to define the project by answering the following questions:

1. What is the overall DWW plan for this neighborhood?
2. What type of project is this?
 - a. Plan
 - b. Sewer system improvement project
 - c. Natural stormwater management project
 - d. Underground storage project
3. What is the purpose of and need for this project?
 - a. Where did this plan originate?
4. What is the geographic area that could be adversely affected by this project?
5. What is the geographic area that could benefit from this project?
6. What phase of work is this project in?
 - a. Planning
 - b. Environmental analysis
 - c. Pre-design
 - d. Design
 - e. Construction
 - f. Operation
7. What is the anticipated duration and magnitude of impacts of project construction?
8. What is the anticipated magnitude of impacts of project operation?

4.2 Establish communications roles and responsibilities

Clearly defined roles and responsibilities for communications and public engagement are essential to successful project implementation. Below are guidelines for the different roles. One person may fill more than one role.

4.2.1 SPU Community Outreach Lead

- Provide strategic communications support
- Lead stakeholder identification and analysis
- Develop, update and oversee implementation of PEP
- Execute consultant contracts for communications and public engagement
- Support media relations in partnership with SPU Media Coordinator
- Ensure that team members are using Protecting Seattle’s Waterways messaging platform and consistent messaging

4.2.2 Outreach Implementer(s)

- Staff public meetings, community and neighborhood briefings, and local area stakeholder group meetings
- Support outreach to community-based organizations, environmental and advocacy organizations, etc.
- Support site tours and interactive workshops
- Schedule and coordinate events and public meetings
- Staff events and public meetings
- Maintain stakeholder database
- Update website

4.2.3 Project Specifier or Project Manager

- Serve as principal contact with public from project initiation through close-out
- Staff public meetings, community and neighborhood briefings, and local stakeholder group meetings
- Develop project materials
- Brief Seattle Public Utilities Executive Managers, SDOT, DON, DPD and Parks
- Review project materials and PEP

4.2.5 SEPA Responsible Officer

- Advise on when and how SEPA-related public engagement activities and notifications should be implemented
- Review the PEP
- Review SEPA-related project materials, including boards and the community guide for scoping and Draft EIS meetings, notifications and display ads
- Place all SEPA-required public notifications as outlined in **2.6 Regulatory Requirements for Public Involvement**

4.3 Identify and analyze stakeholders and create a community profile

Early in the project, the Community Outreach Lead should cast as wide a net as possible in identifying potentially affected stakeholders.

4.3.1 Steps for identifying stakeholders and profiling the community

The following describes steps to take in identifying stakeholders and profiling the affected community:

1. Consider the following questions:
 - a. Who will be affected by this project? Residents? Businesses? Property owners?
 - b. How will this project affect residents, businesses and property owners? How will the impacts vary, depending on where people live or own property?
 - c. Who will benefit from this project?
 - d. Who will be inconvenienced by this project or plan? How?
 - e. Who are the likely project supporters?
 - f. Who might oppose this project? Why?
 - g. Which elected officials will be interested in this project?
 - h. Which agencies will be interested in this project?
 - i. Who will decide whether this project will happen?
 - j. Who needs to give informed consent for this project to move forward?
 - k. What is Seattle Public Utilities' history of involvement in the project area and the neighborhood? Has SPU interacted with stakeholders in the area previously? Have other Protecting Seattle's Waterways projects or SPU projects been discussed or constructed in the area? Are other City projects happening in the same area? What are the lessons learned from past projects in the area? What worked and what did not work? Is there an overall plan or strategy for Drainage and Wastewater in this neighborhood?
 - l. What is the likely media interest in the project? Have media stories been published about the project? What are the key media outlets in the area?
2. Research the history of the project, if any, and identify who has been involved with it in the past. Also research other projects that have affected the community and identify who has been involved with those projects.
3. Consult with the appropriate Department of Neighborhoods District Coordinator in:
 - a) Identifying the individual neighborhoods in the affected community (e.g. Windermere, Viewridge, Wedgewood, etc.)
 - b) Identifying potential stakeholders, neighborhood groups, community councils, key community leaders, informal media
 - c) Recommending localized communication strategies
 - d) Identifying existing DON neighborhood plans, working group or subcommittee directly concerned with sewage overflows and other drainage issues.
 - e) Identifying local fairs, festivals and farmers markets.
4. Conduct a demographic analysis of the project area using the most recent census data as well as demographic data from Seattle Public Schools. Refer to the demographic analysis in **3.3.1 Demographic analysis of CSO basins** for an example. A demographic analysis will allow you to determine the number of residents that may be affected by the project and whether there are any historically underserved or LEP populations living in the affected area.

5. Identify localized or special-interest constituencies; e.g., Friends of Meadowbrook Pond, who may not live or work in the project area but have direct interest in it.
6. Conduct a site visit with PM and project team of the affected neighborhood. Drive through the project area and identify any
 - a. Community centers
 - b. Business districts
 - c. Faith-based organizations (including ethnic churches or mosques)
 - d. Schools
 - e. Hospitals
 - f. Parks and recreational facilities
 - g. Libraries
 - h. Community resources (such as p-patches, neighborhood services, and community gathering places).
7. Parks staff should be contacted early in the project planning phase. Whenever possible, engage them in planning for public engagement and encourage Parks staff to be a visible presence at project public meetings. It may be difficult to determine whether low-income, minority or LEP populations use the park. Check with Parks staff to find out what they know about Parks usage. Another good strategy is to visit the park on a Saturday or Sunday afternoon, when many families are likely to be using the picnic facilities or playground.
8. If the roadway will be considered, you will need to identify potential frequent users of that roadway, such as bicyclists, pedestrians, transit users or freight.
9. If any other community resources will be affected by the project, you will need to evaluate whether their users or stakeholders include low-income, minority or LEP populations. You may need to call or visit the organization and do additional research to make this determination.
10. Identify businesses in the project area. Use Equity Tool Kit to separate out ethnically-owned businesses. Seattle Public Utilities purchased a list of businesses in 2010. Access this list by contacting the staff person in the role of SPU Customer Programs & Contracts Management.
11. Conduct an internet search to identify local blogs, local newspapers and other micromedia.

4.3.2 Accessing demographic analysis

Census research is available from the Department of Neighborhoods, EJSE and Seattle Office of Civil Rights.

4.3.3 Conduct a stakeholder analysis

Once the project team has identified possible stakeholders, the team should work together to complete the Seattle Public Utilities Equity Planning Toolkit Stakeholder Analysis worksheet. Use the information from this worksheet and the outcomes from your research on stakeholders to answer the questions on the worksheet.

4.4 Assess the need for public involvement

The level of public involvement needed for a project will depend on a number of factors, including:

1. Community-identified priorities, via Neighborhood Plan or NDC working group
2. Magnitude and duration of potential construction impacts on the affected community
3. Magnitude of potential operations impacts on the affected community, such as noise, odors, aesthetics and access to community resources
4. Legal requirements for public involvement, such as SEPA
5. Previous interactions with the affected community, or impacts of previous projects on the affected community
6. Opportunity for realizing multiple benefits, such as bicycle and pedestrian improvements or traffic calming
7. Other potential issues, such as political environment or environmental sensitivities

The following table describes the criteria that Seattle Public Utilities uses to determine community outreach levels. Level 1 represents the least challenging project, which means that it will require the minimal public involvement. Level 3 represents a very challenging project that will require intensive and frequent public involvement.

The Project Specifier or Project Manager should review this table and determine which level best characterizes the project, based on the criteria listed below. If a project seems to straddle two levels, we recommend selecting the higher level of challenge.

Criteria	Level 1 (least challenging)	Level 2 (moderately challenging)	Level 3 (very challenging)
Sites available	There are one or more sites that will be acceptable to the community	Even if there are some sites with perceived impacts on the community, there are one or more sites that will be acceptable to the community	All potential sites will have negative impacts on the community
Temporary or construction-related impacts	The project will create minimal temporary or construction-related impacts on the community	The project will create one of the following temporary impacts, or the magnitude and duration of the impacts will be minimal: <ul style="list-style-type: none"> • Easement on private property • Disrupted access to private property, parking, transit, roadway 	The project will create many or all of the following temporary impacts, or the magnitude and duration of the impacts will be high: <ul style="list-style-type: none"> • Easement on private property • Disrupted access to private property, parking, transit,

Criteria	Level 1 (least challenging)	Level 2 (moderately challenging)	Level 3 (very challenging)
		<ul style="list-style-type: none"> • Disrupted access to business district, school, community center, park • Construction impacts, such as noise, dust, traffic, night work 	roadway <ul style="list-style-type: none"> • Disrupted access to business district, school, community center, park • Construction impacts, such as noise, dust, traffic, night work
Permanent impacts	The project will not create any permanent impacts on the community	The project will create some of the following permanent impacts on the community, or the project will create several of these impacts but the magnitude of the impacts will be minimal: <ul style="list-style-type: none"> • Noise • Odors • Change in aesthetics • Loss of parking • Private property acquisition • Effects to public right-of-way, such as park or parking strip • Effects to transportation facility, such as roadway or transit stop 	The project will create many or all of the following permanent impacts on the community, and the magnitude of the impacts will be high: <ul style="list-style-type: none"> • Noise • Odors • Change in aesthetics • Loss of parking • Private property acquisition • Effects to public right-of-way, such as park or parking strip • Effects to transportation facility, such as roadway or transit stop
Affected stakeholders	The project will not affect any of the following stakeholders: <ul style="list-style-type: none"> • Low-income or minority populations • LEP populations 	The project directly or indirectly will affect any of the following stakeholders: <ul style="list-style-type: none"> • Low-income or minority populations 	The project will directly affect any of the following stakeholders: <ul style="list-style-type: none"> • Low-income or minority populations • LEP populations

Criteria	Level 1 (least challenging)	Level 2 (moderately challenging)	Level 3 (very challenging)
	<ul style="list-style-type: none"> Seniors or people with mobility challenges Tribes or tribal fishers 	<ul style="list-style-type: none"> LEP populations Seniors or people with mobility challenges Tribes or tribal fishers 	<ul style="list-style-type: none"> Seniors or people with mobility challenges Tribes or tribal fishers
Magnitude, duration and location of project	Project improves an existing facility or is routine maintenance	<ul style="list-style-type: none"> Project is a new site or facility From planning through construction, project will last less than six months 	<ul style="list-style-type: none"> Project is a new site or facility From planning through construction, project will last more than six months
Public engagement requirements	There are no public engagement requirements associated with this project.	<ul style="list-style-type: none"> Project is undergoing a SEPA environmental review There are public engagement requirements associated with permitting processes There are other local ordinances or policies requiring public engagement activities 	<ul style="list-style-type: none"> Project is undergoing a SEPA environmental review There are public engagement requirements associated with permitting processes There are other local ordinances or policies requiring public engagement activities
Community interest	<ul style="list-style-type: none"> There does not appear to be opposition or interest in the project The project does not have a high profile 	<ul style="list-style-type: none"> There is some potential for interest and opposition The project has a high profile The project is located in a neighborhood with well-connected residents or businesses There is at least one organized opposition group 	<ul style="list-style-type: none"> There is active opposition to the project The project has a high profile The project is located in a neighborhood with well-connected residents or businesses There is more than one organized opposition group

Criteria	Level 1 (least challenging)	Level 2 (moderately challenging)	Level 3 (very challenging)
History of the project area and previous community interactions	<ul style="list-style-type: none"> • SPU has not conducted ongoing work in or near the project area in the past five years • SPU has not conducted public outreach in the project area • There have been no controversial interactions with SPU in the project area in the past 10 years • There have been no other major projects that have impacted residents or businesses in or near the project in the past five years • There are no other major projects (including non-Seattle Public Utilities projects) planned for the area 	<ul style="list-style-type: none"> • There has been SPU work in or near the project area, but perceived or actual impacts were minimal • There have been no controversial interactions with SPU in the project area in the past 10 years • There has been a major project (not necessarily an SPU project) in the past five years • There is a major project (including non-SPU projects) planned for the area 	<ul style="list-style-type: none"> • There have been controversial interactions with SPU in the project area in the past • There have been problems with an existing SPU facility in the project area, such as odors, noise, overflows, etc. • There has been SPU work in or near the project area, and perceived or actual impacts on neighbors was high • There has been a major project (not necessarily an SPU project) that has affected residents or businesses in the past five years • There is a major project (including non-SPU projects) planned for the area
Political interest	<ul style="list-style-type: none"> • No elected officials have expressed concern about this project • This project will not require inter-agency or inter-jurisdictional coordination • There has been no interest from the news media in this project 	<ul style="list-style-type: none"> • An elected official has a concern about the project • The project will require inter-agency or inter-jurisdictional coordination, such as coordination with SDOT or King County WTD • There has been interest from the news media in this 	<ul style="list-style-type: none"> • An elected official has a concern about the project • The project will require inter-agency or inter-jurisdictional coordination, such as coordination with SDOT or King County WTD • There has been substantial interest from the news

Criteria	Level 1 (least challenging)	Level 2 (moderately challenging)	Level 3 (very challenging)
		or similar projects	media in this or similar projects
Project types	<ul style="list-style-type: none"> Sewer system improvements 	<ul style="list-style-type: none"> RainWise Green alleys Underground storage facility 	<ul style="list-style-type: none"> Roadside rain gardens Green alleys Underground storage facility

4.4.1 Level 1–Least Challenging

Based on the outcomes of the needs assessment, the public engagement planning effort may indicate a minimal need for outreach tasks and tactics. This is because this project will have little to no impact on any members of the public or stakeholders. An example of this type of project might be sewer system improvements.

Even if the initial needs assessment indicates that there is no apparent need for public engagement, projects and surrounding conditions can evolve and change. Therefore, we recommend reevaluating the project at each stage gate to ensure that there is no emerging need for public engagement. If conditions have changed enough to warrant considering additional public engagement, it may be necessary to repeat the needs assessment.

4.4.2 Level 2–Moderately Challenging

Projects that may have impacts but are not particularly complex or controversial require a moderate public engagement effort. These could include some natural stormwater management projects, such as green alleys and RainWise.

A moderate public engagement effort would have the same objectives as a very challenging public engagement effort, but the intensity and frequency of engagement and communications would be less. For example, a moderate public engagement effort may include an introductory letter to the affected community, whereas public engagement for a very challenging project might require door-to-door outreach.

Issues or concerns could emerge during any stage of the project that could push it to a high level of public engagement. These could include:

- Additional technical complexities in the project
- A concerned or resistant group of stakeholders or community members
- Unanticipated political sensitivities
- Collateral effects of another Seattle Public Utilities or King County WTD project

If any of these factors emerge, we recommend repeating the needs assessment to determine whether a higher level of public engagement is appropriate.

4.4.3 Level 3–Very Challenging

These projects have a high potential for impacts on the surrounding community, controversy, or a need for substantial involvement by stakeholders. Such projects are more vulnerable to community pressure, so it is important to fully define the public engagement needs of the work and develop a public engagement plan that will address those needs.

As described earlier, public engagement for a very challenging project requires a higher intensity and frequency of outreach. Many of the underground storage facility siting projects will require a high level of public engagement, as will most natural stormwater management projects. See Chapter 5 for step-by-step guides to public engagement for facility siting and natural stormwater management projects, respectively.

4.5 Develop a strategy and public engagement approach

This step should be done in partnership with the Project Specifier or Project Manager. The strategy and approach should be aligned with the decision-making process and project milestones. To develop a strategy and approach, answer these questions:

1. How much influence does the public have on project decisions?
2. Which project decisions should the public have an opportunity to influence, and in what ways?
3. What does the project team need to learn from the public to make good decisions?
4. How and when will project decisions be made?
5. What are the key communications risks and mitigation strategies to address them?

4.6 Develop key messages

Use Protecting Seattle’s Waterways Messaging Platform (**2.4 Key Messages**) as a basis for key messages, and add new ones specifically tailored to the project. Key messages should address:

- The project purpose and need
- Public engagement goals and objectives for this project
- The public engagement process
- Potential communications risks

4.7 Draft or update a PEP

The next step is for the SPU Communications Lead to assemble this information into a PEP.

Once the SPU Communications Lead has drafted the PEP, it should be reviewed by Project Specifier and Project Manager. Beyond the project team, the level of review should depend on the extent of the long-term impacts and nature of the project.

The PEP is a living document, which means that the Community Outreach Lead should plan to update it at project milestones to adapt to changes in the project over time. New stakeholders, concerns,

technical realities, and impacts may emerge, the Community Outreach Lead needs to reevaluate and adjust the plan.

Chapter 5 – Public Engagement for Underground Storage Facilities

Underground storage facilities include underground storage tanks, new pipes, and tunnels. The public engagement approach for siting, designing, and constructing these facilities is tied to project milestones from initial site selection through design and construction.

5.1 Background

Underground storage facilities temporarily hold combined sewage and stormwater during a storm, when capacity in the combined sewer system is reduced. When the storm passes and capacity is available, the facility gradually sends the stored sewage and stormwater downstream for treatment and discharge.

Storage facilities can be in the form of tanks, pipes or tunnels. They can be built underneath streets, parking lots, parks, waterways or private property, if there is a property owner willing to sell land to SPU.

Larger tanks and tunnels require larger building sites and may have greater impacts on the surrounding community.

5.2 Underground storage facility public engagement strategy

Project impacts depend on many factors, including the size of the proposed underground storage facility and the available construction sites. Potential impacts could include:

- Noise, dust, traffic, and visual effects during construction
- Permanent changes to a neighborhood park or other community resource
- Disruption of access to private property or a park or other community resource
- Acquisition of private property

Public engagement for underground storage facility projects involves the tools and tactics discussed in **2.7 Public Involvement Tools and Tactics**. Underground storage facility projects are likely to be moderately or very challenging and will require frequent and intense public engagement.

5.3 Underground storage facility public engagement goals and objectives

Goals and objectives for underground storage facility projects are similar to those for all Protecting Seattle's Waterways projects.

Goal A: Achieve and sustain ongoing informed consent for the underground storage facility project

- Objective 1: Educate the affected community about the nature, seriousness and scale of the sewage overflow problem
- Objective 2: Establish that SPU is the right entity to be addressing this problem
- Objective 3: Familiarize the affected community with SPU's approach to preventing sewage overflows (fix it first, keep stormwater out, store what's left) and why underground storage is the right solution for controlling the remaining volumes.
- Objective 4: Identify all potential stakeholders and conduct a stakeholder analysis.
- Objective 5: Demonstrate to the public how their input influences project decisions.
- Objective 6: Educate the community on what they should expect to see, hear and do during construction.

Goal B: Help manage risk to achieve smoother, more cost-effective project delivery.

- Objective 1: Ensure that there are no surprises and the public is aware of the project and opportunities for engagement. Communicate with the public early and often.
- Objective 2: Gather public input that will support the decision-making process at each project milestone.
- Objective 3: Surface community concerns early in the project, so they can be addressed during the preliminary and detailed evaluation of alternatives and at the 30 percent stage of design.
- Objective 4: Tailor the intensity of the outreach and communications based on potential impacts on the stakeholder. For example, stakeholders who live near the project or belong to a parks advocacy group that will be affected by a project should receive more frequent and intensive communications and public engagement than a stakeholder who lives in the basin but away from the project.
- Objective 5: Provide ways to give voice to those potentially affected stakeholders who are opposed to the project without allowing a small group to derail the siting, design and construction process.
- Objective 6: Give the affected community enough time and opportunity to provide input, and enough information to get to informed consent.

Goal C: Support Seattle Public Utilities, City Council, and the Mayor's decision-making processes.

- Objective 1: Maintain internal knowledge about and support for the project/program, program goals, program timeline, and strategies by providing regular briefings and updates to internal leadership and staff at key project milestones.
- Objective 2: Ensure consistency of communications and smooth delivery of projects by clarifying roles and responsibilities and holding regular team meetings.
- Objective 3: Clearly show the public engagement process and how public input helped to inform decisions around project siting, design and construction.
- Objective 4: Provide frequent briefings and project information to avoid surprises and provide policy-makers with the information they need to make decisions.

5.4 Underground storage facility stakeholder identification

4.3 Identify and analyze stakeholders and create a community profile describes the process of identifying stakeholders. As with all Protecting Seattle’s Waterways projects, it is important to identify stakeholders early.

5.4.1 External stakeholders

Stakeholders of underground storage projects are likely to include:

- Adjacent property owners
- Residents, property owners and businesses in the project community
- Citywide advocacy and environmental organizations
- Parks users and advocacy groups
- Private-property rights advocates
- Stakeholders who will not support the project under any circumstances
- Micromedia: blogs, newsletters and other media based in the target community
- Neighborhood District Councils, business councils and other community groups in the affected community
- Retail and community centers in the affected community
- Citywide and regional media
- Elected officials who represent the affected community

Residents, property owners and businesses in the basin where the underground storage project is being considered will benefit from these projects, even if they are far from where these projects are located. Therefore, it will be important to extend outreach and communications throughout the basin. However, outreach to and communications with stakeholders should vary in intensity, depending on which tier stakeholders fall within:

- Tier 1: residents, property owners, and businesses that will be directly affected by the project
- Tier 2: parks users and people who use transportation facilities that may be affected by the project
- Tier 3: residents, property owners and businesses in the affected basin

5.4.2 Internal stakeholders

Because this approach to sewage and stormwater pollution management is relatively new and there has been some recent public controversy around Seattle Public Utilities natural stormwater management projects, it is essential to maintain good communication within project teams and with key internal stakeholders. These stakeholders include:

- Seattle Public Utilities Executive managers
- City Council and Mayor’s Office
- Other City departments (DON, SDOT, DPD)
- Other Seattle Public Utilities branches (PDB, USM, CSB)

- Protecting Seattle’s Waterways project team

5.5 Milestone: Preliminary evaluation activities

Public involvement objectives

- Identify all potential stakeholders and conduct a stakeholder analysis.
- Maintain internal knowledge about and support for the program, program goals, program timeline and strategies by providing regular briefings and updates to internal leadership and staff.
- Ensure consistency of communications and smooth delivery of projects by clarifying roles and responsibilities and holding regular team meetings.

Task list

- If it is known at this point whether the project will receive a DNS or will undergo an EIS, meet with the SEPA Responsible Officer to identify when and how SEPA public involvement requirements will be met
- Identify stakeholders and analyze all potential stakeholders and create or update a community profile. See **4.3 Identify and analyze stakeholders and** create a community profile.
- Conduct a Stakeholder Analysis using the SPU Equity Planning Toolkit with project team
- Determine whether translation or interpretation services will be necessary
- If the project is likely to have substantial and immediate impacts on low-income, minority or LEP residents, the team should meet with a member of the EJSE team and identify an approach that addresses the unique needs of the affected group
- Draft or update project-specific PEP
- Develop and maintain stakeholder database
- Establish communications log to track contacts with the public
- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON and Parks to introduce the project and PEP. Offer briefings with an Executive Manager to the Mayor’s office and City Council. Determine which City departments and staff members should have more intensive participation in siting and design processes
- Offer briefings with an Executive Manager to individual Tribes to introduce the project and PEP
- Create or update project collateral: introductory letter, project fact sheet with timeline and decision-making process graphic, FAQs
- Establish or update project website and project listserv
- For a Level 3 (very challenging) project, consider establishing a local area stakeholder group composed of 10-15 key stakeholders, including community leaders, adjacent property owners and residents, bicyclists and others who may be affected by the project. See

- **2.7.2 Public engagement** or two-way communications for guidance on how to decide whether a local stakeholder group is appropriate.
- Identify and brief mainstream and micromedia (local newsletters, neighborhood blogs, community council newsletters, and other media focused on the project area) about the project

5.6 Milestone: Preliminary screening of site alternatives

Public involvement objectives

- Educate the affected community about the nature, seriousness and scale of the sewage and stormwater pollution problem
- Familiarize the affected community with SPU’s approach to sewage and stormwater pollution prevention (fix it first, keep stormwater out, store what’s left) and why underground storage is the right solution for controlling the remaining volumes
- Build and sustain trust with stakeholders by maintaining a consistent communications contact and easy access to SPU staff from project initiation through construction
- Ensure there are no surprises and that the public is aware of the project and opportunities for engagement
- Gather public input that will support the decision-making process at each project milestone
- Surface community concerns early in the project, so they can be addressed during the preliminary stage of design
- Tailor the intensity of the outreach and communications based on potential impacts. For example, stakeholders who live near the project or belong to a parks advocacy group that will be affected by a project should receive more frequent and intensive communications and public engagement than a stakeholder who lives in the basin but away from the project.
- Provide ways to give voice to those potentially affected stakeholders who are opposed to the project without allowing a small group to derail it

Task list

- Hold an introductory meeting with the Neighborhood District Council or its working group concerned with drainage issues
- Conduct introductory briefings with community groups (community councils, stakeholder groups, environmental and advocacy groups) at their regular meetings to introduce the project and project contact and to gather input
- Hold introductory meeting with local area stakeholder group to identify key community concerns and confirm the format and content of the first major public involvement activity
- If this is a Level 3 (very challenging) project, conduct a walk-through in the neighborhood and go door-to-door to Tier 1 stakeholders (residents and businesses who will be directly affected by the project). These visits should tell the story about the project, let them know that SPU is in the early stages of planning and that we will be sending a personalized introductory letter
- Send personalized introductory letter, project fact sheet, and FAQ to Tier 1, 2, and 3 using mail merge

- Develop display boards for public meetings with photographs of existing representative projects and design visualizations
- Update micromedia and mainstream media about the project to announce the public engagement activity
- Hold a public engagement activity to introduce the project purpose and need to the community, describe the public engagement process, review basin map with stakeholders, and capture community input on potential sites. Depending on the needs and interests of the community, this activity could be a public meeting, interactive workshop or door-to-door outreach.
- Post display boards or other print materials from the public engagement activity to the website
- Send email to listserv members, local area stakeholder group, and meeting participants summarizing the outcomes from the first public involvement activity and how the community input will be considered as SPU selects three to five site alternatives
- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON, and Parks. If this is a Level 3 (very challenging) project, offer briefings with an Executive Manager to the Mayor's office and City Council. Update on the outcomes of the first public engagement activity and how the input was considered and addressed as SPU narrowed the alternatives.
- Revisit the stakeholder analysis and determine whether the PEP needs to be revised based on the three to five alternatives under consideration. Be sure to consider any new impacts on low-income, minority or LEP residents.
- Update PEP as needed
- Update project collateral to show three to five site alternatives. Visualizations become increasingly important at this stage. Materials should show existing conditions, expected conditions during construction and after construction and a project-area map with the boundaries of each alternative. As it may not be appropriate to use project-specific visualizations at this stage, consider showing photos or renderings of similar completed or in-process projects.
- Produce and mail a construction notice to announce fieldwork that could affect residents and businesses, such as geotechnical investigations and surveying. Clarify what residents can expect during the work (e.g. noise levels, visual effects, parking and access impacts, duration of work, and maintenance after construction is completed).
- Provide field staff with business cards for SPU contact information. Ask project staff to distribute these cards to anyone who has questions about the project.
- For a Level 3 (very challenging) project, hold a second meeting with local area stakeholder group to present the three to five site alternatives, gather feedback on community concerns and confirm format and content of second public meeting.
- For a Level 3 (very challenging) project, hold second public engagement activity (meeting, workshop or door-to-door outreach) to present site alternatives, the selection process and criteria and to get community input on each alternative.

- Send email to listserv members, local area stakeholder group and meeting participants summarizing outcomes from the second public involvement activity and how the community input will be considered as SPU narrows to one or two alternatives
- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON and Parks. If this is a Level 3 (very challenging) project, offer briefings with an Executive Manager to the Mayor's office and City Council. Update on the outcomes of the second public involvement activity and how the input was considered and addressed.
- Document all public involvement activities

5.7 Milestone: Detailed Evaluation of Site Alternatives

Public Engagement Objectives

- Demonstrate to the public how their input influenced project decisions
- Give the affected community enough time and opportunity to provide input, and enough information to get to informed consent
- Clearly show the public involvement process and how public input helped to inform decisions on project siting design, and construction
- Provide frequent briefings and project information to avoid surprises and provide policy-makers with the decisions they need to make decisions

Tasks

- If it is known at this point whether the project will receive a DNS or will undergo an EIS, meet with the SEPA Responsible Officer to identify when and how SEPA public involvement requirements will be met
- Revisit the stakeholder analysis and determine whether the PEP needs to be revised based on the one or two alternatives under consideration. Be sure to consider any new impacts on low-income, minority or LEP residents.
- Update PEP as needed
- Develop or update project collateral to show the final two alternatives, including FAQ and website. Include updated visualizations. Whenever possible, visualizations should provide more detail than those used in the previous project phase. Include an updated project map outlining the boundary of the alternatives under consideration.
- For Level 3 (very challenging) projects, hold local area stakeholder group meeting to present remaining alternatives, gather input on potential community concerns, and confirm format and content of next public involvement activity
- Update micromedia and mainstream media about the project
- Send project update mailing to Tiers 1, 2 and 3 stakeholders to invite them to the next public involvement activity
- For Level 3 (very challenging) projects, hold a third public involvement activity (public meeting, interactive workshop or door-to-door outreach) to present final alternatives, report on how past public input was addressed, and gather community input

- For Level 3 projects, hold one-on-one outreach events in the community, such as a table at a neighborhood park or grocery store or small meetings hosted in residents' homes to address potential concerns and answer questions
- For Level 3 projects, send email to listserv members, local area stakeholder group and meeting participants summarizing the outcomes from the third public involvement activity and how the community input will be considered as SPU selects a preferred alternative
- For Level 3 projects, hold internal briefings with SPU Executive Managers and SDOT, DPD, DON and Parks. Offer briefings with an Executive Manager to the Mayor's office and City Council. Update on the outcomes of the third public involvement activity and how the input was considered and addressed as SPU selects a preferred alternative.
- Revisit the stakeholder analysis and determine how the PEP needs to be revised based on the preferred alternative. Be sure to consider any new impacts on low-income, minority or LEP residents.
- Update PEP as needed
- Hold local area stakeholder group meeting to present preferred alternative, gather input on community concerns, and confirm format and content of next public involvement activity
- Hold another public involvement activity (public meeting, interactive workshop or door-to-door outreach) to present preferred alternative, report on how past public input was considered and addressed, and gather community input
- Send email to listserv members, local area stakeholder group and meeting participants summarizing the outcomes from the latest public engagement activity
- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON and Parks. Offer briefings with an Executive Manager to the Mayor's office and City Council. Update on the outcomes of the latest public engagement activity.

5.8 Construction

Public involvement objectives

- Build and sustain trust with stakeholders by maintaining a consistent project contact and easy access to SPU staff
- Demonstrate to the public how their input influenced project decisions
- Educate the community on what they should expect to see, hear and do during construction
- Clearly show the public engagement process and how public input helped to inform decisions around project siting, design and construction
- Provide frequent briefings and project information to avoid surprises and provide policy-makers with the information they need to make decisions

Tasks

- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON and Parks to update them on the plans for construction
- Develop or update project collateral to show plans for construction, including FAQ and website

- For Level 3 (very challenging) projects, hold local area stakeholder group meeting to present plans for construction, gather input on potential community concerns, and confirm format and content of next public engagement activity
- Send project update mailing to residents, property owners and businesses in the affected basin
- For major construction activities, such as an overnight road closure or during a period of intense construction, consider developing a fact sheet specific to the construction event to share information about traffic, noise and other impacts. It may be appropriate to deliver fliers door to door to the affected area, and post fliers in nearby community gathering places such as coffee shops, grocery stores and community centers. Work with SDOT to issue traffic advisory.
- For Level 3 (very challenging) projects, host small meetings with affected property owners ahead of major construction activities, detours or other invasive work
- Place signage adjacent to construction sites that explain the project purpose and need, timeline, what to expect during construction and contact information if people have questions.
- Document all public engagement activities and log all communications with the public.

Chapter 6 – Natural Stormwater Management Public Engagement

6.1 Background

Polluted stormwater runoff is Puget Sound’s largest source of toxic pollutants and a major factor in the decline of waterways statewide. Stormwater is water that originates during precipitation, either rain or snowmelt. Water that is not absorbed into the ground becomes surface runoff that either flows directly into surface waterways or is channeled into storm sewers and eventually discharged to surface waters. Polluted stormwater is of concern for three main reasons: Sudden influxes of polluted stormwater can flood and damage habitats; even small amounts of stormwater can overtax the sewer system and cause sewage overflows into streams, lakes, and Puget Sound; and the contaminants in polluted stormwater damage aquatic life and pose threats to human health.

A variety of natural stormwater management² planning and engineering approaches have been implemented regionally and nationally to address goals for minimizing the impacts of stormwater runoff and the resulting pollution. Since 2002, Seattle Public Utilities has designed and installed a variety of natural stormwater management projects to slow the flow of stormwater; improve water quality; and protect Seattle’s creeks, lakes and Puget Sound from the damaging effects of stormwater runoff. Natural stormwater management is cost-effective, sustainable and environmentally friendly. And, because natural stormwater management projects are typically constructed in neighborhoods, they may provide additional benefits such as pedestrian and bicycle enhancements; traffic calming measures, and improved neighborhood aesthetics through the addition of plants, trees and a more interesting streetscape.

Seattle’s interest in natural stormwater management has increased steadily since 2000. Today, several nonprofit organizations are working to leverage this interest into action. Other cities, including Portland, San Francisco and Philadelphia, have seen the same heightened interest in natural stormwater management and have developed programs to design and install them.

As sewage overflows are composed of 90 percent stormwater and 10 percent sewage, strategies that reduce the stormwater entering the sewer system can be very effective. Recently, Seattle became one of the first cities to use natural stormwater management to help prevent sewage overflows. (The regulatory requirements for Protecting Seattle’s Waterways projects are discussed in **1.2.3 Regulatory Context for Protecting Seattle’s Waterways.**)

Seattle is using four natural stormwater management solutions for sewage pollution prevention:

² Green stormwater infrastructure (GSI), low-impact development (LID), and natural drainage systems are other terms that are frequently used for GSI.

- **Natural Drainage Systems**, which reconstruct unimproved public rights-of-way to provide roadway and sidewalk improvements as well as capture stormwater runoff and prevent it from reaching the sewer system. Natural stormwater management practices include interconnected **bioretention** cells and permeable pavement. Bioretention cells are wide depressions planted with deep-rooted native plants and grasses placed along the stormwater flow path to temporarily hold and cleanse stormwater, before infiltrating or slowly releasing it into the sewer system.
- **Roadside Bioretention/rain gardens** are similar to natural drainage systems but used in places with existing curbs and gutters. They are located in public right-of-way in the parking strip adjacent to the street or in curb extensions constructed into the street.
- **Green alleys** are alleys paved, at least partially, with a permeable surface and a stone reservoir underneath. The reservoir temporarily stores stormwater runoff before it infiltrates the ground, preventing the stormwater from entering the sewer system.
- **RainWise** is a City of Seattle program that offers incentives to private property owners who disconnect roof drains from the combined sewer system and channel the runoff to a cistern or rain garden on their own property. RainWise has been very popular and successful since its launch in July 2010. Future expansion of the RainWise program may include green roofs on commercial parcels.

6.1.1 How is natural stormwater management different from other Protecting Seattle's Waterways projects?

While there are many supporters of green solutions for sewage pollution prevention, it is essential to engage the community early and often in the life of a project to be successful. Natural stormwater management projects have the potential for negative impacts, including:

- Reduction in available parking
- Temporary or permanent changes in access to private property
- Noise and visual impacts associated with construction
- Change in neighborhood aesthetics, including concerns with signage and depressions
- Ongoing and new maintenance requirements in the public right-of-way for both the City and adjacent residents

In previous natural stormwater management projects installed in the public right-of-way, community members have also raised concerns about safety and public health, including:

- Safety issues associated with standing water, such as mosquitoes and drowning
- Safety issues concerned with significant side slopes
- Groundwater seepage or basement flooding
- Adverse effects to property values
- Toxics or heavy metal build-up in soil

Because SPU designs natural stormwater management projects to minimize these problems, their likelihood is very low. Nonetheless, these concerns represent serious worries for residents, and SPU will continue to address these questions directly and honestly.

Public Engagement for natural stormwater management projects

Public engagement for natural stormwater management projects involves many of the same tactics and tools discussed in **2.7 Public Engagement Tools and Tactics**. SPU staff should continue to demonstrate commitment to engaging residents, business owners, community members and local organizations in the planning and implementation of natural stormwater projects. However, several factors are unique to these projects and require a high level of public engagement:

- Natural stormwater management projects located in the public right-of-way are typically adjacent or very close to residences. Therefore, the design and construction process is more apparent to the public than projects sited on public lands or larger parcels not located in residential neighborhoods.
- Because of the unique character of every neighborhood, each public engagement effort must be tailored to the project area and even the specific streets where a natural stormwater management project is proposed. This means more up-front work to identify stakeholders and their concerns and preferences.
- Adjacent property owners require a high level of one-on-one communications. Over the time that it takes to plan and implement a natural stormwater management project, it is imperative that these property owners develop a close and trusting relationship with Seattle Public Utilities staff and the project team. For this reason, it is critical to have one main contact throughout all phases of the project as well as easy access to the project team. This is the responsibility of the project manager. In addition, it is critical that the project manager be available to the property owners through in-person meetings, phone conversations, email and other inter-personal communication channels.
- This approach to stormwater management is still relatively new and many people do not understand the technology or are unfamiliar with the likely effects – positive and negative – of natural stormwater management projects. Communities may need education before they accept this approach to address sewage overflows. In particular, they may need information about how rain gardens work and the effects of water ponding depths on the functionality of rain gardens.
- Because natural stormwater management projects capture stormwater upstream from CSO outfalls, natural stormwater management sites may not be near the actual outfall. The result is that some members of communities affected by natural stormwater management projects may not see the connection between the proposed solution and the problem, because they cannot see the CSO outfalls and may not even know where they are.
- SPU's approach to controlling sewage overflows is to fix them first with relatively low-cost, low-impact sewer system improvements; slow the flow with natural stormwater management projects; and control the remaining volumes with underground storage. Therefore,

neighborhoods that are affected by natural stormwater management projects may receive mailings or hear about future Protecting Seattle’s Waterways projects in their neighborhood.

6.2 Natural stormwater management public engagement strategy

Public engagement for natural stormwater management projects is similar to public engagement for underground facility siting. Seattle Public Utilities will site and construct roadside rain gardens or green alleys where they are technically feasible, giving preference to locations where projects would provide multiple benefits such as traffic calming or new bicycle or pedestrian facilities. Once SPU has determined that it has reduced sewage overflows as much as possible through natural stormwater management, we will plan and construct an appropriately sized underground storage tank or other “gray” solutions to meet our federally mandated goal of no more than one overflow per year per outfall.

To help ensure the success of natural stormwater management solutions, the first step will be to maximize participation in the incentive-based RainWise program. RainWise can help educate and engage the public about sewage overflows and how people can help reduce them. As SPU introduces rain gardens and other natural stormwater management solutions, the agency will work to ensure that residents understand:

- Why sewage overflows are a problem that SPU must address and why it would be financially and environmentally irresponsible not to do so
- How natural stormwater management projects work
- The history of and lessons learned from SPU’s natural stormwater management program
- Why we’re implementing natural stormwater management projects before siting and designing underground storage
- How projects will change the public right-of-way
- What the community can expect to see during construction
- What the community can expect to see over the first few years as plantings mature, including ponding
- What the community can expect to see from season to season
- What signage and other components will look like and why we need them
- The perceived risks of natural stormwater management (e.g., drowning, safety hazards, mosquitoes, etc.), and SPU’s thoughtful approach to mitigating those risks
- What maintenance will be required and what it will look like at different stages of maturity
- Additional benefits of rain gardens, where applicable

6.3 Natural stormwater management public engagement goals and objectives

Natural stormwater management public engagement goals are similar to those for all Protecting Seattle’s Waterways projects, with some additional objectives:

Goal A: Achieve and sustain ongoing informed consent from affected community members for Seattle Public Utilities natural stormwater management projects.

- Objective 1: Educate the affected community about the nature, seriousness and scale of the sewage overflow problem
- Objective 2: Familiarize the affected community with natural stormwater management solutions and the business, environmental and economic case for controlling sewage overflows with natural stormwater management
- Objective 3: Establish that SPU is the right agency to address the sewage overflow problem by telling the story of how Seattle Public Utilities began implementing natural stormwater management and project successes to date.
- Objective 4: Identify all potential stakeholders prior to implementing a natural stormwater management project, including residents and property owners in the geographic area where a project is being considered. Broaden outreach to include stakeholders in the basin where natural stormwater management projects are being considered, because they will benefit from the projects even if they are not directly affected. Tailor the intensity and frequency of outreach based on whether stakeholders are in the basin, on a street where projects are located, or adjacent to a project.
- Objective 5: Anticipate and address the affected community's expectations about natural stormwater management by familiarizing them with how natural stormwater management looks and feels during and after construction and at different stages of maturity and seasons, using photographs and design visualizations.
- Objective 6: Ensure that historically underrepresented stakeholders are provided with the information and resources necessary to equitably participate in the public involvement process.
- Objective 7: Build and sustain trust with stakeholders by maintaining a consistent contact and easy access to SPU staff from project initiation through construction and ongoing maintenance.
- Objective 8: Carefully consider community input by providing potentially affected stakeholders with meaningful opportunities to discuss their concerns and preferences about the siting and design of natural stormwater management projects with Seattle Public Utilities before final siting and design decisions have been made.
- Objective 9: Identify the key variables around which the public may have decision-making opportunities, such as choosing between pre-selected plant palates and hardscape options.
- Objective 10: Engage stakeholders in identifying multiple benefits that could be achieved from natural stormwater management implementation, such as Walk/Bike/Ride and Neighborhood Greenways initiatives.
- Objective 11: Demonstrate to the public how their input influenced project decisions.
- Objective 12: Inform the community about construction impacts and what they should expect to see, hear and do during construction.

Goal B: Help manage risk to deliver a smoother, more cost-effective project.

- Objective 1: Ensure there are no surprises and the public is aware of the project and opportunities for engagement by communicating with the public early and often.
- Objective 2: Gather public input that will support the decision-making process at each milestone.
- Objective 3: Surface community concerns early in the project, so they can be addressed during the preliminary and detailed evaluation of alternatives and the 30 percent design phase.
- Objective 4: Align and streamline public engagement and communications with other City of Seattle projects and initiatives (e.g. Walk/Bike/Ride, Neighborhood Greenways, etc.)
- Objective 5: Provide ways to give voice to those potentially affected stakeholders who are opposed to natural stormwater management, without allowing a small group to derail the design and implementation process.
- Objective 6: Give the affected community enough time and the opportunity to provide input, and adequate information to get to informed consent.
- Objective 7: Be up-front about the results of previous projects (e.g., Ballard Roadside Rain gardens). Explain lessons learned, why some failures occurred, how we've learned from those failures, and how we have adjusted our approach to prevent repeating mistakes.

Goal C: Support Seattle Public Utilities, City Council, and the Mayor's decision-making processes.

- Objective 1: Maintain internal knowledge about and support for the project/program, program goals, program timeline and strategies by providing regular briefings and updates to internal leadership and staff at key project milestones.
- Objective 2: Ensure consistency of communications and smooth delivery of projects by clarifying roles and responsibilities and holding regular project team meetings.
- Objective 3: Clearly show the public engagement process and how public input helped to inform decisions on project siting, design and construction.
- Objective 4: Provide frequent briefings and project information to avoid surprises and provide decision-makers with the information they need to make decisions.

6.4 Natural stormwater management Stakeholder Identification

4.3 Identify and analyze stakeholders and create a community profile describes the process of identifying stakeholders. As with all Protecting Seattle's Waterways projects, it is important to identify stakeholders early.

6.4.1 External stakeholders

Stakeholders of natural stormwater management projects are likely to include:

- Adjacent property owners
- Residents, property owners and businesses in the project community
- Stakeholders who will oppose the project under any circumstances
- Citywide advocacy and environmental organizations

- Micromedia: blogs, newsletters and other media based in the target community
- Schools and faith-based organizations that participate as early adopters of rain garden and cistern projects
- Neighborhood councils, business councils and other community groups in the target community
- Retail and community centers in the target community
- Citywide and regional media
- People who have demonstrated interest in natural stormwater management
- SPU Creeks, Drainage and Wastewater Advisory Committee
- Elected officials who represent the target community or who have demonstrated interest in natural stormwater management

Residents, property owners and businesses in the basin where natural stormwater management is being considered will benefit from these projects, even if they are far from where these projects are located. Therefore, it will be important to extend outreach and communications throughout the basin. However, outreach to and communications with stakeholders should vary in intensity, depending on which tier stakeholders fall within:

- Tier 1: residents and property owners directly adjacent to the area proposed for a roadside rain garden or green alley
- Tier 2: residents and property owners on the affected streets but not adjacent to a proposed project
- Tier 3: residents, property owners and businesses in the affected basin

6.4.2 Internal stakeholders

Because this approach to stormwater and sewage overflow management is relatively new and initial projects resulted in some public controversy, it is essential to maintain good communication within project teams and with key internal stakeholders. These stakeholders include:

- Seattle Public Utilities Executive managers
- City Council and Mayor's Office
- Other City departments (DON, SDOT, DPD)
- Other Seattle Public Utilities branches (PDB, USM, CSB)
- Protecting Seattle's Waterways team
- External consultants
- SPU natural stormwater management team

6.5 Public engagement approach for natural stormwater management

The public engagement approach for natural stormwater management projects mirrors project milestones, from initial site selection through design and construction. SPU will engage the public throughout a project by providing timely, comprehensive information and allowing for early and continuous input.

This section details a public engagement approach for natural stormwater management projects. Because Seattle Public Utilities will lead with RainWise, this approach assumes that residents may already be somewhat familiar with the sewage overflow problem and will be aware of the RainWise program. This public engagement approach should serve as a roadmap for developing a project-specific public engagement plan. We provide these guidelines to encourage consistency in how SPU engages neighborhoods. At different milestones, different public engagement techniques may be appropriate. The tables below provide a menu of options for each stage of the project; it is up to the project team to determine which approach best suits an individual project.

6.5.1 Milestone: Natural stormwater management project initiation

Public engagement objectives

- Identify all potential stakeholders prior to project initiation, including residents and property owners in the area where natural stormwater management is being considered.
- Build and sustain trust with stakeholders by maintaining a consistent project contact and easy access to SPU staff from project initiation through construction.
- Strive for no surprises and make sure the public is aware of the project and opportunities for engagement by communicating early and often.
- Clearly describe the public involvement process: when, where and on which elements people can provide input.

Tasks

- Review current Neighborhood Plans and identify existing community-based working groups within Neighborhood District Councils that are concerned with drainage issues.
- Incorporate communications and outreach meetings into the project plan. The purpose of these meetings is to ensure that team members are using consistent messages about the project purpose and need, timeline, and other key points, and that everyone is following and tracking the public engagement plan.
- Identify and analyze all potential stakeholders and create or update the community profile. See **4.3 Identify and analyze stakeholders and create a community profile**.
- Conduct a Stakeholder Analysis using the Seattle Public Utilities Equity Planning Toolkit (<http://spu-sharepoint/Programs/equityplanning/default.aspx>)
- Determine whether translation and interpretation will be necessary
- If the project is likely to have substantial and immediate impacts on low-income, minority, or limited-English speaking residents, contact Steve Hamai or Michael Davis with EJSE and identify a public engagement approach that addresses the needs of the affected group
- Draft or update a project-specific public engagement plan.
- Develop and maintain a stakeholder database
- Establish a communications log to track contacts with the public
- Hold briefings with SPU executive managers to introduce the project and public engagement process. Provide them with talking points on the project purpose and need and public engagement plan so they can brief the Mayor and City Council.

- Hold briefings with the Seattle Department of Transportation (SDOT), Department of Planning and Development (DPD) and Seattle Department of Neighborhoods (DON) to introduce the project and public engagement process. Discuss opportunities to identify overlapping benefits. Determine which City departments and staff members should have more intensive participation in the siting and design processes.
- Offer briefings with an Executive Manager to the Mayor’s office and City Council to introduce the project purpose and need and public engagement process.
- Create a project fact sheet with a decision-making process graphic and project timeline (see Chapter 2 of these Public Engagement Guidelines). Include photographs of RainWise projects in the neighborhood on the fact sheet.
- Establish or update a project website and project listserv
- Conduct stakeholder interviews to understand community concerns, identify the most effective outreach strategies and cultivate project champions and potential local area stakeholder group members, organizations or community groups
- Consider establishing a local area stakeholder group of 10-15 key stakeholders, including community leaders, adjacent property owners and residents, bicyclists and other people who may be affected by the project. See **2.7.2 Public engagement or two-way communications** for more information about issues to consider when deciding whether or not to implement a local area stakeholder group.
- Identify and brief micromedia (local newsletters, neighborhood blogs, community council newsletters and other media focused on the project area) about the project.
- Develop key partnerships (community groups, DON, etc.).

6.5.2 Milestone: Preliminary Evaluation of Alternatives

Selection of project area and streets that potentially would be good candidates for natural stormwater management solutions

Public Engagement objectives

- Educate the affected community about the nature and seriousness of the sewage overflow problem.
- Familiarize the affected community with SPU’s approach: natural stormwater management solutions first followed by underground storage to control any remaining volumes; and help them understand that the impacts to the neighborhood are not over when the natural stormwater management project is complete.
- Manage the affected community’s expectations about how natural stormwater management will look and feel before and during construction.
- Build and sustain trust with stakeholders by maintaining a consistent project contact and easy access to SPU staff from project initiation through construction.
- Explain why implementing natural stormwater management upstream from CSO outfalls is an effective solution.
- Provide stakeholders with meaningful opportunities to discuss with SPU their preferences about the siting and design of natural stormwater management projects.

- Identify for stakeholders the multiple benefits possible from natural stormwater management, such as Walk/Bike/Ride and Neighborhood Greenways initiatives.
- Ensure there are no surprises and the public is aware of the project and opportunities for engagement.
- Gather public input that will support the decision-making process at each project milestone.
- Surface community concerns early in the project, so they can be addressed during the preliminary and detailed evaluation of alternatives and at the 30 percent design phase.
- Align and streamline public engagement and communications with other City of Seattle projects and initiatives (e.g. Walk/Bike/Ride, Neighborhood Greenways, etc.)
- Provide opportunities for input to stakeholders who may be opposed to natural stormwater management, without allowing a small group to derail the design and implementation process.
- Clearly explain the public engagement process and how public input helped to inform decisions on project siting, design and construction.

Tasks

- Apply the Equity Planning Guide for Early Design (<http://spu-sharepoint/Programs/equityplanning/default.aspx>) to identify potential disparate or unintended impacts of the project
- Hold an introductory meeting with the Neighborhood District Council or its working group concerned with drainage issues before Preliminary Evaluation of Alternatives. Introductory meetings with other community groups or organizations may be necessary if the Neighborhood District Council does not adequately represent the broad array of residents in the targeted neighborhood.
- Develop a Community Guide and display boards for the next public engagement opportunity (see Chapter 2 of these Public Engagement Guidelines) with photographs of existing representative projects and design visualizations.
- Hold an introductory meeting with the local stakeholder group. The purpose of these meetings is to gather information from a broad range of community interests to help inform the siting process and gather input on public engagement materials and outreach tactics.
- Consider going door-to-door on the streets under consideration to introduce the Community Outreach Lead, tell residents the story about the project, let them know that Seattle Public Utilities is in the early stages of planning the project, and give them the heads-up that personalized introductory letter will be sent out. Gather initial information about specific concerns and existing conditions that will inform the site selection process.
- Send personalized introductory letter to residents in the basin to introduce the project purpose and need, describe the proposed solution, introduce a contact person should residents or businesses have questions or concerns, and ask residents to contact Seattle Public Utilities if they have questions or would like a one-on-one briefing. Include the fact sheet and FAQs. Also include a brief survey to gather information about specific concerns that could inform the site selection process.

- Provide briefings to community groups at their regular meetings to introduce the project and project contact and gather input (i.e. community councils, stakeholder groups, citywide NGOs).
- Update micromedia and mainstream media about the project and the upcoming public engagement opportunity.
- Hold a public engagement opportunity, such as door-to-door outreach, staffing an outreach table at a local park or community center, or holding a public meeting or interactive workshop to introduce the project purpose and need, decision process, and criteria for street selection; present the streets that have the most potential for natural stormwater management; and identify opportunities to realize multiple benefits and address community concerns and considerations. If possible show animation of how natural stormwater management upstream works to prevent sewage overflows at downstream outfalls.
- Send email to listserv members, local stakeholder group and meeting participants summarizing the outcomes from the first public engagement activity and how the community input will be considered as SPU narrows the sites under consideration
- Hold internal briefings with SPU Executive Managers and SDOT, DPD, DON, and Parks. Offer briefings with an Executive Manager to the Mayor’s office and City Council. Update on the outcomes of the first public engagement activity and how the input was considered and addressed as Seattle Public Utilities narrows the sites under consideration.
- Produce and mail a personalized letter, flyer or postcard to announce fieldwork that could affect residents and businesses, such as geotechnical investigations and surveying. Clarify what residents can expect during the fieldwork (e.g. noise levels, visual effects, parking and access impacts, duration of work, and maintenance after construction is completed).
- Provide project staff and consultants working in the field with business cards for the SPU contact person. Ask project staff and consultants to distribute these cards to anyone who has questions about the project.
- Offer site tours of RainWise participants in the neighborhood.
- Document all public engagement activities and log all communications with the public.

6.5.3 Milestone: Detailed Evaluation of Alternatives

Selection of specific streets and blocks where natural stormwater management project will occur

Public involvement objectives

- Continue to educate the affected community about the nature and seriousness of the sewage overflow problem.
- Continue to familiarize the affected community with natural stormwater management solutions.
- Provide potentially affected stakeholders with meaningful opportunities to discuss their preferences about the siting and design of natural stormwater management with Seattle Public Utilities.
- Demonstrate to the public how their input influenced project decisions.
- Gather public input that will support the evaluation of alternatives.
- Communicate with every adjacent property owner and resident.

- Clearly show the public engagement process and how public input helped to inform decisions around project siting, design and construction.

Tasks

- Revisit the stakeholder analysis and determine whether the PEP needs to be revised based on the alternatives under consideration. Be sure to consider the equity stakeholder analysis and any new impacts on low-income, minority or limited-English residents.
- Update PEP as needed
- Update project collateral to show the narrowed geographic area under consideration
- Send project update mailing to residents and property owners on all potentially affected streets (can be combined with invitation to public meeting)
- Hold second local stakeholder group meeting ahead of the next public engagement opportunity to preview materials and gather input on street selection, design criteria, and other community considerations
- Update micromedia and mainstream media about the project and the upcoming public engagement opportunity
- Hold a public engagement opportunity, such as door-to-door outreach, staffing an outreach table at a local park or community center, or holding a public meeting or interactive workshop to present alternatives for selected streets and provide opportunities for focused input on design features
- Send email to listserv members, local stakeholder group, and meeting participants summarizing the outcomes from the first public engagement activity and how the community input will be considered as Seattle Public Utilities selects streets
- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON, and Parks. Offer briefings with an Executive Manager to the Mayor's office and City Council. Update on the outcomes of the first public engagement activity and how the input was considered and addressed as Seattle Public Utilities selects streets
- Update the project materials to show selected streets and graphic information about what the project will look like (i.e. design visualizations, renderings, and photos of similar projects).
- Hold one-on-one outreach events in the community, such as a table at a neighborhood park or grocery store and small meetings hosted in residents' homes (see Chapter 2) to address potential concerns, answer questions, and provide opportunities for focused input on design features
- Document all public engagement activities and log all communications with the public

6.5.4 Milestone: 30%/60%/90% Design

Public engagement objectives

- Continue to educate the affected community about the nature and seriousness of the sewage overflow problem.
- Continue to familiarize the affected community with natural stormwater management solutions.

- Provide potentially affected stakeholders with meaningful opportunities to discuss their preferences about the siting and design of natural stormwater management with Seattle Public Utilities.
- Demonstrate to the public how their input influenced project decisions.
- Gather public input that will support the decision-making process at each milestone, such as site selection and design.
- Educate the community on what they should expect to see, hear, and do during construction.
- Give the affected community enough time, opportunity to provide input, and information to consent to the project.
- Clearly show the public engagement process and how public input helped to inform decisions around project siting, design and construction.

Tasks

- Update project materials as the design advances to show how the project will look
- Send project update mailing (can be combined with invitation to public meeting) to Tier 1 and 2
- Hold a local area stakeholder group meeting ahead of the next public engagement opportunity to preview materials or, as needed, to gather input on design elements or areas of issue or concern
- Update micromedia about the project and to publicize the public engagement opportunity
- Hold a public engagement opportunity, such as door-to-door outreach, staffing an outreach table at a local park or community center, or holding a public meeting or interactive workshop to report back to the community on how their input was considered and addressed in the design. Provide affected residents and businesses with an opportunity to provide input on specific design considerations and anticipated construction impacts.
- Send email to listserv members, local stakeholder group, and meeting participants summarizing the outcomes from the first public engagement activity and how the community input will be considered as Seattle Public Utilities continues with the design process
- Hold internal briefings with SPU Executive Managers and SDOT, DPD, DON, and Parks. Offer briefings with an Executive Manager to the Mayor's office and City Council. Update on the outcomes of the first public engagement activity and how the input was considered and addressed as Seattle Public Utilities continues with the design process
- If necessary, offer an additional public engagement opportunity
- Offer site tours (see **2.7.2 Public engagement or two-way communications**) to discuss site specific design elements and gather input and identify concerns.
- Conduct another round of door-to-door introductions with Tier 1 to ensure contact is made with all adjacent residents and businesses
- Document all public involvement activities and log all communications with the public

6.5.5 Milestone: Construction

Public engagement objectives

- Build and sustain trust with stakeholders by maintaining a consistent project contact and easy access to Seattle Public Utilities staff from project initiation through construction.
- Educate the community on what they should expect to see, hear, and do during construction.
- Clearly show the public engagement process and how public input helped to inform decisions around project siting, design, and construction.

Tasks

- Send weekly listserv updates and update the website weekly with photos of construction progress and information about what residents should expect to see, hear, and do in the coming week related to construction
- Hold internal briefings with Seattle Public Utilities Executive Managers and SDOT, DPD, DON, and Parks to update them on the plans for construction
- Host small meetings with affected property owners ahead of major construction activities, detours or other invasive work
- Provide construction workers with cards that have the project contact name and contact information, to distribute to anyone who has a question about the project
- Place signage adjacent to construction sites that explain the project purpose and need, timeline, what to expect during construction, and contact information if people have questions.
- Update micromedia about the project.
- Document all public engagement activities and log all communications with the public

6.5.6 Ongoing Communications Tools

In addition to activities at specific project milestones, project communications should be ongoing and frequent. Regular project communications can be achieved through the following tools (see Chapter 2):

Listserv

From project initiation through construction, the project team should follow a tiered approach for sending listserv messages. Residents of the basin should receive a listserv message on a monthly basis. Stakeholders on the streets where projects are located and adjacent to projects should receive listserv messages more frequently, especially before and during key siting, design and construction milestones. Project materials, including the website, fact sheets and business card, should include a message that encourages people to subscribe to the listserv. The purpose of regular listserv messages is to highlight information posted on the project website plus ongoing and upcoming public engagement opportunities. Listserv messages should always include the project contact person's email address and phone number.

Frequently Asked Questions (FAQs)

At project initiation, the project team should prepare an FAQ that addresses the questions and concerns that have or could arise. Especially in the case of roadside rain gardens, photos and visualizations will be essential tools for answering key questions, such as,

- What will the rain garden look like when it is first planted? During a storm when it is working? In one year? In five years?
- What will the new signage look like?

The project team should update FAQs frequently as new questions and concerns arise. The project team should print FAQs and distribute them with the introductory packet and at public meetings, local stakeholder group meetings, and neighborhood and community briefings; and post them on the project website.

Website updates

From project initiation through construction, the project team should update the website on a regular basis. The website should always have materials for public meetings, summaries from past meetings, project-related documents, current maps, project photographs, frequently asked questions, a link to subscribe to the listserv, links to related media coverage of natural stormwater management projects and instructions for submitting comments or providing input. Project materials, including fact sheets, the business card and listserv messages should encourage people to visit the project website.

Chapter 7 – Public Engagement Evaluation and Reporting

An essential component of informed consent is documenting and reporting all public engagement efforts, public input, and how feedback from the community was considered and addressed in the decision-making process. If a citizen raises concerns to an elected official about a Seattle Public Utilities project, that decision-maker will need to be able to demonstrate that Seattle Public Utilities conducted a thorough and fair public process.

7.1 Tools for evaluation and reporting

7.1.1 Public Engagement Activity Summary

At the conclusion of every public engagement activity, the Community Outreach Lead or Outreach Implementer should complete a brief one-page summary of the activity that documents:

1. The format and content of the activity
2. Who was notified about the activity and how they received notification (e.g.: newspaper advertisement, postcard, personal invitation from the Community Outreach Lead)
3. Number of residents reached
4. Relevant demographic information (such as language groups)
5. Any key themes, issues, and concerns that emerged.

The Community Outreach Lead should also attach all related print collateral that were developed for the activity, such as boards or handouts. It is also a good idea to include photos from events.

7.1.2 Project Milestone Outreach Summary

The Community Outreach Lead should assign specific outreach responsibilities. This includes developing a summary of public engagement activities and outcomes at the conclusion of each project milestone, using the Public Engagement Activity Summaries. The primary audiences for this summary are decision-makers and the public, so the document should be written as an executive summary of public engagement activities during that project milestone; key themes, issues, and concerns that emerged; and how those themes, issues, and concerns were addressed in project decisions.

The Project Specifier or Project Manager will need to participate in developing the summary and providing information about how public input was considered and addressed in project decisions.

7.1.3 EIS Public Comment Summary

After a comment period for an EIS process is closed, the Community Outreach Lead should review an overview of the public engagement activities for the EIS and timing and scope of notifications. The summary should also include all comments received via email, comment forms and on flip charts at public meetings. This summary should be developed following the comment period for a DNS, Scoping, publication of the Draft EIS, and publication of the Final EIS. The primary audiences for this summary are DOE and the public.