

SPU Equity Toolkit Stakeholder Analysis

SPU Service or Project Title: Love Food, Stop Waste (residential food waste prevention)

One Team Leader: Veronica Fincher

Today's Date: April 3, 2017

Additional One Team Member Names: Sheryl Anayas, Sylvia Cavazos, Rich Gustav, Sego Jackson, Linda Jones, Pat Kaufman, Ivonne Rivera Martinez, Socorro Medina, Kelsey Neal

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

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

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

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

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

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

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

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

A. Public At-Large

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

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

“Inform” to build awareness about how much food we waste and why it matters. “Collaborate” by asking residents to change their behaviors at home to reduce the amount of food they waste.

B. Racial or Ethnic Groups

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

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

“Inform” to build awareness about how much food we waste and why it matters. “Collaborate” by asking residents to change their behaviors at home to reduce the amount of food they waste.

This will include the African American community, and potentially some immigrant and refugee communities. Specific subsets of communities will be identified through work with community partners.

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

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

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

“Collaborate” with multiple community based and non profit organizations to develop and implement parts of the project for primary audiences. There will also be some level of “shared decision-making” for those stakeholders who will be helping to implement the project.

Potential stakeholders:

General Population	Millennials	Families	African American	Immigrant & Refugee
<ul style="list-style-type: none"> • <u>Food rescue orgs:</u> food banks, meal programs, Food Lifeline, City Fruit, tool libraries that glean • <u>Gardening groups:</u> Seattle Tilth, Master Composters • <u>Institutional kitchens:</u> hospitals, clinics, nursing homes • <u>Environmental groups:</u> 350.org, Zero Waste WA, Climate Solutions, Sustainable Seattle, Sustainable Communities all Over Puget Sound (SCALLOPS), Sitaline Institute • MOHAI (Feeding the 5000 event) • Community councils • Chambers (Capitol Hill, Downtown Seattle Association, Greater Seattle Chamber, U District Chamber partnership) • BIAs • Earth Day activities • Urban Land Institute 	<ul style="list-style-type: none"> • <u>Universities/colleges:</u> sustainability groups, Net Zero groups, dorms, frats, cooks, cooking schools • Got Green 	<ul style="list-style-type: none"> • Parent groups • <u>Youth programs:</u> sports teams, summer camps, Boys & Girls Clubs, agriculture clubs (FFA), faith-based youth programs • WA Green School • Program on Early Parenting (PEPs) • Daybreak Star Center & other tribal groups • Solid Ground 	<ul style="list-style-type: none"> • Faith-based orgs • Africatown • NAACP • Urban League • Youth programs • Senior programs 	<ul style="list-style-type: none"> • Faith-based orgs • Got Green • TBD based on audience and connection to their mission (El Centro, meal programs, etc.) • Youth programs • Senior programs • Puget Sound Sage

D. For-Profit Businesses and Commercial Customers

Inform Collaborate Shared Decision-Making

Would your service, project, or program impact their revenue or customer access? In addition to businesses located within your impact area, are there businesses that would possibly be interested in

collaborating with you? How will you find out what their interests/concerns are? Please note additional comments on this stakeholder group here:

“Collaborate” with multiple for-profit businesses and commercial customers to develop and implement parts of the project for primary audiences. There will also be some level of “shared decision-making” for those stakeholders who will be helping to implement the project.

Potential stakeholders:

General Population	Millennials	Families	African American	Immigrant & Refugee
<ul style="list-style-type: none"> • <u>Grocery stores:</u> Costco, big food chains • Grocery retail associations • Restaurants • FareStart • Farmers markets • CSAs • Pike Place Market • Hospitals • Culinary schools • Catering companies (Urban Feast, Bon Appetit) • Stadiums (Safeco, Huskies) • Concert venues • Senior Service Centers • Nursing facilities • Artisanal food producers • Brewers • Food events • Earth Day activities • Waste haulers (Cedar Grove, Recology CS, WM) 	<ul style="list-style-type: none"> • <u>Corporations:</u> Google, Amazon, Expedia, Reddit, Facebook, Starbucks, Uber, Pinterest, Zillow, Redfin • <u>*Grocery stores:</u> Trader Joes, PCC, Whole Foods • <u>Food delivery services:</u> Amazon Fresh, Amazon Prime Now, Treasure Trove, Instacart, Eat Local, Blue Apron, Uber – train shoppers/prep staff, not just those receiving the food • Cooking classes • Nutrition classes • University restaurants and cafeterias • Farmers markets 	<ul style="list-style-type: none"> • <u>Classes for parents:</u> parenting, nutrition, cooking • Cooking classes for kids • Childcare facilities • Private schools • Mall food courts 	<ul style="list-style-type: none"> • *Grocery stores • Restaurants • Cooking classes • Senior Service Centers 	<ul style="list-style-type: none"> • <u>*Grocery stores:</u> Viet Wah, Uwajmaya, small grocery stores • Restaurants • Cooking classes • Senior Service Centers

*Grocery Stores: for residential efforts, we will select priority grocery stores based on demographics of people who shop at the store; for commercial efforts, we will consider sales volume when prioritizing which stores to focus on.

We will also consider reaching shoppers from bulk stores (Costco, etc.) by messaging on how to buy food in bulk without wasting it. This may include providing materials that emphasize how quickly some foods expire, and aiming incentives for foods that expire quickly.

E. Local Elected Officials

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

What is the role of the Mayor or City Council or their staff? Will this body of work be presented to the Mayor's Office or Seattle Public Utilities and Neighborhoods Council Committee? Please note additional comments on this stakeholder group here:

"Inform" about the progress of the program. "Shared Decision-Making" since the City Council and Mayor determine budget priorities. They could potentially provide political support for the initiative and advocate for the program. We will consider reaching out to Council Districts with food deserts, and also find out which City officials are on the Regional Food Policy Council.

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

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

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

"Inform" on the program plan and progress. "Collaborate" to request input on the direction of the program. "Shared decision-making" when looking to coordinate efforts with other SPU programs.

SPU Solid Waste:

- Liz Fikejs – commercial food waste prevention and recovery; school food recovery; coordinate efforts so we're approaching grocery stores and restaurants together and reinforcing each other's messages
- Becca Fong/Signe – include prevention messaging in the new resident packet; school education
- Pat Kaufman/Green Business Program – connect with large employers to give information to their employees about food waste prevention
- Socorro Medina – include prevention messaging in multifamily outreach; WA Green Schools
- Ivonne Rivera Martinez – provide guidance on ethnic media opportunities and other community connections
- Solid Waste Advisory Committee – provide recommendations; staff outreach activities

SPU Communications:

- Ellen Pepin – provide support for social media and the development of outreach materials

Additional Opportunities:

- Affinity groups may be interested in including information about the program in community events they staff. We can also involve them in internal employment engagement efforts.
- Gleaning connections through the reLeaf program (Katie Beaver and Jana Dilley).
- City programs involved in Earth Day activities, such as neighborhood cleaning events.

G. Other City Departments

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

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

“Inform” on upcoming activities and available resources so they can share with their networks. “Collaborate” by requesting input on the direction of the program and ideas for opportunities to work together. “Shared decision-making” when looking to coordinate efforts with specific departments.

Food Interdepartmental Team, with representatives from OSE, DON, HSD, Parks working on:

- p-patches and food forests (DON)
- urban farms (DON)
- youth programs, including youth cooking classes (Parks)
- community dinners (Parks)
- food rescue (HSD)
- Fresh Bucks (OSE) – matches SNAP/EBT (food stamps) benefits \$2:\$2 up to \$10 at all participating farmers market locations in Seattle/King County
- Good Food Bags (OSE) – weekly produce subscription that improves access to fresh produce for families in Seattle and South King County with limited financial resources or inadequate access to fresh food

Additional Opportunities:

- Festal (Seattle Center) – food centric events
- Community centers and libraries
- Youth Commission

H. King County, State or Other Public Agencies

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

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

"Inform" on past and upcoming activities. "Collaborate" by requesting input on the direction of the program and ideas for opportunities to work together. "Shared decision-making" when looking to coordinate efforts with specific agencies.

Other residential food waste prevention programs:

- King County (Karen May)
- Tacoma (Jetta Antonakos)
- EPA "Food: Too Good to Waste"
- Ad Council/NRDC "Save the Food"

Public Schools (K-12):

- Teachers
- nutrition lead
- after school programs
- environmental clubs
- school garden programs
- PTAs

Other potential connections:

- King County Public Health – restaurant waste; nutrition classes
- State programs that provide supplemental assistance (SNAP) to residents
- Tribes

I. Other

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

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

"Inform" about the program. "Collaborate" to develop and implement parts of the project for primary audiences. There will also be some level of "shared decision-making" for those stakeholders who will be helping to implement the project.

- Homebound residents (meals on wheels, homecare firms)
- Well known chefs in the area
- Community favorites to be advocates (fav restaurants, fast food favs, Starbucks, etc.)
- Farm to table advocates
- Agricultural sector (ugly fruits and vegetables)
- Housing providers (Plymouth, Seattle Housing Authority, Centerstone, Capitol Hill Housing, Housing Development Consortium-HSD)

Review your completed stakeholder list and answer the following questions:

1. What (if any) are the key decisions to be made by stakeholders? If stakeholders are NOT making any decisions, skip to question #2.

Stakeholders will help decide:

- when/if/how to partner;
- which communities to include as priority audiences;
- what strategies to use to most effectively engagement audiences (e.g., messaging based on constructive ways to address barriers, motivating factors, and cultural perspectives on food and waste in the community; resource needs; best places to engage; etc.);
- what educational collateral should be developed, and how it should look and be used.

2. If stakeholder groups are only identified as collaborators (e.g. being asked to provide input or advice, and not make any decisions), how will their input be used, and what weight will their input be assigned relative to other information provided to or by SPU staff on your team.

Input or advice provided by stakeholders will be used to help develop the program messaging, materials, and strategies. It may also be used to show management and other potential stakeholders the level of support and interest in the program.

More weight will be given to stakeholders that will be helping to implement the program, versus those only providing input on program planning. More weight will also be given to stakeholders who are working directly with the communities we want to serve, and are also staffed to be representative of those communities.

3. How will you provide opportunities for stakeholders to become knowledgeable and consider service equity issues in their roles as collaborators or shared-decision makers?

For paid partnerships, the written agreement will stress SPU's service equity commitment and expectations of partners. SPU will also make it clear verbally during stakeholder discussions.

4. Does one stakeholder group carry more influence than another in regards to your service, project or program? If so, please explain why.

The "community based, non profit, and neighborhood group" stakeholders and the "for-profit businesses and commercial customers" will have the most influence since they'll be best suited to knowing the communities we want to serve and helping us implement the program in a way that is effective.

Stakeholders that offer us the ability to leverage resources to achieve a greater impact will also have more influence.

We will need to be clear with stakeholders on what role we are asking them to play and which stakeholders have more influence than others.

5. How will you ensure under-represented stakeholders have more equitable participation and influence in your outreach and engagement efforts?

We will partner with community organizations and liaisons from under-represented communities to help plan and implement the program, including messaging, tools, and strategies.

We will also hire a firm to transcreate the program materials for priority audiences.

6. Is there a need to report back to (some or all of) your stakeholders? Why?

We will track the outcome of how input was used in order to provide accountability back to stakeholders and show that we value their participation in the stakeholder process. We will also report back to stakeholders on the progress of the program so they can see the results of their participation, hopefully creating ownership and advocates in the community.

Next Steps:

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

Memorandum



Date: April 3, 2017
To: Rich Gustav, Segoj Jackson
From: Veronica Fincher
Re: Love Food, Stop Waste (residential food waste prevention program)

As a result of applying the Stakeholder Analysis to the “Love Food, Stop Waste” program, we have identified next-step follow-up tasks:

IMMEDIATE TASKS (2017)

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1. Develop criteria for selecting partners. Use it to narrow down the list and identify the potential for different levels of partnership.	Choose partners that can best help us achieve our program goals.	Staffing: Veronica Fincher, Kelsey Neal Funding: \$0
2. Develop a document to provide potential partners describing the program, equity commitment and expectations, and partnership opportunities.	More effective partnerships through clarity of roles and expectations.	Staffing: Veronica Fincher, Kelsey Neal Funding: \$0
3. Work with community liaisons to develop and implement an engagement and marketing plan for the African American community.	Culturally appropriate and effective engagement strategies that result in the desired behavior changes.	Staffing: Veronica Fincher, David McDonald Funding: \$10,000 (2017) Additional funding TBD in 2018
4. Incorporate the program into the immigrant and refugee community engagement contract. Utilize the contract to identify potential immigrant and refugee audiences and develop and implement engagement and marketing plans.	Culturally appropriate and effective engagement strategies that result in the desired behavior changes.	Staffing: Veronica Fincher Funding: \$10,000 (2017) Additional funding TBD in 2018
5. Develop a system for tracking and reporting back the outcome of input provided by stakeholders.	Accountability to stakeholders. Creating ownership.	Staffing: Veronica Fincher Funding: \$0

LONG-TERM TASKS (2018-2019)

Task Description	Intended Benefits of Described Task	Staffing/Resource Needs
1. Develop a timeline and plan for researching potential engagement with tribal communities.	Equitable access to the program's information and resources.	Staffing: Veronica Fincher Funding: TBD
2. Develop a timeline and plan for researching potential engagement with homebound communities.	Equitable access to the program's information and resources.	Staffing: Veronica Fincher Funding: TBD

As a result of applying the Stakeholder Analysis to the "Love Food, Stop Waste" program, the following items should be considered by appropriate 'upstream' management or governing bodies:

Recommendation & Brief Description	How and when will this recommendation be presented to the appropriate upstream management or governing body?
1. It would be helpful for SPU to compile a single resource list of potential stakeholders generated from multiple stakeholder analysis processes, and provide this resource list for teams to review after they've completed their own stakeholder analysis. This might help teams identify additional stakeholders they hadn't originally considered.	Via the equity memo submitted to EJSE.
2. This program has a natural connection to schools and youth. All SWLOB programs working with schools and youth should communicate and look for ways to collaborate.	Present to the Recycling & Waste Prevention monthly meeting, with staff from 46 and 59.

As a result of applying the Stakeholder Analysis to the "Love Food, Stop Waste" program, key lessons were learned that should be applied to future related plans, projects, programs or services:

Lessons Learned
1. Increase effectiveness of partnerships by developing partner selection criteria and providing clarity on roles and expectations.
2. Embed SPU's equity values into all our community partnerships, so partners are clear about our expectations of them in relation to equity.
3. Track the outcomes of stakeholder input and report back to stakeholders.

cc. Sheryl Anayas, Sylvia Cavazos, Linda Jones, Pat Kaufman, Ivonne Rivera Martinez, Socorro Medina, Kelsey Neal, Vic Roberson, SWAC