



EQUITY PAUSES BY PROJECT PHASE

PURPOSE: To consistently consider who is impacted, where inequities may exist, and how we can design and deliver services that work better for everyone, especially those facing the greatest barriers. This is not a checklist, it's a pause. We are not trying to solve everything at once. We are building a habit of noticing, asking, and adjusting as we go.

HOW TO USE THIS

- Start with the questions that feel most relevant, then return to others as the work develops
- Approach with curiosity
- Document 1–2 key takeaways at each stage to help guide decisions, surface considerations, and carry learning forward

SCOPING: WHO IS IMPACTED?

- Who is most impacted by this work, and who might be left out?
- What do we know about who is currently well-served vs. not well-served? (What underlying conditions or system factors may be contributing to these differences?)
- What data would help us answer these questions, and do we have it?

INITIATING: WHO HAS INFLUENCE?

- Who has meaningful influence over this work's direction, and who is missing?
- How can we include perspectives from people most affected by this work?
- Who has authority over this work, and are the right people at the table?

PLANNING: WHAT ARE WE PRIORITIZING?

- What problems are we choosing to focus on, and why? What data (quantitative and qualitative) is informing these priorities?
- Are we prioritizing based on impact to those most underserved, or those that are easiest to address?

DESIGNING: WHO ARE WE DESIGNING WITH?

- How are we incorporating feedback from customers and public-facing staff?
- Where might our design unintentionally create barriers or extra burden?
- Have we involved the people most affected in defining the problem, or only in reviewing our proposed solution?

EXECUTING / PILOTING: WHO IS BENEFITING IN PRACTICE?

- Who is this working well for? Who is it not working well for?
- What are we hearing or observing that suggests we need to adjust?
- What is our process for making adjustments when we identify something isn't working?

PERFORMANCE MEASUREMENT: HOW DO WE KNOW IF THIS IS WORKING?

- How will we know if this is improving outcomes for those least well-served?
- Are we disaggregating results by race, income, ability, language, and other relevant dimensions – and if not, what would it take to do so?
- What signals (data, feedback, staff insight) will tell us if we need to adjust?