



Washington  
State Department of  
Agriculture

# WASHINGTON STATE DEPARTMENT of AGRICULTURE **Environmental Justice Implementation Plan**







## TABLE OF CONTENTS

Environmental Justice and the HEAL Act.....	1
The Transformational Nature of the HEAL Act .....	2
Compliance with Federal Laws and Policies Relating to Environmental Justice.....	3
Incorporating EJ into Agency Strategic Plans.....	3
Community Engagement Plan .....	6
Environmental Justice Assessments.....	9
Budgeting and Funding .....	13
Implementation Considerations — Opportunities and Challenges.....	17
Conclusion.....	17



## Environmental Justice and the HEAL Act

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The enactment of the [Healthy Environment for All \(HEAL\) Act](#) in 2021 is a historic step toward eliminating environmental health disparities in Washington state. It also more equitably distributes health and environmental benefits for communities of color and low-income communities. It is the first law in Washington to create a coordinated state agency approach to environmental justice (EJ).

Under the HEAL Act, we must incorporate EJ into our strategic plan, adopt a community engagement plan, conduct environmental justice assessments on specific agency actions, incorporate EJ into budgeting and funding decisions, and offer tribal consultation on these obligations. Additionally, the HEAL Act requires us to include an implementation plan within our strategic plan that describes how we will incorporate EJ principles into agency activities. This plan may change pending Tribal consultation, guidance from the Environmental Justice Council (EJC), funding and direction from the legislature and the Governor's office, and the evolving nature of HEAL work.

This implementation plan is organized by five legislated obligation sections, including 1) Strategic Planning, 2) Community Engagement, 3) Environmental Justice Assessments, 4) Budgeting and Funding, and 5) Tribal consultation, per [RCW 70A.02.110](#), which is incorporated in each relevant obligation.

Each section includes:

- An implementation timeline with milestones for what WSDA will do;
- A logic model detailing how WSDA will pursue each of these milestones and the activities, outputs, and outcomes for doing so; and
- A preliminary evaluation plan to measure our progress over time. The evaluation plan gives a basic overview of overall objectives, responsible staff, evaluation questions, process and outcome indicators, identification of data sources, the timeframe for data collection, analysis plans, and communication plans.

We will update this Implementation Plan every two years to incorporate recommendations made by WSDA leadership, the Interagency Workgroup (IWG), and the EJC. The plan is flexible to respond to the needs and contributions of tribal governments and agricultural partners and communities most impacted by environmental health disparities. See the Implementation Plan's Logic Models for more details on the resources, actions, products, measures, and intended outcomes of each obligation.

*For more information and updates on HEAL Act work, see the [WSDA Environmental Justice webpage](#).*





## HEAL IMPLEMENTATION TIMELINE

### 2022

*July: Adopted provisional community engagement plan*

### 2023

*January: Incorporate EJ implementation plans into WSDA strategic plan*

*July: Begin EJ assessments on initial significant agency actions*

*July: Incorporate EJ into budgeting and funding processes*

*December: Begin biennial evaluation in collaboration with the IWG*

### 2024

*September: Begin annual reporting — publish dashboard describing progress*

### 2025

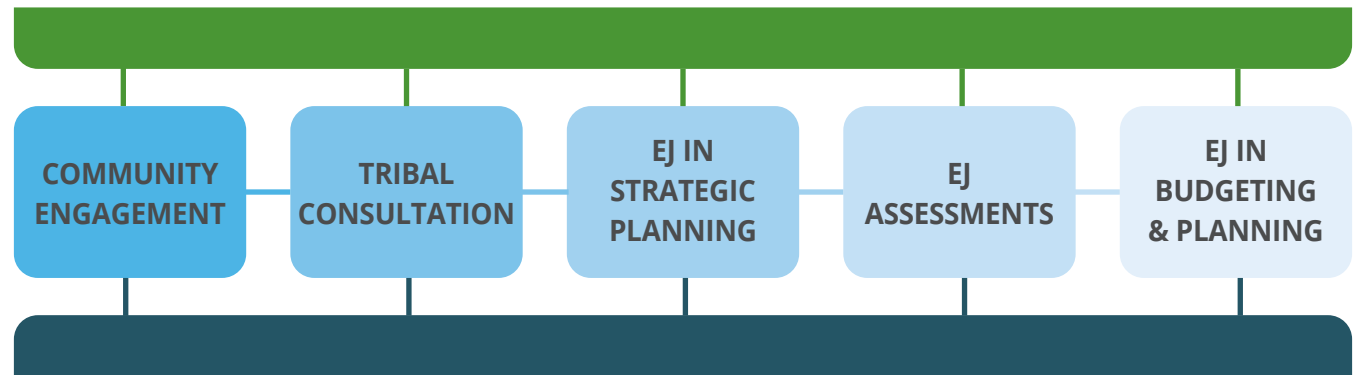
*July: Begin EJ assessments on any identified additional significant agency actions*

## The transformational nature of the HEAL Act

Since the HEAL Act was enacted, covered agencies have created an IWG to work with the [EJC](#). The HEAL Act centers public accountability and transparency, and directs agencies to engage communities and offer tribal consultation on key activities.

In July 2022, IWG agencies released a draft community engagement framework. The IWG will update it with guidance from the EJC, broader community guidance, and direction from tribes through the consultation process throughout the next year. By July 2023, agencies will develop and pilot an environmental justice assessment (EJA) process for significant agency actions (SAAs) and use EJ principles in agency budgeting and funding decisions.

The intent of the HEAL Act is to transform agency culture, policy, and practice around EJ and set the foundation for future actions to further EJ in Washington. This will be done primarily through the five legislated obligation areas listed above. Implementation of the HEAL Act is deeply aligned with WSDA's mission, vision, and our commitment to equity and engagement.





## STRATEGIC PLAN OBLIGATION TIMELINE

### 2023

**January:** Publish WSDA's EJ Implementation and Strategic Plans for 2023 – 2025

**February:** Share strategic and implementation plans with EJC

**February – December:** Work with WSDA Divisions to find additional goals and metrics for evaluation

**March – October:** Tribal roundtable discussions

**April:** Receive feedback from EJC on strategic and implementation plans

**May – June:** Incorporate guidance from the EJC into strategic and implementation plans

**September:** Annual update to EJC

**November:** Tribal consultation

### 2024

**January – March:** Incorporate agreements from tribal consultation and update EJ implementation plan within WSDA's Strategic Plan

**Ongoing:** Work with WSDA Divisions and programs to incorporate EJ metrics and goals into their planning

### 2025

**January:** Publish updated WSDA EJ implementation and evaluation plan for 2025 – 2027

**Ongoing:** Work with WSDA divisions and programs to incorporate EJ metrics and goals into their planning

## Compliance with Federal laws/policies relating to environmental justice

WSDA, as an agency that receives federal funding is required to comply with several federal laws and policies that directly intersect with and relate to EJ. These laws and policies prevent discrimination on the basis of identities and experiences such as disability, race, language, geography, sex, and age, and include the [Americans with Disabilities Act of 1990 \(ADA\)](#), [Title VI of the Civil Rights Act of 1964](#), [Title IX of the Education Amendments of 1972](#), [20 U.S. Code 1681-1683](#), [Section 504 of the Rehabilitation Act of 1973](#), [29 U.S.C. Sec. 794](#), and the [Age Discrimination Act of 1975](#), [42 U.S.C. Sec. 6101-6107](#).

## Incorporating EJ into agency strategic plans

We will publish the revised 2023-2025 WSDA Strategic Plan in January 2023. Future updates to the Strategic and implementation plans will reflect EJC guidance; progress and changes with implementation; and more specific, outcome-oriented goals and metrics as EJAs and budgeting and funding activities begin after July 2023.





# Logic model for strategic plan obligation

PARTICIPANTS	RESOURCES	ACTIVITIES	RESULTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM IMPACTS
<i>Who at WSDA will be part of the work?</i>	<i>What do we need to accomplish agency wide HEAL implementation?</i>	<i>To implement HEAL agency-wide we will do the following</i>	<i>These activities will produce the following evidence of HEAL implementation</i>	<i>These activities will lead to the following changes in 2023</i>	<i>These activities will lead to the following changes by 2025</i>	<i>These activities will lead to the following changes within 5-7 years</i>
HEAL implementation staff	WSDA staff time	Publish EJ Strategic Plan	Published EJ Implementation Plan	EJ Implementation Plan published on WSDA website by Jan 1, 2023	EJ Implementation Plan provides roadmap for embedding EJ into WSDA Divisions/ Programs	EJ is consistently prioritized and resourced in WSDA Strategic Plan and agency policy agenda
Tribal Policy Liaison	Guidance for WSDA programs					
Divisional and Program Leadership	List of WSDA programs with potential EJ impacts	Work with Divisions/ Programs to define any additional EJ goals, metrics, and strategies	Division/Program specific goals, metrics, and outcomes included in future versions of EJ Implementation Plan	- Division/Program documents reflect EJ goals, metrics, and outcomes - Developed Division/ Program plans for operationalizing and reporting EJ data	- Programs plan to collect data to track EJ goals, metrics, and outcomes - Program EJ goals, metrics, and outcomes included in annual HEAL reports	EJ is reflected in operational plans and practice at all levels at WSDA
Policy staff	Communications resources and strategies					
Rules Coordinator	Tribal consultation and engagement plan	Initiate planning to create timelines for major HEAL obligations	Timelines for major obligations included in EJ Implementation Plan	Major HEAL obligation timelines revised and finalized	Timeline showing progress on major obligations published	Communities are aware of and able to track progress in WSDA's strategic plan implementation
		Develop communications strategy	Implementation of EJ Implementation Plan communications strategy	Implementation Plan published to WSDA website	First year HEAL report complete	Annual HEAL reporting communicated to internal and external partners
		Plan for tribal consultation and engagement	Consistent outreach and engagement with tribes	Expanded awareness of HEAL among tribal partners	Offer consultation to tribes on WSDA's Strategic and Implementation Plans	Demonstrate commitment fulfilling government to government (G2G) relationship and prioritizing tribal sovereignty in agency work

# Evaluation plan for strategic plan obligation

**OBJECTIVE:** Use HEAL obligations in strategic and transformational planning across WSDA Divisions and Programs.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
<i>Who will be part of HEAL evaluation work?</i>	<i>What do you need to know?</i>	<i>Measurable signs of progress that reflect objectives</i>	<i>Where will data be obtained?</i>	<i>When will data be collected?</i>	<i>What will be done with the data?</i>	<i>When and how will results be shared?</i>
<b>HEAL implementation team</b>  <b>Agency, Division, and Program leadership</b>	To what extent are HEAL obligations reflected in WSDA's overall strategic planning process and documents?	<ul style="list-style-type: none"> <li>- HEAL requirements and obligations are included in future versions of WSDA's strategic plan</li> <li>- HEAL implementation team engaged throughout strategic planning processes</li> </ul>	WSDA strategic planning documentation	Ongoing, beginning July 2022	Qualitative content analysis of WSDA Strategic Plan, Implementation Plan, and other related operational documents/plans	<ul style="list-style-type: none"> <li>- Annual HEAL reports and updates to the EJC posted to WSDA website</li> <li>- Shared externally through community engagement and tribal partners</li> </ul>
	To what extent does WSDA reflect HEAL obligations in strategic planning processes and documents at the Division/Program levels?	<ul style="list-style-type: none"> <li>- HEAL requirements and obligations identified as priorities and operationalized in strategic planning Division/Program processes and documents</li> <li>- HEAL implementation team actively engaged throughout strategic planning processes</li> </ul>	<ul style="list-style-type: none"> <li>- Division/Program strategic planning documents</li> <li>- Feedback provided by WSDA staff during strategic planning processes</li> </ul>	Ongoing, beginning July 2023	Analysis of Division/Program strategic planning processes and documents	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates posted to WSDA website</li> <li>- Shared externally through community engagement and tribal partners</li> </ul>
	Which WSDA programs with EJ impacts have metrics, outcomes, and goals to track HEAL implementation?  To what extent did we begin data collection and analysis?	<ul style="list-style-type: none"> <li>- Reported collaboration with Division/Program staff and leadership</li> <li>- Divisions/Programs have defined EJ metrics, goals, and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Division/Program strategic planning documents</li> <li>- Division/Program documentation and one-pagers</li> <li>- Feedback received from Division/Programs</li> </ul>	Ongoing, beginning Aug 2022	<ul style="list-style-type: none"> <li>- Analysis of Division/Program operational plans and one-pagers</li> <li>- Qualitative analysis of feedback obtained from Divisions/Programs</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates posted to WSDA website</li> <li>- Shared externally through community engagement and tribal partners</li> </ul>



## COMMUNITY ENGAGEMENT PLAN TIMELINE

### 2022

**October – December:** *IWG Community Engagement sub-committee planning community listening sessions*

**November – December:** *Work with HEAL IWG, HEAL Tribal Liaisons, and Governor's Office of Indian Affairs (GOIA) to coordinate tribal consultation*

### 2023

**January:** *Dear Tribal Leader Letter (DTLL) notifying tribes about community listening sessions and inviting formal consultation on updating CE plans, including dates for tribal roundtables*

**January:** *Share draft plan for community listening sessions with EJC*

**January – February:** *IWG Community Engagement subcommittee incorporate feedback from EJC into planning*

**March:** *Share final plan for community listening sessions with EJC*

**March – October:** *Hold community listening sessions across the state*

**March – October:** *Tribal roundtable discussions*

**June:** *Share preliminary learnings from community listening sessions and Tribal roundtables with EJC*

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## Community engagement plan

From September 2021 – June 2022, while waiting for the EJC to form, the IWG began creating a draft community engagement (CE) plan to meet the statutory deadline of July 1, 2022. The EJC did not hold its first meeting until April 2022 and was unable to give guidance ahead of the statutory deadline. Due to this, the EJC approved HEAL agencies to adopt provisional community engagement plans. WSDA adopted a Provisional Community Engagement Plan on July 1, 2022.

Throughout the remainder of 2022 and 2023, and as reflected in the implementation timeline below, WSDA and other HEAL agencies will hold community listening and feedback sessions and conduct tribal consultation. When provided, agencies will also incorporate guidance from the EJC.

The CE plan will evolve as WSDA builds a relationship with the EJC and Washingtonians as EJ is implemented. In partnership with other HEAL agencies, we will update our CE plan every two years. This will involve ongoing community partnership, tribal consultation, and collaboration with the EJC.

## COMMUNITY ENGAGEMENT PLAN TIMELINE (continued)

### 2023

**September:** *Annual update to EJC*

**November:** *Tribal consultation*

**November:** *Receive guidance from EJC on updates for CE plans*

**December:** *Use guidance from EJC, tribal consultation, and community listening sessions in CE plans*

### 2024

**January – March:** *Use guidance from EJC, tribal consultation, and community listening sessions in CE plans; share updated plans with EJC*

**April:** *Use updated CE plan at WSDA*

**May – ongoing:** *Collect feedback from community members on guidance within CE plan and use*

### 2025

**April – October:** *Launch update process for CE plans; review collected feedback from community member, invite tribal consultation and host tribal roundtables, request guidance from EJC to inform updates to plans*

**November:** *Tribal consultation and receive guidance from EJC on updates to include in CE plans*

**December:** *Use guidance from EJC, tribal consultation, and community listening sessions in CE plans*



# Logic model for community engagement plan obligation

PARTICIPANTS	RESOURCES	ACTIVITIES	RESULTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM IMPACTS
<i>Who at WSDA will be part of the work?</i>	<i>What do we need to accomplish agency wide HEAL implementation?</i>	<i>To implement HEAL across WSDA we will do the following</i>	<i>These activities will produce the following evidence of HEAL implementation</i>	<i>These activities will lead to the following changes in 2023</i>	<i>These activities will lead to the following changes by 2025</i>	<i>These activities will lead to the following changes within 5-7 years</i>
HEAL implementation staff	WSDA staff time	Organize and convene community listening sessions across HEAL agencies	Guidance on equitably engaging communities to include in updated CE plan	Model best practices within draft CE plan for engaging community members	Provide coordinated, positive engagement experience for community members statewide	Set precedent for consistent, equitable, accessible CE practices and outcomes
Agency/Division/Program Leadership	IWG member time					
Tribal Liaison	Community members time	Review WSDA policies and procedures for ADA, Title VI, etc. compliance	Updated policies and procedures to ensure compliance with existing federal and state laws and policies relating to EJ	Updated policies and procedures, as well as staff training for WSDA employees	WSDA staff and resources equipped to comply with federal and state laws and policies related to EJ and accessibility	Accessible engagement with community members
Office of Equity	EJC members' time Tribal partners' time					
Policy team	Training and communications resources	Plan for use of updated CE plan	Guidance and training for WSDA staff	Gaps in resources and infrastructure needed for CE identified Increased staff expertise and experience with CE	- WSDA internal policy addresses gaps in resources and infrastructure for CE - Increased staff capacity for CE	WSDA staff equipped to engage communities with respect and intention
	Community engagement resources					
		Plan for EJC guidance on CE plan	Mutually agreed- upon plan to coordinate with EJC on development for updated CE plan	EJC members involved in and/or aware of updated CE plan development	IWG presents to EJC for feedback and solicits guidance	Demonstrated respect, commitment, and partnership with EJC on HEAL obligations
		Plan for tribal consultation and engagement on updated CE plan	- Tribal engagement framework v1 - Participate in coordinated, cross-agency approach to consultation	Consistent outreach and engagement with tribes around updated CE plan	Consultation on updated CE plan offered to tribes	Demonstrate commitment fulfilling G2G relationship and prioritizing tribal sovereignty in WSDA work
		Plan and coordinate process with IWG to collect ongoing guidance on CE plan for biennial update	Clear goals, timeline, expectations, and processes for updating CE plan	- Seek feedback from WSDA staff, communities, tribes, and EJC - Offer consultation to tribes on updated CE plan	Demonstrated transparency in integration of HEAL feedback	CE plan regularly updated with guidance from communities, EJC, tribal partners, and WSDA staff

# Evaluation plan for community engagement plan obligation

**OBJECTIVE:** Finalize and begin using CE plan to show our commitment to continuous improvement resulting in the equitable distribution of environmental, economic, and social benefits across Washington State's diverse geographies and people.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
<i>Who will be part of the evaluation work?</i>	<i>What do you need to know?</i>	<i>Measurable signs of progress that reflect objectives</i>	<i>Where will data be obtained?</i>	<i>When will data be collected?</i>	<i>What will be done with the data?</i>	<i>When and how will results be shared?</i>
HEAL Implementation Team; Tribal Liaison; Division/Program leadership and staff	How has the provisional CE plan been developed and updated?	<ul style="list-style-type: none"> <li>- Feedback and recommendations received from EJC, tribal and community partners</li> <li>- Next version(s) of CE plan include recommendations from EJC, tribal and community partners</li> </ul>	<ul style="list-style-type: none"> <li>- Documentation of EJC, tribal consultation, and community feedback and recommendations</li> <li>- Provisional and updated versions of CE plan</li> </ul>	January 2023 – December 2023	<ul style="list-style-type: none"> <li>- Analysis of documentation, feedback, and recommendations</li> <li>- Analysis of provisional and updated CE plan</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates posted to WSDA website</li> <li>- Shared externally through community engagement and tribal partners</li> </ul>
HEAL Implementation Team; Tribal Liaison; GOIA; HEAL IWG	To what extent did WSDA offer consultations and/or ongoing engagement to tribal governments and communities?	<ul style="list-style-type: none"> <li>- Tribal consultation outreach begins</li> <li>- Tribal roundtables process begins</li> </ul>	Results of tribal roundtables and tribal consultation	January 2023 – December 2023	<ul style="list-style-type: none"> <li>- Analysis of tribal consults and roundtables</li> <li>- Analysis of tribal-informed updates to CE plan</li> </ul>	<ul style="list-style-type: none"> <li>- DTTs, tribal roundtable discussions, tribal Consultation process</li> <li>- Annual HEAL reports/ updates posted to WSDA website</li> </ul>
HEAL Implementation Team; HEAL IWG	To what extent did WSDA engage overburdened communities and vulnerable populations?	<ul style="list-style-type: none"> <li>- List of communities and representatives to participate in listening sessions drafted or completed</li> <li>- Community listening sessions process begins</li> </ul>	<ul style="list-style-type: none"> <li>- Community listening session lists and schedules</li> <li>- Results of community listening sessions</li> </ul>	March 2023 – December 2023	<ul style="list-style-type: none"> <li>- Analysis of community listening sessions</li> <li>- Analysis of community- based updates to CE plan</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates posted to WSDA website</li> <li>- Shared through community engagement and tribal partners.</li> </ul>
Agency, Division, and Program leadership and staff; HEAL Implementation Team; Tribal Liaison	What is the process for ensuring equitable and culturally appropriate community engagement and tribal consultation?	<ul style="list-style-type: none"> <li>- Developed training for WSDA staff on how to use updated CE plan</li> <li>- Resources for WSDA Divisions/Programs developed, reviewed, and distributed</li> <li>- Programs pilot CE plan</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from staff training sessions</li> <li>- Documentation of resources developed</li> <li>- Lists/Results of Programs piloting CE plan</li> </ul>	April 2024 – ongoing	Analysis of staff trainings, documents program pilots, feedback from community and direction through tribal consultation process	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates to EJC, posted to WSDA website</li> <li>- Shared through community engagement and tribal partners</li> </ul>





## COMMUNITY ENGAGEMENT PLAN TIMELINE

### 2022

**October – December:** IWG Community Engagement sub-committee planning community listening sessions

**November – December:** Work with HEAL IWG, HEAL Tribal Liaisons, and Governor's Office of Indian Affairs (GOIA) to coordinate tribal consultation

### 2023

**January:** Dear Tribal Leader Letter (DTLL) notifying tribes about community listening sessions and inviting formal consultation on updating CE plans, including dates for tribal roundtables

**January:** Share draft plan for community listening sessions with EJC

**January – February:** IWG Community Engagement subcommittee incorporate feedback from EJC into planning

**March:** Share final plan for community listening sessions with EJC

**March – October:** Hold community listening sessions across the state

**March – October:** Tribal roundtable discussions

**June:** Share preliminary learnings from community listening sessions and Tribal roundtables with EJC

(continues)

## Environmental justice assignments (EJAs)

WSDA is identifying current Divisions/Programs that meet the statutory definition of a significant agency action (SAA). After each legislative session, we will continue to identify programs new programs, rules, grants, loans, and capital projects that meet the definition of a SAA. Leading up to the July 2023 statutory deadline, WSDA will work with the IWG to create a template for EJAs. Similar to our CE plans, we will update the EJA process every two years to add community feedback on the process and guidance from the EJC.



## COMMUNITY ENGAGEMENT PLAN TIMELINE (continued)

### 2023

**September:** Annual update to EJC

**November:** Tribal consultation

**November:** Receive guidance from EJC on updates for CE plans

**December:** Use guidance from EJC, tribal consultation, and community listening sessions in CE plans

### 2024

**January – March:** Use guidance from EJC, tribal consultation, and community listening sessions in CE plans; share updated plans with EJC

**April:** Use updated CE plan at WSDA

**May – ongoing:** Collect feedback from community members on guidance within CE plan and use

### 2025

**April – October:** Launch update process for CE plans; review collected feedback from community member, invite tribal consultation and host tribal roundtables, request guidance from EJC to inform updates to plans

**November:** Tribal consultation and receive guidance from EJC on updates to include in CE plans

**December:** Use guidance from EJC, tribal consultation, and community listening sessions in CE plans

# Logic model for environmental justice assessment obligation

PARTICIPANTS	RESOURCES	ACTIVITIES	RESULTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM IMPACTS
<i>Who at WSDA will be part of the work?</i>	<i>What do we need to accomplish agency wide HEAL implementation?</i>	<i>To implement HEAL agency-wide we will do the following</i>	<i>These activities will produce the following evidence of HEAL implementation</i>	<i>These activities will lead to the following changes in 2023</i>	<i>These activities will lead to the following changes by 2025</i>	<i>These activities will lead to the following changes within 5-7 years</i>
HEAL implementation staff	HEAL staff time	Develop criteria and process for identifying SAAs at WSDA	Criteria and process for identifying SAAs	Initial list of SAAs identified	List of SAAs refined and open for public comment	Public list of qualifying SAAs updated annually
Agency, Division, and Program Leadership	WSDA staff time	Identify additional areas of EJ impact beyond initial SAAs	Draft list of potential additional types of SAAs	List of additional types of SAAs identified	Additional types of SAAs opened for public comment	Additional types of SAAs included starting in 2025
Tribal Liaison	IWG member time	Work with IWG to develop EJA process v1	<ul style="list-style-type: none"> <li>- EJA process v1</li> <li>- Roles &amp; responsibilities</li> <li>- Guidance for staff on EJAs</li> </ul>	Initial cohort of SAAs selected and piloting EJAs	EJAs expanded to additional qualifying SAAs	EJAs are consistently applied for all qualifying SAAs at WSDA
Office of Equity	Community members' time	Work with WSDA staff to develop guidance for EJA implementation	Consistent communication with EJC around EJA process	Key staff at WSDA for EJAs identified	Key WSDA staff trained and receive guidance on EJA process	WSDA staff are proficient in applying EJAs
Policy team	EJC members' time	Plan for EJC guidance	<ul style="list-style-type: none"> <li>- WSDA CE plan</li> <li>- Guidance for WSDA on budgeting, staffing for CE</li> </ul>	EJC members involved in and/or aware of EJA process development	IWG presents to EJC for feedback and solicits guidance	EJC meaningfully involved in EJA process development and updates
	Tribal liaison staff time	Plan for CE through EJAs for SAAs	Tribal engagement framework v1	<ul style="list-style-type: none"> <li>- Gaps in resources and infrastructure needed for CE identified</li> <li>- Pilot EJAs document CE as case studies for WSDA</li> </ul>	<ul style="list-style-type: none"> <li>- WSDA internal policy addresses gaps in resources and infrastructure for CE</li> <li>- CE expanded for additional SAAs</li> </ul>	Communities meaningfully involved in projects requiring EJAs
	Tribal partners' time	Plan for tribal consultation and engagement around SAAs	DTTL with list of SAAs sent annually post-legislative session	<ul style="list-style-type: none"> <li>- Consistent outreach and engagement with Tribes</li> <li>- Consultation offered for SAAs identified as having tribal impacts</li> </ul>	<ul style="list-style-type: none"> <li>- WSDA consistently offers consultation on SAAs</li> <li>- Consultation offered on identification of additional types of SAAs</li> </ul>	Demonstrate commitment fulfilling G2G relationship and prioritizing tribal sovereignty in agency work
	Training and communications resources					
	Community engagement resources					



# Evaluation plan for environmental justice assessment obligation

**OBJECTIVE:** Develop, finalize, and implement EJAs for SAAs.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
<i>Who will be part of the evaluation work?</i>	<i>What do you need to know?</i>	<i>Measurable signs of progress that reflect objectives</i>	<i>Where will data be obtained?</i>	<i>When will data be collected?</i>	<i>What will be done with the data?</i>	<i>When and how will results be shared?</i>
HEAL Implementation Team; Agency/Division/Program leadership and staff	To what extent did we develop the process for identifying SAAs?	<ul style="list-style-type: none"> <li>- Criteria for identifying SAAs set and vetted by Division/Program partners</li> <li>- Process for identifying SAAs exempt from EJAs drafted</li> </ul>	<ul style="list-style-type: none"> <li>- Agency-wide survey of SAAs</li> <li>- Documentation, for identifying or excluding SAAs</li> <li>- List of SAAs published to WSDA website</li> </ul>	Ongoing, beginning September 2022	<ul style="list-style-type: none"> <li>- Summaries of survey results</li> <li>- Analysis of criteria</li> <li>- Counts of SAAs by Division/Program</li> <li>- Qualitative coding of published SAAs</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/updates to EJC, which will be posted on the WSDA website</li> <li>- Share determination of the types of SAAs in the Washington State Registrar</li> </ul>
HEAL Implementation Team; Tribal Liaison; Agency/Division/Program leadership and staff	How did we include tribal consultations in EJA process?	<ul style="list-style-type: none"> <li>- Tribal consultation outreach begins</li> <li>- Tribal roundtables process begins</li> </ul>	<ul style="list-style-type: none"> <li>- Documentation of tribal consult framework and process</li> <li>- Agreements from tribal partners received through consultation process</li> <li>- Documentation of process for identifying SAAs impacting tribal partners</li> </ul>	Ongoing, beginning January 2023	<ul style="list-style-type: none"> <li>- Qualitative coding of process documentation, and agreements from tribal consultation</li> <li>- Analysis of tribal consultation results</li> <li>- Analysis of SAAs identified with impacts to tribes</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/updates to EJC, also posted to WSDA website</li> <li>- Share determination of the types of SAAs in the Washington State Registrar</li> <li>- Notify tribes of SAAs that affect federally recognized tribes' rights and interests in their lands through DTLLs and invite formal consultation</li> </ul>

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## Evaluation plan for environmental justice assessment obligation (continued)

**OBJECTIVE:** Develop, finalize, and implement EJAs for SAAs.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
<i>Who will be part of the evaluation work?</i>	<i>What do you need to know?</i>	<i>Measurable signs of progress that reflect objectives</i>	<i>Where will data be obtained?</i>	<i>When will data be collected?</i>	<i>What will be done with the data?</i>	<i>When and how will results be shared?</i>
HEAL Implementation Team; Agency/ Division/Program leadership and staff	To what extent did we develop and implement the EJA process?	<ul style="list-style-type: none"> <li>- Overburdened communities/ vulnerable populations identified</li> <li>- EJA pilots in-progress</li> <li>- WSDA staff receiving communications, resources, and training on initial EJA process</li> <li>- Initial EJA process updated (version 2)</li> </ul>	<ul style="list-style-type: none"> <li>- Documentation for identifying overburdened communities and vulnerable populations</li> <li>- Documentation of initial EJA process</li> <li>- Pilot EJA process with group of programs that meet SAA definition</li> <li>- Additional documentation and resources for staff; feedback from trainings</li> </ul>	Ongoing, beginning January 2023	<ul style="list-style-type: none"> <li>- Analysis of EJA pilots scheduled or completed by Division/Program</li> <li>- Summary of staff assigned to conduct EJAs, and reporting EJA proficiency</li> <li>- Qualitative coding of documentation/ resources, staff feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates to EJC, which will be posted to the WSDA website</li> <li>- HEAL agency dashboard on OFM website</li> </ul>
HEAL Implementation Team; Agency/ Division/Program leadership and staff	How did we engage communities during development and implementation of EJAs?	<ul style="list-style-type: none"> <li>- Community listening sessions in-progress to get feedback on initial EJA process</li> <li>- EJAs begin including community engagement</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from listening sessions</li> <li>- Findings from EJAs including community engagement</li> </ul>	Ongoing, beginning March 2023	Analysis of community listening sessions and feedback from EJAs with community engagement	Annual HEAL reports/ updates to EJC, posted to the WSDA website





## BUDGETING AND FUNDING TIMELINE

### 2022

**November – December:** *Collaborate with WSDA's Financial Services to determine recommendations for fulfilling the budgeting and funding obligation of HEAL*

### 2023

**January:** *Seek guidance from EJC*

**January – April:** *Work with WSDA's Financial Services to do the following:*

- *Develop method to identify and determine environmental benefits and burdens in WSDA programs/projects*
- *List WSDA programs/projects that address or may cause environmental harms or benefits*
- *Develop method to find what constitutes "equitable distribution" for different budgets, grants, loans, etc.*
- *Use CE plan to develop methods for including overburdened communities and vulnerable populations in WSDA spending decisions*
- *Develop specific goals and metrics around WSDA goals for identified programs/projects with environmental impacts*

(continues)

## Budgeting and funding

Fulfilling this obligation requires planning and partnering with other HEAL agencies, WSDA Financial Services, and the Office of Financial Management. We will continuously look for ways to implement the components of this obligation and seek guidance from the EJC. We aim to have enough structure in place by July 2023 to begin a pilot program. It will apply recommended processes to qualifying Divisions/Programs making expenditure decisions. Implementation for this obligation will be ongoing. We will refine our processes over time.



## BUDGETING AND FUNDING TIMELINE (continued)

### 2023 continued

**May:** *Share funding recommendations with IWG and EJC*

**June:** *Get and use guidance from EJC*

**June – July:** *Work with Office of Financial Management and WSDA's Financial Services to:*

- *Enact process to equitably distribute spending and create rules or guidelines for criteria and procedures to use when using EJ principles in spending decisions*
- *Track and measure this distribution*
- *Set a goal of directing 40% of grants and expenditures that create environmental benefits to vulnerable populations and overburdened communities*

**July – December:** *Where able, have qualifying programs follow advice when making spending decisions*

### 2024

*Ongoing implementation*

### 2025

*Ongoing implementation*

# Logic model for budgeting and funding obligation

PARTICIPANTS	RESOURCES	ACTIVITIES	RESULTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM IMPACTS
<i>Who at WSDA will be part of the work?</i>	<i>What do we need to accomplish agency wide HEAL implementation?</i>	<i>To implement HEAL agency-wide we will do the following</i>	<i>These activities will produce the following evidence of HEAL implementation</i>	<i>These activities will lead to the following changes in 2023</i>	<i>These activities will lead to the following changes by 2025</i>	<i>These activities will lead to the following changes within 5–7 years</i>
HEAL implementation staff	HEAL staff time	Begin to identify environmental benefits and burdens in applicable WSDA programs	<ul style="list-style-type: none"> <li>- Method for finding environmental benefits and harms</li> <li>- Guidance and training for WSDA staff</li> </ul>	WSDA staff able to name environmental benefits and harms, overburdened communities, and vulnerable populations	Staff can tell if an action they take will create environmental benefits or harms	WSDA staff regularly evaluate equitable distribution of environmental benefits and harms as part of budgeting and decision-making
Agency/Division/Program Leadership	WSDA Financial Services staff time					
Office of Financial Services	EJC guidance	Develop method to find what constitutes “equitable distribution” of funding for applicable programs	Method to review budgets for equity in spending distribution	WSDA identifies proportion of environmental funding directed to overburdened communities and vulnerable populations	WSDA lists plans to have equitable distribution of environmental resources and funding	Spending creates environmental benefits for overburdened communities and vulnerable populations (goal of >40%)
Office of Equity	Training and communications resources					
Policy team	Community engagement resources	Develop methods for including over-burdened communities and vulnerable populations in agency expenditure decisions	Specific methods, recommendations, and resources for CE plan	Pilot programs that include CE in decision-making on agency expenditures	Expand CE in agency expenditure decision-making to other programs	More inclusive and equitable ways for decision-making on agency spending
		Develop plan for tribal consultation on relevant budget and expenditure decisions	Tribal consultation plan for relevant budgeting and funding decisions	Timeline and plan for offering consultation and engaging tribes on relevant budgeting and funding decisions	Consistent outreach and engagement with Tribes	Demonstrate commitment to fulfilling G2G relationship and prioritizing tribal sovereignty
		Develop agency EJ goals and metrics for environmental programs	Agency/Division/Program goals and metrics for spending decisions	Program documentation and one-pagers reflect EJ goals and metrics	Divisions/Programs plan to collect data to track EJ goals, metrics, and outcomes	EJ goals and performance metrics state the basis for agency spending
		Name opportunities for grant and contracting in programs with EJ impacts	List of WSDA programs with grant and contracting elements	Find resources and gaps for funding opportunities that bring EJ principles	Create grant and contracting opportunities within these programs to address gaps	WSDA portfolio of grants and contracts create ways to enact EJ principles

# Evaluation plan for budgeting and funding obligation

**OBJECTIVE:** Make, finalize, and enact ways to use EJ principles in WSDA decisions for budget development, spending, and granting or withholding environmental benefits.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
<i>Who will be part of the evaluation work?</i>	<i>What do you need to know?</i>	<i>Measurable signs of progress that reflect objectives</i>	<i>Where will data be obtained?</i>	<i>When will data be collected?</i>	<i>What will be done with the data?</i>	<i>When and how will results be shared?</i>
HEAL Implementation Team; Agency/ Division/Program leadership and staff; Financial Services	To what extent did we develop the process for identifying environmental benefits and harms in programs?	Way to find environmental benefits and harms set and vetted by Division/Program partners	<ul style="list-style-type: none"> <li>- Documents for way to name environmental benefits and harms</li> <li>- Program material showing environmental benefits and harms</li> </ul>	Ongoing, beginning July 2023	<ul style="list-style-type: none"> <li>- Analysis of criteria</li> <li>- Qualitative coding of published program materials</li> </ul>	Annual HEAL reports/ updates to EJC, posted to WSDA website
HEAL Implementation Team; Agency/ Division/Program leadership and staff; Financial Services	What proportion of applicable WSDA spending creates environmental benefits for overburdened communities and vulnerable populations?	<ul style="list-style-type: none"> <li>- Process to review equity in distribution of WSDA spending set and vetted by program partners</li> <li>- Baseline testing of distribution of WSDA spending</li> <li>- Regular testing of WSDA spending distribution</li> </ul>	<ul style="list-style-type: none"> <li>- Document for way to review equity in WSDA spending distribution</li> <li>- Fiscal and budget documentation from relevant WSDA programs</li> </ul>	Ongoing, beginning July 2023	<ul style="list-style-type: none"> <li>- Qualitative coding of process documentation</li> <li>- Summary of spending that creates environmental benefits for overburdened communities and vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates to EJC, posted to WSDA website</li> <li>- HEAL agency dashboard on OFM website</li> </ul>
HEAL Implementation Team, and Agency/ Division/Program leadership and staff	How did we engage communities in how we fund and make decisions?	<ul style="list-style-type: none"> <li>- Specific methods, recommendations, and resources to engage community members</li> <li>- Community listening sessions, advisory committees, and other modes of engagement used to set spending priorities at all WSDA levels</li> </ul>	WSDA CE plan Documentation of community engagement	Ongoing, beginning July 2023	<ul style="list-style-type: none"> <li>- Analysis of CE plan</li> <li>- Analysis of community engagement documentation and reports</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates posted to WSDA website</li> <li>- Shared externally through community engagement and Tribal partners</li> </ul>

(continues→)



## Evaluation plan for budgeting and funding obligation (continued)

**OBJECTIVE:** Make, finalize, and enact ways to use EJ principles in WSDA decisions for budget development, spending, and granting or withholding environmental benefits.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
<i>Who will be part of the evaluation work?</i>	<i>What do you need to know?</i>	<i>Measurable signs of progress that reflect objectives</i>	<i>Where will data be obtained?</i>	<i>When will data be collected?</i>	<i>What will be done with the data?</i>	<i>When and how will results be shared?</i>
HEAL Implementation Team, and Agency/ Division/Program leadership and staff	To what extent do we use EJ goals and metrics to share reason for spending decisions?	<ul style="list-style-type: none"> <li>- Agency and program EJ goals, metrics, and outcomes</li> <li>- Program staff use EJ and environmental health disparities data in setting agency and program spending priorities</li> </ul>	<ul style="list-style-type: none"> <li>- Materials showing agency and program EJ goals, metrics, and outcomes</li> <li>- Materials showing use of EJ and environmental health disparities data in agency and program planning</li> <li>- Feedback from Financial Services</li> </ul>	Ongoing, beginning July 2023	<ul style="list-style-type: none"> <li>- Analysis of agency and program planning documentation</li> <li>- Qualitative coding of feedback from staff</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates to EJ Council, posted to WSDA website</li> <li>- HEAL agency dashboard on OFM website</li> </ul>
HEAL Implementation Team, and Agency/ Division/Program leadership and staff	To what extent does WSDA's portfolio of grants and contracts create ways to enact EJ principles?	<ul style="list-style-type: none"> <li>- Way to test use of EJ principles in distribution of WSDA grants and contracts portfolio set and vetted by program partners</li> <li>- Baseline assessment of WSDA grant and contract portfolio</li> <li>- Ongoing assessment of WSDA grant and contract portfolio</li> </ul>	<ul style="list-style-type: none"> <li>- Materials showing how we use EJ principles in distribution of WSDA grants and contracts portfolio</li> <li>- Grant and contract materials from relevant WSDA programs</li> </ul>	Ongoing, beginning July 2023	<ul style="list-style-type: none"> <li>- Qualitative coding of process documentation</li> <li>- Summary of grants and contracts that support EJ principles outlined in statute</li> </ul>	<ul style="list-style-type: none"> <li>- Annual HEAL reports/ updates to EJC, posted to the WSDA website</li> <li>- HEAL agency dashboard on OFM website</li> </ul>



## Implementation considerations - opportunities and challenges

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The success of this plan depends on our ability to use its strengths to overcome challenges. Additional needs include:

- Staff capacity to support broader systems change, education, and support for WSDA staff as we fulfill our obligations under HEAL.
- Resources and processes to support equitable and accessible community engagement.
- Increased and clarified coordination with the EJC.
- Resources and a clear process to coordinate tribal consultation across multiple HEAL agencies.

## Conclusion

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The passage of the HEAL Act in 2021 is a significant step toward transforming state agency policy and practice.

It will further environmental justice in Washington state. This EJ implementation plan outlines the path we will take to achieve the aims of the HEAL Act and monitor its progress in implementation. We will update this plan annually to add direction and feedback from tribal consultation, the EJC, community engagement, the Legislature, and the Governor's Office.

Learn more about implementation of the HEAL Act and environmental justice, please visit WSDA's [Environmental Justice webpage](#).



## Contact information:

Jill Wisehart  
HEAL Act Coordinator  
[jwisehart@agr.wa.gov](mailto:jwisehart@agr.wa.gov)

Nicole Johnson  
Equity Policy Advisor  
[nyjohnson@agr.wa.gov](mailto:nyjohnson@agr.wa.gov)

Evan Sheffels  
Tribal Liaison  
[esheffels@agr.wa.gov](mailto:esheffels@agr.wa.gov)



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