



Washington  
State Department of  
Agriculture

# Community Engagement Plan

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## For HEAL Act Implementation

July 1, 2022

As required by the Heal Act (SB 5141)

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Washington State Department of Agriculture

**Derek I. Sandison, Director**

## Foreword

After countless years of hard work and dedicated community efforts, the Washington State Legislature passed the Healthy Environment for All Act (HEAL Act) in 2021. The passage of the HEAL Act marks a significant step forward toward eliminating environmental and health disparities among low-income and communities of color through a coordinated state agency approach.

At the Washington State Department of Agriculture (WSDA), we are dedicated to achieving environmental justice throughout communities across the state. While engaging under the HEAL statutory framework WSDA staff also implements broader community outreach, engagement and equity impact review (EIR) directives, including but not limited to Governor Inslee's EO 22-04. The Department strives to create opportunities to improve the environmental and human health in all communities that may be affected by our agricultural work while ensuring that environmental burdens do not continue to affect communities with existing risks disproportionately. WSDA is committed to keeping agriculture viable and vital in Washington State through service, regulation, and advocacy. In doing so, the Department comprehensively incorporates environmental justice (EJ) considerations into all of the Department's programs, policies and activities.

This Community Engagement Guide provides an iterative framework intended to evolve and improve that reflects what the Department learns about community needs, impacts and priorities. By ensuring opportunities for minority and low-income communities to influence the agricultural planning and decision-making processes through enhanced engagement and meaningful input, the Department can prevent disproportionately high and adverse effects of agricultural programs on minority and low-income communities across the State of Washington.

WSDA thanks the many staff and partners who worked together on developing this Community Engagement Guide. We value your input and would appreciate your ongoing feedback, comments, and suggestions on our environmental justice efforts around community engagement.

Thank you for your participation in our work together to enhance environmental justice at WSDA.

Sincerely,

Derek Sandison  
Director of Agriculture

## Implementation Timeline

With the late initial convening of the mandated Environmental Justice Council (Council) in 2022, agencies were not provided with adequate time to comprehensively incorporate feedback from both the Council and targeted communities to meet the July 1<sup>st</sup> deadline. WSDA will continue to work with HEAL Act agencies and the communities we serve to ensure the timely development and implementation of this Guide that is critical to increasing meaningful engagement with communities across Washington.

<b>Action Item</b>	<b>Timeline</b>
Ongoing participation in Interagency Workgroup Subcommittees to Develop Community Engagement Guide.	Jan 2022 – June 2022
Focus on current initiatives to evaluate and anticipate EJ Council & community feedback.	Jan 2022 – June 2022
Concurrent collaboration with Tribal Liaisons Workgroup to incorporate feedback.	Jan 2022 – June 2022
Submit plan for adoption by July 1 <sup>st</sup> .	July 2022
EJ Council review & community listening sessions to inform subsequent revisions to Guide.	July 2022 – December 2022
Staff CE Guide training sessions.	Jan 2022 – February 2023
Fully functional CE Guide.	March 2023

## Clarification statement

The environmental justice (EJ) law known as the [Healthy Environment for All Act \(HEAL\)](#), passed in 2021. Chapter 70A.02 RCW provides a roadmap for integrating EJ into state agencies. The law requires seven state agencies, including WSDA, [to create and adopt community engagement plans](#) by July 1, 2022. For this and other requirements of HEAL implementation, agencies will work closely with the [Environmental Justice Council \(EJC\), which consists of members appointed by the Governor](#). HEAL directs the EJC to provide guidance on community engagement plans to agencies as they are created, implemented and updated. Visit the [Environmental Justice Council website](#) for more details on the role of the EJC.

Although HEAL directed the Department of Health to convene the first meeting of the EJC by January 1, 2022, it was not fully appointed and seated until March of 2022. Due to those delays, April 4, 2022 was the earliest practical date the EJC could have initially convened. HEAL also created an Interagency Work Group to coordinate implementation among the HEAL and other voluntary agencies. The Interagency Work Group began drafting community engagement plans in January 2022 while awaiting seating of the EJC.

As an agency, we are committed to a strong partnership with the EJC as we integrate EJ into our agency's work. We are mindful of our duty to the legislature and people of Washington to adopt a community engagement plan by July 1, 2022.

In balancing these interests and obligations, WSDA is adopting a provisional community engagement plan. The future implementation of this plan is dependent on coordination with the EJC and will incorporate guidance from the EJC, communities across Washington state, and will include Tribal Consultation.

Following adoption of this provisional community engagement plan, WSDA will incorporate guidance from the EJC. WSDA will collaborate with other HEAL agencies and the EJC to convene community listening and feedback sessions to gather information on changes needed to the provisional plan. WSDA will concurrently conduct Tribal Consultation, as per HEAL requirements. WSDA will regularly partner with the EJC, communities across Washington, and Tribes over the coming years to update our plan. This plan is a living document that will evolve as WSDA builds and fosters a relationship with the EJC and Washingtonians as EJ is implemented.

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## EJ Task Force and the HEAL Act

In 2019, the legislature included a budget proviso in the 2019-2021 biennial operating budget that directed the Governor's Interagency Council on Health Disparities to convene and staff an EJ Taskforce to make recommendations on how to embed EJ into state government community engagement plans. The Task Force released its [Final Report](#) in the Fall of 2020 and in 2021, the legislature passed the Healthy Environment for All (HEAL) Act (E2SSB 5141). The legislation implemented many of the Task Force's recommendations and mandates that seven state agencies comply with specific EJ obligations and incorporate EJ principles into agency activities such as strategic plans, community engagement plans, and budget mechanisms. These agencies are the Departments of Agriculture, Commerce, Ecology, Health, Natural Resources, and Transportation, as well as the Puget Sound Partnership. All other state agencies may opt-in to implementing the HEAL Act.

Imbalances in political power, representation, and influence have created many of the problems that the EJ movement seeks to remedy. The legislation recognizes that equitable outcomes must be predicated on equitable participation. Therefore, the first milestone in the HEAL Act's multiyear process begins with a mandate that state agencies transform the way that they engage the public. Codified in [RCW 70A.02.050](#), the HEAL Act requires that agencies create and adopt community engagement plans. Specifically, each agency's plan must address the following:

- How will the agency engage with overburdened communities and vulnerable populations as it evaluates new and existing activities and programs?
- How will the agency facilitate equitable participation and support meaningful and direct involvement of vulnerable populations and overburdened communities?
- How will the agency identify and prioritize overburdened communities for purposes of the HEAL Act?
- What best practices will the agency utilize for outreach and communication to overcome barriers to engagement with overburdened communities and vulnerable populations?
- How will the agency use special screening tools that integrate environmental, demographic, and health disparities data, such as the EHD map, to evaluate and understand the nature and needs of the people who the agency expects to be impacted by significant agency action?
- What processes will the agency use to facilitate and support the inclusion of members of communities affected by agency decision making including, to the extent legal and practicable, but not limited to, child care and reimbursement for travel and other expenses?
- What methods of outreach and communication will the agency use with those who face barriers, language or otherwise, to participation?

- How will the agency conduct regular reviews of agency compliance with existing laws and policies that guide community engagement including compliance with: (a) Title VI of the civil rights act, prohibiting discrimination based on race, color, or national origin and requiring meaningful access to people with limited English proficiency, and disability; (b) Executive Order 05-03, requiring plain talk when communicating with the public; and (c) Guidance related to Executive Order 13166, requiring meaningful access to agency programs and services for people with limited English proficiency?
- How will the agency consider guidance developed by the Environmental Justice Council when developing and updating its plan?
- How will the agency coordinate with the Office of Equity to identify policy and system barriers to meaningful engagement with communities as conducted by the office?
- How will the agency develop a consultation framework in coordination with tribal governments that includes best practices, protocols for communication, and collaboration with federally recognized tribes? How will the agency consult with federally recognized tribes on the creation and adoption or updating of a community engagement plan?

## The Spectrum of Community Engagement to Ownership

The first milestone in the HEAL Act’s multiyear process begins with a mandate that state agencies transform the way they engage the public. This transformation calls for moving beyond the ways they typically engage communities – open houses, public comment, community forums, surveys, focus groups – to community driven decision-making.

There are several models for public participation. The Spectrum of Community Engagement to Ownership, a tool developed by Rosa Gonzalez of Facilitating Power, is highlighted below. It drew from a number of public participation tools including Arnstein’s Ladder of Citizen Participation and the Public Participation Spectrum created by the International Association for Public Participation (iap2). The model provides clear, specific, and concrete examples of how to engage communities in solutions development and decision making. The full model can be found here: [CE20\\_SPECTRUM\\_2020.pdf \(d3n8a8pro7vhmx.cloudfront.net\)](https://d3n8a8pro7vhmx.cloudfront.net/CE20_SPECTRUM_2020.pdf).

## Definitions

- **Community:** a group of people who are brought together by something in common. This can include things like cultural background, shared experience, and geographic location. One person can belong to many communities. (DOH Community Engagement Guide, p. 2)
- **Community engagement:** the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the wellbeing of those people. (CDC)
- **Community outreach:**

- **Environmental harm:** means the individual or cumulative environmental health impacts and risks to communities caused by historic, current, or projected: (a) Exposure to pollution, conventional or toxic pollutants, environmental hazards, or other contamination in the air, water, and land; (b) Adverse environmental effects, including exposure to contamination, hazardous substances, or pollution that increase the risk of adverse environmental health outcomes or create vulnerabilities to the impacts of climate change; (c) Loss or impairment of ecosystem functions or traditional food resources or loss of access to gather cultural resources or harvest traditional foods; or (d) Health and economic impacts from climate change.
- **EJ:** the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, rules, and policies. EJ includes addressing disproportionate environmental and health impacts in all laws, rules, and policies with environmental impacts by prioritizing vulnerable populations and overburdened communities, the equitable distribution of resources and benefits, and eliminating harm.
- **Equitable distribution:** a fair and just, but not necessarily equal, allocation intended to mitigate disparities in benefits and burdens that are based on current conditions, including existing legacy and cumulative impacts, that are informed by cumulative environmental health impact analysis.
- **Equitable participation:**
- **Equity:** (from TASK FORCE) The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.
- **Highly impacted communities:** a community designated by the department of health as highly impacted by fossil fuel pollution and climate change in Washington, or a community located in census tracts that are fully or partially on "Indian country" as defined in 18 U.S.C. Sec. 1151.
- **Language access:** is achieved when individuals with Limited English Proficiency (LEP) can communicate effectively with program staff and participate in programs and activities. (HRSA)
- **Language justice:** there is no single or static definition of language justice. It is about building and sustaining multilingual spaces so that everyone's voice can be heard both as an individual and as part of a diversity of communities and cultures. Valuing language justice means recognizing the social and political dimensions of language and language access, while working to dismantle language barriers, equalize power dynamics, and build strong communities for social and racial justice. [from Language Justice Toolkit by Communities Creating Healthy Environments (CCHE)]

- **Meaningful and Inclusive Community Engagement:** (from TASK FORCE) builds more sustainable agency programs and decisions, and it increases community understanding of agency decisions and transparency and trust in government actions.; a way of fostering trust, strengthening relationships, and honoring community knowledge that leads to more effective and equitable solutions.
- **Overburdened communities:** means a geographic area where vulnerable populations face combined, multiple environmental harms and health impacts, and includes, but is not limited to, highly impacted communities as defined in RCW 19.405.020.  
Community = in the specific context of the process included in this section, “community” is defined by a geographic location (e.g., a census tract, a county, a region) that can be identified on a map. We can understand “overburdened communities” to be geographic areas where vulnerable populations face combined, multiple environmental harms and health impacts.
- **Significant agency action:** means the following actions as identified at the beginning of a covered agency's consideration of the significant agency action or at the time when an environmental justice assessment would normally be initiated in conjunction with an agency action:
  - a) The development and adoption of significant legislative rules as defined in RCW 34.05.328;
  - b) The development and adoption of any new grant or loan program that a covered agency is explicitly authorized or required by statute to carry out;
  - c) A capital project, grant, or loan award by a covered agency of at least \$12,000,000 or a transportation project, grant, or loan by a covered agency of at least \$15,000,000;
  - d) The submission of agency request legislation to the office of the governor or the office of financial management for approval; and
  - e) Any other agency actions deemed significant by a covered agency consistent with section 14 of this act.
- **Vulnerable populations:** population groups that are more likely to be at higher risk for poor health outcomes in response to environmental harms, due to: (i) Adverse socioeconomic factors, such as unemployment, high housing and transportation costs relative to income, limited access to nutritious food and adequate health care, linguistic isolation, and other factors that negatively affect health outcomes and increase vulnerability to the effects of environmental harms; and (ii) sensitivity factors, such as low birth weight and higher rates of hospitalization.
  - (b) "Vulnerable populations" includes, but is not limited to:
    - i. Racial or ethnic minorities;
    - ii. Low-income populations;
    - iii. Populations disproportionately impacted by environmental harms; and
    - iv. Populations of workers experiencing environmental harms.

## How to Use This Document

This document is to provide a common guide for community engagement for agencies implementing the HEAL Act. Each agency may choose to insert agency specific information in different sections.

There are three sections:

Part 1: Preparing to Engage with Community

Part 2: Engaging with Community

Part 3: Gathering Community Input and Feedback

Community engagement is most likely to happen when new projects are being initiated and/or existing projects are being assessed. Each project should have its own community engagement plan as it may require reaching out to different communities. Engaging and partnering with communities as early as possible into a project is what agencies should always aim for.

Each section has worksheets, processes, checklists to help agency staff when doing community engagement. This guide is a work in progress and will change on a regular basis to incorporate what agencies learn when engaging with communities.

## Process Guide: How to Effectively Engage Community

This section of the Guide provides resources, tools, and best practices for increasing meaningful and inclusive community engagement. Successful community engagement is a long-term process to build relationships and trust in communities. It requires thoughtfulness, intentionality, transparency, and accountability that takes into account barriers to participation that may arise due to race, color, ethnicity, religion, income or education level (*Task Force Report*). All agencies can embed EJ into their policies, practices and processes by prioritizing and investing in meaningful community engagement (*Task Force Report*). EJ will not be achieved only as a result of our intentions; it must be guided by informed decision-making and what actions are chosen to take next (*Task Force Report*).

## Preparing to Engage with Community

This section shares resources, tools, and recommended processes to consider prior to engagement with communities. It is intended to help identify and carry out the agency's commitment to public participation in decision-making particularly for those programs and projects that will affect communities. Additionally, it provides tools and strategies to optimize communication with communities across Washington (DOT).

The first step is to determine how community engagement will inform the process, program, rule, grant, etc. that is being worked on. Ask the questions: "Who will be impacted by what I am working on? Who is not currently included in the process? What perspectives are missing?" Depending on responses, plan for how and when community engagement will be included in the timeline and the process for the project.

When community engagement is required for the project, it is important to determine the purpose, goals, and objectives of the engagement.

- What is the project going to do?
- What is the purpose for engaging community?
- What is the timeline? Is this enough time to hear from multiple segments of the community and meaningfully involve them at multiple points of the decision-making process?
- How will community members be compensated for their time and for sharing their expertise?

Throughout the project lifecycle, where will communities be engaged? What engagement methods will be used and where do those methods fall along the spectrum of community engagement? Are these methods moving towards “Defer to”?

How will community members know how their input will be used?

How will community members know about the progress and outcomes of the project?

### **STEP 1: Review the Key Principles of Community Engagement**

*These Key Principles were adapted from the [Department of Health Community Engagement Guide](#)*

Community engagement can be complex. It is important to recognize and respect the diversity and the unique assets of different communities. It takes a long time to build strong relationships, and it takes even longer to repair relationships that have been damaged. Approach all groups with humility and anticipate learning about the subtle nuances of each community.

Following these key principles can help build trusting relationships with community members, leaders, and partners:

- Do research about the community: It is important to understand each community’s culture, norms, values, power and political structures, economic conditions, social networks, demographic trends, and history. It is also important to pay attention to how community members themselves define community. This may be the block where people live, it may be where they worship, or it may be their circle of friends. Additionally, become aware of the community’s history of collaborating with other programs at the agency, with other agencies, and with partners, including the barriers they have faced when engaging with these different groups.
  - Once the communities and/or populations have been identified, seek out information about history, context, current events, etc. Start by googling! Read local articles and blogs. Seek out websites for community organizations, faith-based organizations, advocacy organizations, etc.
  - Connect with local government and/or Tribal government partners in the area that may already have a relationship with the agency and ask them about their knowledge

- of and relationship with the community/population. Find out who else from the agency may have worked with this same group(s) and ask them about trusted leaders to reach out to.
- Reach out to colleagues to ask about their past or current work with the community/population you're working with.
  - Connect with trusted leaders in the community. Ask them about their community and its pressing concerns. Learn about additional resources that will help gain a better understanding of the community.
- Do research about self: Identify own biases, privileges, and limitations before engaging with a community or potential partner including:
- Assumptions or stereotypes about this community
  - Assumptions that may negatively impact interactions or efforts
  - Cultural norms and values and how they align with those of the community
  - Assessment of who is the most effective person to lead the effort. This may not be agency staff. It could a trusted community partner.
  - Know the history of how the agency has interacted with the identified communities it plans to engage.
    - Did that community ask for changes that were not adopted or acted upon?
- Be proactive: When working on a specific project or trying to address certain health issues, reach out to potential partners and community members as early as possible.
- Per EJ Principle #7: communities have the *right to participate as equal partners at every level of decision-making, including needs assessment, planning, implementation, enforcement and evaluation.*
- Allow community members to self-identify: Remember that cultural identities are dynamic, how people identify is a personal choice, and that people are both individuals and members of various groups. Communities and individuals have intersectional identities, which means they are members of more than one group, some of which may have been historically marginalized or oppressed.
- When in doubt, ask how people prefer to self-identify!
- Prioritize unheard perspectives: Give space and power to the perspectives of those whose voices are least heard. For example, elderly immigrants have insights to share but may not feel comfortable attending a town hall. Going to a senior center where they regularly gather may be a better way to reach them. Listen with the intent to take action on the needs expressed by the community. Recognize that individuals have different perspectives, and no perspective should be valued more than another.
- Ask “who’s not at the table?” and proactively seek out those folks. Ask directly how

- they prefer to engage and accommodate needs and preferences as much as possible.
- Listen to the needs different groups express, and take clear, detailed, and diligent notes to refer back to.
- Value others' time: Never expect community members to volunteer their time or expertise. Value what community members bring to the project through compensation, reimbursement, and/or support for one of their priorities.
- Ensure that adequate funds are available to compensate or reimburse community members. Research and know the agency's community compensation policy and ensure that everything is in order to make this a smooth and quick process for community members involved.
  - When community members share community priorities that may be outside of the project's scope, find resources or individuals to connect them with. Seek additional resources in the agency, other state agencies, local governments, etc. that might be able to address the needs and directly connect them to the community member(s) who expressed the need.
  - Communities are diverse and will often have a different understanding, or differing cultural and social approaches to time, timeliness, and urgency from other communities, and from the agency's understanding of time. Be sure to have flexibility and work closely with the community to clearly set and communicate any commitment to deadlines and government processes.
- Avoid tokenism: Individuals should never be expected to speak on behalf of, or represent, an entire community. Nor should an individual or small group be invited to participate solely because they "check the box" of an identity or perspective.
- No community is a monolith, and no single person (or even multiple people) can speak for an entire community. Engage with as many different people in different settings as possible to get a more holistic, diverse, and nuanced understanding of the issue being explored.
  - Honor the perspective and believe the experiences that the individual or small group shares. What they share may resonate with many whom they consider part of their community but recognize that they are only speaking on their own behalf.
  - Learning from different, but similar perspectives can expand understanding of a broader community experience. This may happen through reading media written by people who share similar identities.
- Recognize strengths and assets: Even communities that experience the greatest health and economic inequities have strengths, assets, and resources that should be acknowledged and leveraged.
- Seek to identify and understand these assets. Ask community members what their

assets are (from their perspective) and highlight and amplify these as much as possible.

- **Ensure communication is ongoing:** Collaboration requires continual opportunities for conversation and sharing.
  - Use two-way communication methods that partners, or community members are familiar with using. Avoid making assumptions, ask!
  - Ask community partners how frequently and in what formats they would like to communicate and what information is priority for them.
  
- **Be transparent:** Be honest and forthcoming about the purpose of the project and how the input will be used.
  - Only make promises that will be kept and make sure to follow through on commitments. Not following through can erode the trust that has been built.
  - Be clear about what is being asked and what is being offered in return. Use plain talk appropriate for the community being engaged.
  
- **Meet people where they are:** Be flexible. Go to the community—where members gather—and work to build relationships and trust. Look for opportunities to learn about the community by attending community events and meeting with community groups.
  - When meeting with community members, ask them what events are happening and which ones will be appropriate to attend as a guest.

## **STEP 2: Process to Identify Overburdened Communities & Vulnerable Populations**

This section provides a suggested process for identifying communities and populations who are important to engage prior to taking agency actions that could adversely affect human health and the surrounding environment. Before conducting any outreach or starting any engagement, it is important to identify and learn about the communities and populations that you will interact with in the process. By the end of this section, you should have a clearer idea of who you need to engage and why.

### ***Who is Included in “Overburdened Communities”? Who is Included in “Vulnerable Populations”?***

The [HEAL Act](#) defines "overburdened communities" and "vulnerable populations;" while groupings of overburdened communities and vulnerable populations are often discussed as one, it is important to make the following distinctions. "Overburdened communities" are geographic areas where vulnerable populations face combined multiple environmental harms and health impacts. "Vulnerable populations" are populations who may experience a greater risk of environmental harm and health impacts or reduced ability to cope with that risk. Vulnerability is

often determined by external structural and systemic factors such as experiences of marginalization or discrimination because of one's race or income and access to healthcare, education, transportation, and other resources, services, or socioeconomic demographics. Vulnerability is not the same as sensitivity to environmental harm and health impacts, which are determined by biological factors such as age or health condition. Vulnerability and sensitivity are closely linked, however, as many factors that determine vulnerability to environmental harm also generally influence one's health and wellbeing. The [Environmental Health Disparities map](#) may be one helpful tool to help visualize these communities by identifying census tracts that are ranked 9 or 10 on the map.

"Overburdened communities" and "vulnerable populations" are the terms used and defined in the HEAL Act; however, use other languages that do not other or dehumanize communities and individuals when speaking directly to community members. Tema Okun's White Dominant Culture stated, "Assigning characteristics could be sometimes damaging to a community since they are used as terms and standards without being pro-actively named or chosen by the group." It is important to think about how an issue is framed as well as how a message will come across to community members. Speaking to specific assets and/or EJ concerns in a community can help with this language.

Example of what NOT to say that could come across as dehumanizing, and could even be triggering:

"I am reaching out to you because you're a member of an overburdened community/vulnerable population that is experiencing a wide range of EJ issues."

Example of what to say that recognizes the work this community is doing and identifies a specific EJ concern affecting specific populations:

"I am reaching out to you because I know your community is working on multiple projects to address the air quality issues that are especially affecting children and people of color."

It is also important to consider the implications of labeling communities as "overburdened" or populations as "vulnerable" and how they may influence community engagement and program or service delivery.

EJ is a discipline with evidence-based studies, analyses, and processes that work to understand how to protect all individuals from environmental degradation and to redress the burden of unequal risk. The EJ research and literature makes clear who is most overburdened and negatively impacted by environmental harm. As such, engagement efforts connected to EJ must be focused on people of color, people with low incomes, people who are linguistically isolated, and Tribal nations.

## Populations of focus and why it is important to include this population in your EJ decision making process

- People of Color: Systemic racism → redlining → persisting segregation → targeting communities of color with environmental hazards → race shown to be the biggest predictors for where hazardous waste facilities/toxic facilities to be cited
- People with low incomes: Routinely under-engaged and overlooked in government & industry decision making processes → targeting low-income communities with environmental hazards due to perceived powerlessness → Experience significantly higher levels of adverse health and environmental risk → among the populations with the fewest resources to reduce their capacity to protect themselves from environmental injustices
- Tribal Nations: Tribes face the legacy of settler colonialism and the dispossession of their ancestral lands. Through Federal recognition, tribal nations are sovereign governing bodies with inherent rights to the natural and cultural resources of their homelands. Treaties were signed by most of the Washington tribal nations that establish a co-management system with the State over resources, lands, and other resources. Tribal members of these tribes retain inherent, natural, cultural, and treaty rights to specific areas in WA. Initial treaty violations + degradation/destruction of Tribes' natural and cultural resources and ancestral homelands → lack of access to and complete elimination/extinction of traditional resources → declined health outcomes and increased environmental harm
- Urban Indians and Indigenous Populations: Tribal members and descendants of Indian tribes who are not presently living within their Tribal community on a Tribal reservation may sometimes refer to themselves as Urban Indians and/or Indigenous. Indian and Indigenous identity is nuanced, though many who identify with this population may consider access to their tribal cultural and ancestral ties a critical component to their health and livelihood. Unless they are a member of a WA tribe, these populations have no expressed right to ecological systems in WA.

### Hourglass Concept & Visual

The purpose of this process is to (1) identify specific communities and populations who are experiencing the greatest environmental burdens in Washington and focus engagement on those who may experience the most environmental and health risks, and (2) identify who lives in those communities to ensure they are being engaged in ways that are meaningful, relevant, and beneficial to them.

Like an hourglass, this process of identifying communities and populations begins broadly, then narrows down to specific groups that need to be engaged, and then broadens back out to consider the intersections of other identities that may make individuals within these communities more susceptible to environmental harm or reduce their capacity to protect themselves from environmental injustice.

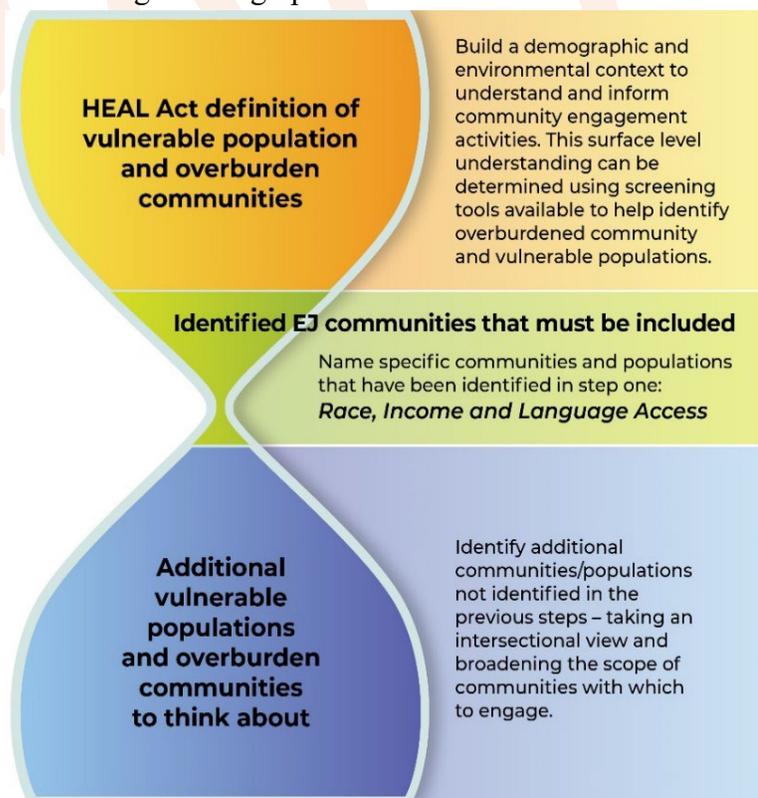
## Process for Identifying Overburdened Communities and Vulnerable Populations

Prior to engaging with communities, it is crucial to know its history including its needs, assets, current issues, and concerns. This knowledge goes a long way in building meaningful relationships. The following steps help guide and hopefully provide a foundational understanding of what steps to take when identifying overburdened communities and vulnerable populations. While there is no "one-size-fits-all" approach to this effort, the following three steps are helpful practices to undertake before going into a community.

### STEP 1 (top half of the hourglass):

The first step of the hourglass process is building a demographic and environmental context to inform place-based activities.

Available screening tools can help identify an overburdened community and vulnerable populations. While this step is beneficial in informing decision-making, it is important to note the limitations of each of these resources and tools according to their methodologies and quality of data, and to keep a critical eye out for communities and populations that may not have been included.



**Worksheet to Identify Overburdened Communities & Vulnerable Populations**

Questions / Prompts	Resources / Tools	Findings
<p><b>Geography:</b> Which areas of the state will your agency’s action (e.g., project, program, policy, etc.) touch?</p> <p>Are there areas that rank highly for environmental health disparities (9 or 10 EHD Map ranking)?</p>	<p><a href="#">Washington Tracking Network (WTN) Environmental Health Disparities (EHD) Map</a> – within the EHD map you can view census tracts by aggregate environmental health disparity ranking; disaggregate by environmental effects, environmental exposures, socioeconomic factors, or sensitive populations; or by specific measures within each of these categories</p> <p><i>Please note: This should be tailored to your specific program or service area – for example, if you are interested in air quality impacts from wildfire smoke, you would look at EHD rankings, then compare them with rankings for PM2.5 and overlay wildfire boundary information. It may be helpful to use additional data specific to your program to inform this step.</i></p>	
<p><b>Health Disparities:</b> Identify existing health inequities impacted by your agency’s action (e.g., project, program, policy, etc.)?</p>	<p><a href="#">WTN</a> – available at multiple geographic scales and health disparity measures</p> <p><a href="#">EHD Map</a> -- multiple layers for different health disparity concerns available</p>	
<p><b>Race:</b> What is the percentage of people of color impacted by your agency’s action (e.g., project, program, policy, etc.)?</p> <p>Which specific racial groups are represented?</p> <p><i>*Racial and ethnic minorities are</i></p>	<p><a href="#">EHD Map</a> – available by clicking on census tract and toggling to ‘Race’ in pop-up window</p> <p><a href="#">Race and Ethnicity in the United States (US Census)</a> –available at multiple levels, including state, county, census tract, etc.</p> <p><a href="#">2020 American Community Survey (ACS) Demographic and Housing Estimates</a> -- available at multiple levels, including state, county, census tract, etc.</p>	

<p><i>included in the definition of vulnerable populations</i></p>		
<p><b>Tribal Nations:</b> Which Tribes might be impacted by your agency’s action (e.g., project, program, policy, etc.)?  How might Tribes be impacted?</p>	<p><a href="#">WA Government Office of Indian Affairs Map of Reservations and Draft Treaty Ceded Land</a></p> <p><a href="#">EHD Map Tribal Boundaries Layer</a> – in association with most data layers, you can select “Tribal Land Boundaries” by clicking “Map Features”</p> <p>For engagement with Tribal nations, you should review your agencies Tribal Engagement and Consultation Plan.</p> <p><i>Please note: These resources are incomplete on their own and are intended to serve as a reference point for further research. Agencies should follow existing protocol on Tribal consultation and/or collaboration.</i></p>	
<p><b>Poverty and Unemployment:</b> What is the percent of the population living in poverty who might be impacted by your agency’s action (e.g., project, program, policy, etc.)?  What is the percent unemployed in the area?  <i>*Low-income populations are included in the definition of Vulnerable populations</i></p>	<p><a href="#">WTN</a> – available at multiple geographic scales and poverty/unemployment measures</p> <p><a href="#">EHD Map</a> – available at census tract level by selecting “Socioeconomic Factors” and “Population Living in Poverty &lt;=185% of Federal Poverty Level” or “Unemployed”</p> <p><a href="#">2020 ACS Selected Economic Characteristics</a> – includes poverty and employment information available at multiple levels, including state, county, census tract, etc.</p>	

<p><b>Language Access:</b> What is the percent of Limited English Proficient population that might be impacted by your agency’s action (e.g., project, program, policy, etc.)?</p> <p>Which languages are spoken by these populations?</p>	<p><a href="#">Washington State MIL Language Mapping Tool</a> – available at county, sub-county, and census tract levels; includes information on widely spoken languages</p> <p><a href="#">People That Speak English Less Than "Very Well" in the United States (US Census)</a> – visualization at census tract level using 2018 ACS 5-year estimates</p> <p><a href="#">EPA EJSCREEN Tool</a> – includes linguistic isolation data at census tract level</p> <p><a href="#">EHD Map</a> – available at census tract level via “Socioeconomic Factors” and “ACS: Limited English (LEP)”</p>	
<p><b>EJ Concerns:</b> What EJ concerns are relevant to your agency’s action (e.g., project, program, policy, etc.)?</p> <p>How do these concerns overlap with some of the demographic information identified earlier in this worksheet?</p> <p><i>*The definition of vulnerable populations includes (iii) Populations disproportionately impacted by environmental harms; and (iv) Populations of workers</i></p>	<p><a href="#">EHD Map</a> – multiple layers for different EJ concerns available</p> <p><a href="#">EPA EJSCREEN Tool</a> -- multiple layers for different EJ concerns available</p> <p><a href="#">White House Council on Environmental Quality (CEQ) Climate and Economic Justice Screening Tool</a> -- multiple layers for different EJ concerns available</p> <p><i>Please note: These data resources are incomplete on their own and should serve as a starting place for identifying EJ concerns. Additional research, including local EJ history and concerns, Civil Rights complaints, news/media articles, and local government and community organization websites, should continue to inform this section.</i></p>	

<p><i>experiencing environmental harms.</i></p>		
<p><b>Financial Impact:</b>          What are the potential financial impacts to communities given your agency’s action (e.g., project, program, policy, etc.)?           Consider the intersectional aspects and downstream effects of environmental harms. How might your agency’s action impact low-income households in both the short and long-term?</p>	<p><a href="#">EPA EJ Screen</a> and <a href="#">EHD Map</a> have indicators for federal poverty guidelines that can help individuals map out a geographical area's income range.</p>	

**Step Two (middle/narrow portion of the hourglass):**

The next step requires naming specific communities and populations that are identified in the worksheet above. These questions have been answered to provide an example; however, responses will vary by program and agency. For engagement with Tribal nations, review agency’s Tribal Engagement and Consultation Plan.

- *What communities are you going to focus on and why?* On a basic level, one should focus on low-income and racial minority populations. Communities with at least a 25% population of low-income and/or racial minorities should be prioritized.
- *What populations are you focusing on and why?* Limited English Proficiency (individuals who do not speak English as his or her primary language and have a limited ability to read, speak, write or understand English), linguistically Isolated Households (these communities may not have a low-income population but they can be still cut off from decision making opportunities, have sensitive populations and 65+ community members), populations living under the poverty line (as defined in the 2021 federal poverty level for

a single person residing in the 48 contiguous states or Washington, D.C. is \$12,880), population with disabilities, people with social vulnerability to hazards, and sensitive populations (low birth weight, death from cardiovascular disease). These populations have been historically ignored, overlooked for health disparities and overburdened with environmental effects. By choosing these populations, the most vulnerable now have an opportunity for full and fair participation about effects occurring in their communities.

- *What EJ concerns do communities and populations already face?* Low-income and minority communities experience greater risk for health disparities in comparison to other non-low income and non-minority communities, due to hazards such as proximity to potentially hazardous and federal superfund sites, as well as experiencing possible harm from waste-water discharge. For example, Yakima, Tri-Cities and the area from Seattle to Tacoma have been identified as zones in Washington State with high Hispanic populations that have greater exposure to environmental dangers and health disparities in comparison to other areas.
- *What kind of language access services do these communities and populations need?* It is important to distinguish interpretation and translation needs for the community. Interpretation deals with spoken language in real time while translation focuses on written content. Safe Harbor requires written translations of vital documents for each Limited English Proficiency group that meets the threshold (5% of the total population or 1000 individuals, whichever is less). Translation services should be made available in various forms and media, this should include: ADA services where identified, translated informational flyers in identified languages featured in mainstream newspapers, advertisements in culturally relevant newspapers, translated information on social media platforms etc.
- *What health inequities do these communities and populations already face?* Poor air quality, asthma, heat exhaustion
  - *Would the agency's action exacerbate or create health inequities for the identified population? If so, for whom and how?* Low-income and minority communities are at risk. There may be affluent communities that have large minority populations that may not seem vulnerable due to the prosperity of the residents; however, these groups can still have sensitive populations, social vulnerability to hazards, people with disabilities, 65+ age group and language barriers that prevent full and fair participation.
  - *Are there alternatives or mitigation activities the agency could do to address potentially disproportionate adverse impacts, and opportunities to enhance environmental and health benefits?* An EJ analysis should be conducted on every project to avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects on minority and low-income populations. This analysis is a requirement for all projects where an environmental assessment is required under the National Environmental Policy Act (NEPA) review process.

Also, asking the right questions before undertaking a project is the best way for agencies to discover if environmental impacts are present and immediate:

- Is there substantial legitimate justification for the project?
  - Are there any effective alternative practices that would result in less-disparate impacts?
  - Can you demonstrate that the justification for the project is not a pretext for discrimination?
  - Have Minority or low-income people been identified?
  - Are there any disproportionate impacts?
  - Are there any mitigation measures or alternatives available?
  - Were protected populations involved in the decision-making process?
  - Does the project create a discriminatory impact on the identified minority and low- income populations?
- *Has the demographic data been analyzed? Would the agency's action alleviate existing health inequities? If so, for whom and how?* Gathering demographic information and analyzing it is the best way for agencies to understand where the vulnerable populations are and how to effectively work within those communities without causing harm or exacerbating health inequities. Low-income and minority communities should be targeted for inquiries by agencies. From there, populations within those communities should be disaggregated for further analysis to determine ways to lower health inequities.

### **Step Three (bottom half of the hourglass):**

Steps 1 and 2 identify the HEAL Act community members: the overburdened communities and vulnerable populations (based on race, income, and language access). In step 3, the goal is to identify additional communities/populations previously not covered in the previous steps – taking an intersectional view and broadening the scope of folks to engage with. These questions have been answered to provide an example; however, as above, responses will vary by program and agency.

- *Who did we miss?* Including intersectionality of populations within a community can show multiple dimensions of marginalization experienced by vulnerable populations. Racial and socioeconomic inequities are the most prevalent indicator of EJ risk. Here are other community populations to consider as vulnerable populations:
  - o Age (youth and aging), individuals with disabilities, education levels, occupation status (unemployment rate), significant employers in the area, involvement in the criminal legal system, gender identity, sexual orientation, geographic location (areas with low or high population density), housing insecurity, language/literacy, military experience/veterans, immigrants and refugees, religion, those who may be employed in a given area but who may not live there.

- *Who did we include?* The populations identified in the HEAL Act are low-income, with limited English proficiency, and racial minority communities and populations. Racial and socioeconomic inequities are the most prevalent indicator of EJ risk.
- *Who may not fit into the EJ lens?* Individuals or organizations responsible for creating the environmental injustice(s) that violates standing laws; these injustices can be but are not limited to food deserts, air pollution, water pollution, etc. Access to a healthy environment should be a fundamental right for all.



Developing a comprehensive overview of the community allows for a more in-depth introduction to the community before the in-person outreach. The research aids in identifying the other needs of communities based on the community member's identities and intersections among those identified in the HEAL Act as overburdened communities and vulnerable populations (race, income, language access).

#### **Additional points to consider for pre-engagement with community:**

- Allow for sufficient time to conduct a baseline assessment of the community using the tools listed in Step 1 to characterize and build knowledge of the community, its diversity, and its needs.
- Identify individuals, groups, organizations, or agencies with legitimate interests in the community to learn more about its character.
- Identify community organizations that serve overburdened communities and vulnerable populations.
- Learn about what the community supports to understand the community's perceptions, attitudes, and community values by utilizing media sources, local government public meetings, etc.
- Identify potential barriers from the baseline assessment of the community (e.g., access to transportation/transportation cost burden, access to broadband/technology, literacy, childcare, etc.).

#### **STEP 4: Select a Method of Engagement**

*These Methods of Engagement were adopted from the [Department of Health Community Engagement Guide](#).*

There are many different methods to engage and collaborate with communities, each depending on the context and the community. Meeting with communities in-person is often best for establishing and building trusting relationships, especially when forming a new connection. However, technology has increased options to connect with communities and partners and may help increase the reach for some types of engagement activities.

- Some initial questions to ask community partners:
  - How can the agency best serve the community you're working with?
  - What are the best ways to engage with the intended community (if known)?
  - Are the engagement opportunities culturally appropriate and accessible to the community? How will these be determined?
  - Do you need to consider using multiple channels/provide multiple opportunities for engagement?
  - Will the selected engagement method(s) be accessible to the community?
  - Are the questions for community members understandable, open-ended, not leading, and unbiased?
  - Is an active consent for the intended engagement needed?
  - Does the project's timeline need to be adjusted to allow for community engagement to be done in a respectful manner? (i.e. - don't rush or sacrifice community engagement)
  - What is the potential impact and burden on community of the method of engagement being considered?
  - Have you researched opportunities to align community engagement requests with other state agencies that share similar goals?

## Worksheet to Determine Which Engagement Method to Utilize

<u>Stage of Community Engagement Spectrum</u>	<b>Methods</b>	<b>Resources / Tools</b>
<p><b>Inform</b></p> <p><i>Purpose:</i> to provide information or address immediate needs/issues.</p> <p><i>When to use:</i> when there is no alternative due to urgency, regulatory reasons or legal boundaries.</p>	<ul style="list-style-type: none"> <li>➤ Town Halls</li> <li>➤ Community meetings</li> <li>➤ Media</li> <li>➤ Social media</li> <li>➤ Materials</li> <li>➤ Web</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Technology options for virtual meetings:</i> <ul style="list-style-type: none"> <li>○ Facebook Live for town halls and community meetings</li> <li>○ YouTube Live for town halls and community meetings</li> <li>○ WhatsApp to encourage chat dialogue</li> <li>○ Video conference (for remote participation) feedback and testimony</li> <li>○ Online town hall using Twitter Town Hall (to increase geographic reach)</li> </ul> </li> <li>➤ <i>For in-person town halls and community meetings:</i> <ul style="list-style-type: none"> <li>○ Identify primary audience and vision for the meeting or event.</li> <li>○ You will get the highest turnout if you host the meeting in a place where the community naturally and regularly meets on their own or combine it with an existing meeting.</li> <li>○ Set a clear agenda with a designated moderator and speakers.</li> <li>○ If appropriate, engage local media to help publicize the event. Identify communications channels that will best reach the primary audience.</li> </ul> </li> <li>➤ <i>For external communications (media/social media/materials/web):</i> <ul style="list-style-type: none"> <li>○ Begin by developing a communications Guide.</li> <li>○ Identify communications channels that will best reach the primary audience.</li> <li>○ Ensure messages are tailored to your audience.</li> </ul> </li> </ul>
<p><b>Consult</b></p>	<ul style="list-style-type: none"> <li>➤ Focus groups</li> <li>➤ Interviews</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Technology options:</i></li> </ul>

<p><i>Purpose:</i> get and incorporate feedback.</p> <p><i>When to use:</i> you'd like to improve an existing service/program but options (of change) are limited.</p>	<ul style="list-style-type: none"> <li>➤ Surveys</li> <li>➤ Stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>○ Online focus group using Facebook Groups or GoToMeeting for focus groups.</li> <li>○ Interviews via phone or in-person</li> <li>○ Paper-based and mail surveys may be effective for surveys.</li> <li>○ Online or electronic surveys to broaden reach (Survey Monkey, Opinio or online polls are examples).</li> <li>○ Video conference to allow remote attendance at stakeholder groups.</li> </ul> <p>➤ <i>For focus groups:</i></p> <ul style="list-style-type: none"> <li>○ Identify a trained facilitator and note-taker.</li> <li>○ Carefully plan how you will organize and recruit for the focus groups. Bring individuals together with a common characteristic, and structure the conversation to ensure all participants are able to express their honest opinions.</li> <li>○ Provide incentives to thank participants for their time.</li> <li>○ Prepare your questions so you can benefit from group dialogue. Questions should be open and elicit group discussion.</li> <li>○ Recording the focus group may be beneficial for note-taking and facilitation purposes, but should be carefully considered because it may inhibit participation from some people.</li> </ul> <p>➤ <i>For interviews:</i></p> <ul style="list-style-type: none"> <li>○ Interviews let you explore a particular subject more in depth, and allow you to learn something you might not get from a survey. They can also be used to build and strengthen partnerships.</li> <li>○ Use as a starting point to help you plan other community engagement efforts. The insight and perspective you can gain from community leaders can help you plan more effective and culturally appropriate community meetings, focus groups, and community mobilization efforts.</li> </ul>
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		<ul style="list-style-type: none"> <li>○ Carefully plan your interview script and approach. If you choose to conduct key informant interviews, identify community leaders who know their community and the specific health topic or issue well.</li> <li>○ If you choose to conduct interviews with community members, choose a location and time that will maximize your opportunities for connecting with members of your target population.</li> </ul> <p>➤ <i>For surveys:</i></p> <ul style="list-style-type: none"> <li>○ Surveys can be used to collect information about attitudes, beliefs, opinions, needs, assets, and behaviors of the community you wish to engage.</li> <li>○ They are a quick way of getting information from a larger number of people, and may be more convenient for the participant and lower cost.</li> <li>○ Surveys can gain informal community feedback about a specific project.</li> </ul> <p>➤ <i>For stakeholder groups:</i></p> <ul style="list-style-type: none"> <li>○ Identify your primary, secondary, and key stakeholders. Primary stakeholders are those who will be directly affected by your project. Secondary stakeholders include those who are directly involved with the primary audience/population of your project, or whose lives may be affected indirectly. Key stakeholders are those who have the greatest influence including policymakers, the media, and community leaders.</li> <li>○ Plan to engage stakeholder groups early in the process. This helps ensure transparency throughout your project.</li> <li>○ Conduct a stakeholder analysis or stakeholder mapping to understand their concerns and interests.</li> </ul>
<b>Involve</b>	➤ Audience & user testing	➤ <i>Technology options:</i>

<p><i>Purpose:</i> to ensure needs and interests are considered.</p> <p><i>When to use:</i> when community perspective and buy-in is necessary to be successful in project implementation.</p>	<ul style="list-style-type: none"> <li>➤ Advisory groups</li> <li>➤ Steering committees</li> <li>➤ Community conversations</li> </ul>	<ul style="list-style-type: none"> <li>○ Audience and user testing can be done in-person, via phone or email, or through online platforms.</li> <li>○ Video conference to increase participation in council, advisory or committee meetings.</li> <li>○ GoToWebinar and other online platforms can facilitate virtual community conversations.</li> </ul> <p>➤ <i>For audience and user testing:</i></p> <ul style="list-style-type: none"> <li>○ Audience and user testing are ideal for helping you understand how your primary audience may respond to your messages, materials, or information. The goal is to understand their knowledge, beliefs, attitudes, barriers, and cues to act.</li> <li>○ Clearly define your primary audience and think about what you want them to know or do.</li> <li>○ Health promotion, behavior change, and communication theories can help you plan your testing.</li> <li>○ For user testing, choose a technique that fits your session goals and plan ahead for any equipment needs. It may be easiest to hold the usability testing in a location with laptops.</li> <li>○ For both audience and user testing, make sure to pilot your questions and test ahead of time.</li> </ul> <p>➤ <i>For advisory groups and steering committees:</i></p> <ul style="list-style-type: none"> <li>○ Advisory boards and steering committees are ideal for keeping your project connected to the big picture. Many groups meet on a quarterly basis to provide strategic direction, but some meet more frequently for more hands-on work. There may already be an existing group or committee that you can engage with.</li> <li>○ The effectiveness of these groups depends on the structure that is put in place at the beginning including choosing the right members, thoughtfully planning and facilitating meetings, and setting clear expectations.</li> <li>○ Advisory boards or councils can be created to bring voices to the table who are often not well</li> </ul>
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		<p>represented in decision-making, for example: youth.</p> <ul style="list-style-type: none"> <li>○ Plan a formal onboarding for your committee, council, or board members to ensure they have a similar foundation related to your project and equity overall.</li> </ul> <p>➤ <i>For community conversations:</i></p> <ul style="list-style-type: none"> <li>○ Build a team to determine the goals for the conversation and host the event. Your team should include members of the community to ensure their own goals, interests, and issues are well represented.</li> <li>○ Choose a facilitator that is experienced and can create a trusting environment with the participants. Sometimes it is best to choose someone from within the community and sometimes it is more appropriate to choose someone who is neutral and outside of the community.</li> <li>○ Create an inviting environment and structure the room for dialogue. Tables in a ‘U’ format or in circles are ideal for small group conversations.</li> </ul>
<p><b>Collaborate</b></p> <p><i>Purpose:</i> to partner and share decision-making.</p> <p><i>When to use:</i> when community members have a strong desire to participate and you have done the pre-work to build trust</p>	<ul style="list-style-type: none"> <li>➤ Collective impact</li> <li>➤ Coalition building</li> <li>➤ Partnership building</li> </ul>	<p>➤ <i>Technology options:</i></p> <ul style="list-style-type: none"> <li>○ Bring people together in a shared space for successful collective impact initiatives and coalition building.</li> <li>○ Video conference to allow remote participation in collective impact initiatives and coalition building.</li> <li>○ Ongoing collaboration with existing partners can assist with successful partnership building.</li> </ul> <p>➤ <i>For collective impact initiatives:</i></p> <ul style="list-style-type: none"> <li>○ A ‘Collective Impact’ model brings organizations together to work toward a common goal through a structured framework.</li> <li>○ The five core conditions of the collective impact framework are <ul style="list-style-type: none"> <li>▪ Develop a common agenda</li> <li>▪ Use shared measurement</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>▪ Build on mutually-reinforcing activities</li> <li>▪ Engage in continuous communications</li> <li>▪ Provide a backbone to move the work forward</li> </ul> <p>➤ <i>For coalition building:</i></p> <ul style="list-style-type: none"> <li>○ Coalitions can be used to influence public policy, promote behavior change in communities, and build a healthy community.</li> <li>○ Some of the drivers for building coalitions include: <ul style="list-style-type: none"> <li>▪ To respond to negative events in the community (e.g. increased suicides).</li> <li>▪ New information becomes available (e.g. new research about a specific disease).</li> <li>▪ Circumstances or rules change (e.g. a new law).</li> <li>▪ New funding is available (e.g. a federal grant that requires a coalition).</li> <li>▪ There's a threat to the community (e.g. an important service might get cut)</li> </ul> </li> <li>○ Coalitions include a core group of stakeholders, community opinion leaders, and policy makers.</li> </ul> <p>➤ <i>For partnership building:</i></p> <ul style="list-style-type: none"> <li>○ Partnerships can be formal collaborations just between two organizations, or can result in the formation of a committee, coalition, council or other group of partners with representatives from various organizations and therefore be more strategic in nature.</li> <li>○ Partnerships can also be informal agreements or collaborations that are short term and project specific.</li> <li>○ Determine which partners and what type of partnership is appropriate for your specific project or problem you are trying to address.</li> </ul>
<p><b>Defer To</b></p> <p><i>Purpose:</i> to support and follow a community's lead.</p>	<ul style="list-style-type: none"> <li>➤ Community immersion</li> <li>➤ Community mobilization</li> </ul>	<p>➤ <i>Technology options:</i></p> <ul style="list-style-type: none"> <li>○ Use relevant social media platform for communities that may prefer that method.</li> </ul> <p>➤ <i>For community immersion:</i></p>

<p><i>When to use:</i> when community members want to own a project and you're committed in the long-term.</p>		<ul style="list-style-type: none"> <li>○ Support initiatives and projects that are important to the community, even if it is not an agency priority.</li> <li>○ Attend community events and gatherings with the intent of listening and learning.</li> <li>➤ <i>For community mobilization:</i> <ul style="list-style-type: none"> <li>○ Ensure you have strong leaders and provide them the support they need.</li> <li>○ Establish a formal structure, which may include a steering committee and subcommittees. Ensure the six essential functions of community mobilization efforts are covered:           <ul style="list-style-type: none"> <li>▪ Providing overall strategic direction</li> <li>▪ Facilitating dialogue between partners</li> <li>▪ Managing data collection and analysis</li> <li>▪ Planning communications</li> <li>▪ Coordinating outreach</li> <li>▪ Fundraising</li> </ul> </li> <li>○ Develop guiding documents such as organizational charts, rules of operation or bylaws, policy statements, and formal letters of agreement.</li> <li>○ Engage community partners who share priorities and interests. Consider partners who work in other agencies, in health or social service organizations, business owners, policy makers, media representatives, faith leaders, and others who have significant influence in their community.</li> </ul> </li> </ul>
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**STEP 5: Identify Common Barriers and Potential Solutions**

*This list of Common Barriers and Potential Solutions was adopted from the [Department of Health Community Engagement Guide](#).*

Successful community engagement requires addressing barriers faced by community members and partners.

List of common barriers and potential solutions:

- Language: Community members who prefer to communicate in a language other than English or have unique vision or hearing needs, will need language assistance services to participate. For example, should you use the [Washington State MIL Language Mapping](#)

[Tool](#), the map visually represents limited English proficiency populations by county across Washington.

➤ Potential Solutions:

- Identify the linguistic needs of a community by talking to community leaders and key informants, and by reviewing language data.
- Translate all meeting materials and announcements into the top languages spoken within the area or community.
- Let people know ahead of time that interpretation services will be available for the event or meeting.
- Arrange for free interpretation services, including sign language and real-time interpretation services.
- If a language other than English is predominant among the community members, the meeting should be run in that language and the English speakers are offered interpretation services.
- Know where to secure assistive listening devices when needed and seek to hold in-person events in spaces that have hearing loop technology. Use closed captioning at online events.
- Use [Plain Talk](#) in all communications; [Executive Order 05-03](#) requires all state agencies to use simple and clear language when communicating with community members and businesses.

*Important notes about interpretation services:*

- Not all interpretation is free and may be governed by a master contract.
- Simultaneous and consecutive interpretation have different cost points and are not always covered by master contracts.
- Simultaneous interpretation (where the interpreter translates at the same time as the speaker, in a separate audio feed) is ideal for larger events, while consecutive interpretation can work for small group conversations.
- Close captioning and American Sign Language (ASL) simultaneous interpretation is available via two separate master contracts. Different contractors offer virtual vs. in-person services.
- Simultaneous spoken language interpretation is not available via the master contract. How to procure these services is being determined.

➤ **Culture:** There may need to be accommodations for certain cultural values to ensure all members are able to participate. For example, should there be separate meetings for men and women? Would it be more effective to engage youth with or without their parents present?

➤ Potential Solutions:

- Be mindful of cultural and religious observances and events when choosing a meeting date and time.
- Ask community leaders or key informants about the most culturally appropriate

- way to engage community members and then adapt your approach.
- Use inclusive images, graphics, and icons in visual materials.
  
- Non-local engagement activities: It may be difficult for some communities that are further removed from large city centers or accessible public transportation, or folks who live in rural communities to attend in person engagement activities.
  - Potential Solutions:
    - Meet people where they are at (physically). Hold the event at a location where the community regularly meets or gathers.
    - Choose a location that is accessible by public transportation and/or have free and ample parking.
    - Offer travel reimbursement and lodging.
    - For multiple events or meetings, consider holding them in different locations.
    - Hold the meeting virtually (but ensure that folks have access to the internet and the virtual meeting platform being used)
  
- Intercommunity Dynamics: It may be inappropriate to bring all the members of one community together in a shared space because of inter-community relationships, power structures, or other norms
  - Potential Solutions:
    - Do research ahead of time to learn about any potential intercommunity dynamics that may create barriers for some members to engage.
    - Talk with community leaders and other partners to get their perspective.
    - Consider what part of the community is disempowered within status-quo power structure.
    - Learn from other organizations and agency programs who have worked with the same community in the past.
  
- Own your Privilege and Implicit Biases: Implicit bias refers to the associations, stereotypes, and assumptions that we make about people. Our biases can affect how we interact with others and our relationships with community members.
  - Potential Solutions:
    - Do research about yourself before engaging with any community you are not a member of.
    - Commit to continuous, critical self-reflection.
    - Be humble, respectful, and honest. Admit mistakes when you make them.
    - Consider that you may not be the best person to engage with a community. Establish partnerships to do engagement when appropriate for interacting with the community.

- Distrust of Government: Communities may not trust government because of past historical injustices. Or, they may have had personal negative experiences interacting with state agencies, or other governmental organizations.
  - Potential Solutions:
    - Take the time to learn about the historical injustices or past experiences that are impacting the community you are trying to reach.
    - Recognize and own what has occurred in the past and recognize their present-day impacts.
      - What earned and unearned privileges do you have as result of historical injustices?
      - How may those privileges impact your ability to engage certain communities?
    - Commit to the time it will take to rebuild trust, and make sure to follow through on all promises and commitments you make to the community.
  
- Immigration Status: Not all the community members you meet with may be U.S. citizens. Some of them may be undocumented, have Temporary Protective Status as refugees, hold Green Cards, or have other immigration statuses. It is important to acknowledge any fear or uncertainty these community members may feel, be sensitive and cognizant of the larger immigration dynamics at play in our country, and work to create trust and safety.
  - Potential Solutions:
    - Ask community partners for guidance on how to make their community members feel safe and included in your activity.
    - Do not collect personal information from attendees.
    - Consider co-facilitating the event or meeting with a trusted community leader or partner.
  
- Time: Some of the logistical aspects of community engagement take time. Plan accordingly and adapt timeline as needed to meet the needs of the community.
  - Potential Solutions:
    - Think about the daily schedules of the people you're trying to engage.
    - If you will be hiring a vendor for your project, allow three months for the contracting process.
    - If your project qualifies as research, allow two months to seek approval from the Institutional Review Board.
  
- Stigma: Stigma can prevent some communities from participating, especially within certain populations, such as people living with HIV/AIDS, people experiencing homelessness, and immigration status.
  - Potential Solutions:

- Be mindful of how stigma may impact those you're trying to reach.
  - Consult with an agency or community expert on stigma reduction strategies
  
- Government Jargon & Process: Government has its own language and way of doing things that may create unintentional barriers for people outside our agency.
  - Potential Solutions:
    - Use simple, clear language in all communications and be cognizant of overusing acronyms.
    - Check assumptions about what aspects of the way we do our work is common knowledge and take care to explain things clearly.
  
- Technological Barriers: Remote and online engagement can work well for some communities, but technology may prevent some community members from participating.
  - Potential Solutions:
    - Choose a virtual meeting platform participants are familiar with.
    - Review information about the technological requirements ahead of time to make sure they are clear, straightforward, and not overly burdensome.
    - Ensure technological support is available before and during the event.
  
- Competing Priorities: Do not expect community members to drop everything in their lives to participate in a project for the agency. They have full lives with many responsibilities and commitments that may take priority. You may be able to mitigate some of these competing priorities through thoughtful planning.
  - Potential Solutions:
    - Family: When engaging with parents or caregivers in person, consider needs for childcare or adult care, and provide options for remote engagement.
    - Food: The sharing of food to bring people together is common across cultures. If possible, bring healthy and culturally appropriate snacks or meals when holding community meetings or focus groups. Consider using a restaurant frequented by community members as option to provide food. Make sure to ask community members about dietary restrictions and preferences ahead of time.
    - Work: Often, community members are not reimbursed for their time whereas partners who work for other agencies and organizations may be able to participate during work time. Look into options for providing incentives and travel reimbursement to decrease barriers for participation. Additionally, people who work full-time may prefer evenings or weekends.
    - School: If engaging students or those within the academic community, consider the time of year and school schedules. It may be difficult to engage

during school hours, the start of the school session, exam times, or school breaks.

**STEP 6: Create an Evaluation Guide**

*This section was adapted from the [Department of Health Community Engagement Guide](#)*

Create an evaluation Guide with the community and/or partners based on how they intend to measure or define success. Below are several evaluation questions to consider before, during and after community engagement occurs.

<b>When</b>	<b>Evaluation Questions</b>
<i>Before Community Engagement</i>	How was the need for this project identified?
	Are the right community members involved?
	Does the structure and process allow for all voices to be heard, especially those impacted by historically and contemporary injustices?
	How will you support your partners or community members? What training, information or resources will they need?
	How will you intentionally provide space for those impacted by injustices to have their issues heard and addressed?
	How does the community measure/define success?
<i>During Community Engagement</i>	How well does the group work together?
	Who has a voice and who doesn't?
	How will the group make decisions?
	How are conflicts or disagreements handled?
	Who leads the engagement efforts, meetings, or events?
	How are community members involved in developing the project?
	If you did a stakeholder analysis, did your results have the desired effect? Were they helpful?
	How did you ensure your community engagement effort was culturally and linguistically appropriate?
	Did stakeholder involvement improve the work, increase effectiveness, or increase political and community support of the effort?
<i>After Community Engagement</i>	Who came up with the project goals and plan?
	What could you have done better to identify and involve community partners and representatives?

	What strategies did you use to ensure all voices were heard?
	When partners who have been impacted by injustices or represent groups who are under-represented or historically marginalized brought forward issues, how were those addressed?
	Did your partners feel supported? What could be improved?
	How did you loop back to the community to thank them and let them know next steps and the impact of their involvement?

## Engaging with Community

### STEP 1: Reach out to Community Members

Working with a community partner, such as a community-based organization, informal group, or community-identified leader, can help with conducting community engagement that is accessible, inclusive, and respectful of the community’s priorities and culture. Ideally, a community partner is an organization or individual who is part of the community you’re hoping to engage with, or who works closely with members of that community. That partner can provide an invaluable perspective and a richer understanding of what types of engagement work well or don’t work well with that community. Identifying and working with more than one community partner can offer more depth and breadth to the perspectives and understanding of best engagement practices, while avoiding tokenism or the assumption of a monolithic community.

### STEP 2: Address Known Barriers to Engagement

It is the responsibility of government agencies to identify and address potential barriers to engagement, including when working with community partners.

When working with your community partners, it may be helpful to think through these additional considerations and how to proactively address barriers related to them:

- Participation
- Engagement
- Centering communities most impacted

### Additional Considerations During Engagement

- Transparency/Accountability
- Representation of community partners when providing feedback and input
- At the end of a meeting, whether it is one-on-one or with a large group, revisit the purpose and objectives of the meeting. Ask community members if they felt the objectives were met. Offer multiple ways for feedback to be shared.

### **STEP 3: Gathering Community Input and Feedback**

It is important to build in a process for gathering community input and feedback when doing community engagement. This helps improve upon our practices. Information learned during a feedback session should be integrated into evaluation of your community engagement plan.

### **Reflections and Follow-up**

**STEP 1: Incorporate Community Feedback/Input**

**STEP 2: Conduct Evaluation of Community Engagement & Reflect on How to Improve**

**STEP 3: Maintain Community Relationships**

## **Tools/Resources Section**

[Download the Atkinson Hyperlegible Font | Braille Institute](#)

[Make your Word documents accessible to people with disabilities \(microsoft.com\)](#)

[Making information accessible for all | European Blind Union \(euroblind.org\)](#)

[Implicit Bias Test CLAS Standards Training Resources](#)

Translation Services How to Guide

[Plain Language Materials and Resources](#)

[Accessing Readability Levels](#)

### **Acknowledgements**

### **References**

Government Alliance on Race and Equity. "Racial Equity Toolkit: An Opportunity to Operationalize Equity". [https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial\\_Equity\\_Toolkit.pdf](https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf)

Department of Health Community Engagement Guide

[Community Engagement Guide \(wa.gov\)](#)