

WASHINGTON STATE DEPARTMENT OF HEALTH  
**ENVIRONMENTAL JUSTICE IMPLEMENTATION PLAN**





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## ABBREVIATIONS USED

- ADA:** Americans with Disabilities Act of 1990
- CE Plan:** community engagement plan
- CRFA:** Washington State Department of Health Center for Facilities and Risk Adjudication
- DOH:** Washington State Department of Health
- DTLL:** Dear Tribal Leader Letter
- EHD Map:** Environmental Health Disparities Map
- EJ:** environmental justice
- EJA:** environmental justice assessment
- EJC:** Environmental Justice Council
- EJIP:** Environmental Justice Implementation Plan
- HEAL or HEAL Act:** Healthy Environment for All Act
- G2G:** government-to-government
- GOIA:** Washington State Governor's Office of Indian Affairs
- IWG:** Interagency Workgroup
- LEP:** limited English proficiency
- OFM:** Washington State Governor's Office of Financial Management
- OPPE:** Washington State Department of Health Office of Policy, Planning, and Evaluation
- PEAR:** Governor's Pro-Equity and Anti-Racism Initiative
- SAA:** significant agency action

## ENVIRONMENTAL JUSTICE AND THE HEAL ACT

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). The law covers the following state agencies: the Washington State Department of Health (DOH); the state departments of Agriculture, Commerce, Ecology, Natural Resources and Transportation; and the Puget Sound Partnership. Any other agency may opt in to comply with its obligations. Under the HEAL Act, agencies must incorporate EJ into their strategic plans, adopt community engagement plans, conduct environmental justice assessments on specific agency actions, incorporate EJ into budgeting and funding decisions, and offer tribal consultation on these obligations. For more information and updates on HEAL Act work, see the [DOH Environmental Justice webpage](#).

The HEAL Act requires covered agencies to include an environmental justice implementation plan within their strategic plan. This plan describes how we will incorporate EJ principles into agency activities. This plan may change pending tribal consultation, guidance from the Environmental Justice Council, funding and direction from the legislature and the Governor's office, and the evolving nature of HEAL work.

We organized the sections below by legislated obligation, including Strategic Planning, Community Engagement Planning, Environmental Justice Assessments, and Budgeting and Funding. Tribal consultation, per [RCW 70A.02.110](#), is incorporated in each relevant obligation.

Each section includes:

- An implementation timeline with milestones for **what** we will do;
- A logic model detailing **how** we will pursue each of these milestones and the activities, outputs, and outcomes for doing so; and
- A preliminary evaluation plan to measure 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 the Implementation Plan every two years to incorporate recommendations made by agency leadership, the IWG, and the EJC. The plan is flexible to respond to the needs and contributions of tribal governments and public health 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.



## HEAL IMPLEMENTATION TIMELINE

### 2022

**July:** Adopt community engagement plans

### 2023

**January:** Incorporate EJ implementation plans into agency strategic plans

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

**July:** Incorporate EJ into budgeting and funding processes

**December:** Begin biennial evaluation — EJ Council evaluates agency implementation progress

### 2024

**September:** Begin annual reporting — Agencies publish dashboards describing progress

### 2025

**July:** EJ assessments begin on additional significant agency actions identified by agencies

## THE TRANSFORMATIONAL NATURE OF THE HEAL ACT

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

In July 2022, IWG agencies released a [draft community engagement framework](#). The IWG will update it with guidance from the EJ Council, broader community guidance, and direction from tribes through the consultation process over 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.

In addition to the five implementation areas above, the HEAL Act requires specific work by DOH to update and maintain the [Environmental Health Disparities \(EHD\) Map](#). The EHD map is a cumulative impacts analysis tool. It identifies environmental health disparities across Washington. We released [Version 2.0 of the EHD Map](#) in August 2022. Over the next year, the DOH will offer tribal consultation on the map and make necessary updates.

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. Implementation of the HEAL Act is deeply aligned with DOH's [Transformational Plan](#) our vision, and our commitment to equity, innovation, and engagement. To fulfill the HEAL act, we will work on strategies across three of the five key priorities in the Transformational Plan: Health and Wellness, Environmental Health and Health Systems, and Work Force Transformation. We believe our work will affect the strategies in the other two priorities too.





## “Ripple Effects” of the Heal Act

The HEAL Act is already causing systems-level change at DOH. It exists as part of a larger ecosystem of transformational state equity initiatives, including the Governor’s [Pro-Equity and Anti-Racism \(PEAR\) Plan](#) and others, and is a featured initiative under Priority III Environmental Health in the [DOH Transformational Plan](#). Here are examples of how the HEAL Act supports changes in action:



### *Innovative and Technologically Supported*

The EHD Map makes visible the impacts of multiple forms of environmental pollution. It highlights areas of environmental health disparity in Washington. DOH will update the map regularly with guidance from community, tribes, and the EJC.



### *Community Centered with Humility*

Co-creation of the [Environmental Justice Community Participation Fund](#) grant with a community advisory committee shifts decision-making power to community. It centers the lived experience and perspectives of people living in communities most affected by environmental harms.



### *Visible, Valued, and Validated*

Targeted outreach and engagement with tribes around the HEAL Act supports visibility and accountability to tribal partners. It helps before, during and outside of the formal consultation process. This includes a biannual, Interagency Workgroup-hosted Tribal Briefings, quarterly email updates, and DOH staff attendance at tribal public health events and conferences.



### *Equity Driven*

Equity is at the heart of the HEAL Act, which codifies a definition of EJ. It centers the meaningful involvement and equitable distribution of resources and environmental benefits. It helps eliminate harm for communities most impacted by environmental pollution.



### *Collaborative in Engagement*

Through the work on the community engagement and tribal consultation obligations of HEAL, staff identified and are addressing gaps in policy, systems, and infrastructure to support equitable community engagement. This includes community compensation and language access, as well as outreach and engagement with tribes in complement to offering formal consultation.



## POLICY UPDATES TIMELINE

### 2022

**November:** Presentation to DOH Deputies Group

### 2023

**February:** ADA and Title VI Compliance Self-Assessment

**April:** ADA and Title VI Policy initial review

**April – May:** Draft policies submitted to DOH Policy Review Committee for final review

**June:** Final review and update complete

**June:** ADA and Title VI Policy Training by CFRA Equity and Social Justice Advisor and Manager

## CONTACT

For any questions about DOH's work to comply with ADA, Title VI, Title IX, Section 504 of the Rehabilitation Act of 1973, or the age discrimination act of 1975 please contact CFRA Equity and Social Justice Advisor, Oscar Cerda: [Oscar.Cerda@doh.wa.gov](mailto:Oscar.Cerda@doh.wa.gov).

## COMPLIANCE WITH FEDERAL LAWS/POLICIES RELATING TO ENVIRONMENTAL JUSTICE

The DOH, 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](#).

The DOH is currently reviewing and updating our ADA and Title VI policies and procedures, including development of processes and training for DOH staff. This work is being led by the Equity and Social Justice Advisor and Manager for the Center for Facilities and Risk Adjudication (CFRA).

## INCORPORATING EJ INTO AGENCY STRATEGIC PLANS

We published the DOH Transformational Plan in August 2022. The Transformational Plan is our roadmap for reimagining public health and includes five strategic priority areas. This EJ Implementation Plan is part of Priority III: Environmental Health. We will update the Implementation Plan regularly. It 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.

## STRATEGIC PLAN OBLIGATION TIMELINE

### 2022

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

### 2023

**January:** Publish DOH EJ Implementation for 2023 – 2025

**February:** Share IWG implementation plan with EJC

**February – December:** Work with DOH offices and programs to find additional goals and metrics for evaluation

**March – October:** Tribal roundtable discussions

**April:** Receive feedback from EJC on IWG implementation plan

**May – June:** Incorporate guidance from the EJC into IWG implementation plan and update DOH EJ implementation Plan

**September:** Annual update to EJC

**November:** Tribal consultation

### 2024

**January – March:** Incorporate agreements from tribal consultation and update EJ implementation plan within DOH Transformational Plan

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

### 2025

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

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

## LOGIC MODEL FOR STRATEGIC PLAN OBLIGATION

PARTICIPANTS →	RESOURCES →	ACTIVITIES →	RESULTS →	SHORT-TERM OUTCOMES →	INTERMEDIATE OUTCOMES →	LONG-TERM IMPACTS
Who at DOH will be part of the work?	What do we need to accomplish agency-wide HEAL implementation?	To implement HEAL agency-wide we will do the following	These activities will produce the following evidence of HEAL implementation	These activities will lead to the following changes in 2023	These activities will lead to the following changes by 2025	These activities will lead to the following changes within 5–7 years
HEAL implementation staff  Divisional, Office, and Executive Leadership  Tribal Policy Director and Tribal Relations Director  Office of Strategic Partnerships  Office of Public Affairs and Equity  Evaluation and policy analysis staff	DOH staff time  Guidance for DOH programs  List of DOH programs with potential EJ impacts  Communications resources and strategies  Tribal consultation and engagement plan	Draft EJ Implementation Plan (EJIP)  Work with programs to define their EJ goals, metrics, and strategies  Initiate planning to create timelines for major HEAL obligations  Develop EJIP communications strategy  Plan for tribal consultation and engagement	Public-facing EJIP Version 1 HEAL included in the Office of Policy, Planning, and Evaluation (OPPE) Feature Board  Program specific goals, metrics, and outcomes included in future versions of EJIP  Draft timelines for major obligations included in EJIP  EJIP communications strategy and infrastructure  Consistent outreach and engagement with tribes	EJIP published on DOH website by Jan 1, 2023  Program documents reflect EJ goals, metrics, and outcomes Program plans for operationalizing and reporting EJ data developed  Major obligation timelines revised and finalized  Implementation Plan published to DOH website  Expanded awareness of HEAL among tribal partners	EJIP provides roadmap for embedding EJ into DOH programs  Programs plan to collect data to track EJ goals, metrics and outcomes Program EJ goals, metrics, and outcomes included in annual HEAL reports  Timeline showing progress on major obligations published  First year HEAL report complete  Offer consultation to tribes on 2022 DOH Transformational Plan	EJ is consistently prioritized and resourced in DOH Transformational Plan and agency policy agenda  EJ is reflected at all levels of agency in operational plans and practice  Communities are aware of and able to track progress in implementing strategic plan  Annual HEAL reporting communicated to internal and external partners  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 DOH at division, executive office, program, and initiative levels.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
Who will be part of the evaluation work?	What do you need to know?	Measurable signs of progress that reflect objectives	Where will data be obtained?	When will data be collected?	What will be done with the data?	When and how will results be shared?
HEAL implementation team Agency, division and office leadership OPPE	To what extent are HEAL obligations reflected in the agency's overall strategic planning process and documents?	HEAL requirements and obligations identified in future versions of the agency's strategic plan HEAL implementation team engaged throughout planning process	Agency strategic/transformational planning documentation	Ongoing beginning July 2022	Qualitative content analysis of agency strategic and operational plans	Annual HEAL reports/updates to the EJC Posted to SharePoint and externally facing website Shared externally through community engagement and tribal public health partners
HEAL implementation team Agency, division and office leadership OPPE	To what extent do we reflect HEAL obligations in strategic planning processes and documents at division, executive office, and program/initiative levels?	HEAL requirements and obligations identified as priorities and operationalized in strategic planning HEAL implementation team actively engaged throughout planning process	Division, executive office, and program/initiative strategic planning documents Feedback provided by staff during planning process	Ongoing beginning July 2023	Mixed methods analysis of strategic and operational plans, and feedback we get in planning process	Annual HEAL reports/updates posted to SharePoint and external website Shared externally through community engagement and tribal public health partners
HEAL implementation team Agency, division and office, or program leadership and staff OPPE	Which DOH programs with EJ impacts have metrics, outcomes, and goals to track HEAL implementation? To what extent did we begin data collection and analysis?	HEAL staff report collaborating with program staff and leadership Programs have defined EJ metrics, goals, and outcomes	Division, executive office, and program/initiative strategic planning documents Program documentation and one-pagers Feedback received from programs	Ongoing beginning Aug 2022	Qualitative content analysis of operational plans and one-pagers Qualitative analysis of feedback we get from programs	Annual HEAL reports/updates posted to SharePoint and external website Shared externally through community engagement and tribal public health partners



## COMMUNITY ENGAGEMENT PLAN TIMELINE

### 2022

**October – December:** IWG Community Engagement subcommittee 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)

## 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 our 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 council approved agencies to adopt provisional community engagement plans. That way, HEAL agencies could fulfill their duty to the Legislature and people of Washington in compliance with the law. DOH 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, DOH and other HEAL agencies will hold community listening and feedback sessions. Through these listening sessions, we will co-author needed changes to the provisional CE plans. Agencies will also conduct tribal consultation. When provided, agencies will also incorporate guidance from the EJC.

The CE plan will evolve as our agency builds a relationship with the EJC and Washingtonians as EJ is implemented across state agencies. 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 DOH

**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

**November:** 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
Who at DOH will be part of the work?	What do we need to accomplish agency-wide HEAL implementation?	To implement HEAL agency-wide we will do the following	These activities will produce the following evidence of HEAL implementation	These activities will lead to the following changes in 2023	These activities will lead to the following changes by 2025	These activities will lead to the following changes within 5–7 years
<p>HEAL implementation staff</p> <p>Divisional, Office, and Executive Leadership</p> <p>Tribal Policy Director and Tribal Relations Director</p> <p>Office of Strategic Partnerships</p> <p>Office of Public Affairs and Equity</p> <p>Evaluation and policy analysis staff</p>	DOH staff time	Organize community listening sessions across 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
	IWG member time	Review DOH 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 DOH employees	DOH staff and resources equipped to comply with federal and state laws and policies related to EJ and accessibility	Accessible engagement with community members
	Community members time					
	EJC members' time	Plan for use of updated CE plan	Guidance and training for DOH staff	Gaps in resources and infrastructure needed for CE identified	DOH internal policy addresses gaps in resources and infrastructure for CE	DOH staff equipped to engage communities with respect and intention
	Training and communications 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
	Community engagement resources	Plan for cross-agency tribal consultation and engagement on updated CE plan	Tribal engagement framework v1 Coordinated, cross-agency approach to consultation	Consistent cross-agency 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 agency work
		Plan and coordinate process with IWG to collect ongoing guidance on CE plan for biennial updates	Clear goals, timeline, expectations, and processes for updating CE plans for all HEAL agencies	Agencies seek feedback from staff, communities, tribes, and EJC Agencies offer consultation to tribes on CE plan updates	Agencies demonstrate transparency in how they integrate feedback and coordinate on updates to CE plans	CE plans regularly updated with guidance from communities, EJC, tribal partners, and DOH staff CE plans are consistent across agencies

## EVALUATION PLAN FOR COMMUNITY ENGAGEMENT PLAN OBLIGATION

**OBJECTIVE:** Finalize and begin using CE plan to show our commitment to transforming public health through equitable, inclusive, culturally appropriate, and humble engagement with overburdened communities and vulnerable populations.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
Who will be part of the evaluation work?	What do you need to know?	Measurable signs of progress that reflect objectives	Where will data be obtained?	When will data be collected?	What will be done with the data?	When and how will results be shared?
HEAL Implementation Team; Tribal Relations Director; agency, division, and office or program leadership and staff; OPPE	How has the provisional CE plan been developed and updated?	Feedback and recommendations received from EJC, tribal and community partners  Next version(s) of CE plan include recommendations from EJC, tribal and community partners	Documentation of EJC, tribal consultation, and community feedback and recommendations  Provisional and updated versions of CE plan	January 2023 – December 2023	Qualitative/ content analysis of documentation, feedback, and recommendations  Comparative analysis of provisional and updated CE plan	Annual HEAL reports/ updates posted to SharePoint and external website  Shared externally through community engagement and tribal public health partners
HEAL Implementation Team; Tribal Relations Director; GOIA; HEAL IWG	To what extent did we offer consultations and/or ongoing engagement to tribal governments and communities?	Tribal consultation outreach begins  Tribal roundtables process begins	Results of tribal roundtables and tribal consultation	January 2023 – December 2023	Qualitative analysis of tribal consults and roundtables  Mixed methods analysis of tribal-informed updates to CE plan	DTTLs, tribal roundtable discussions, tribal Consultation process  Annual HEAL reports/ updates posted to SharePoint and external website
HEAL Implementation Team; HEAL IWG	To what extent did we engage overburdened communities and vulnerable populations?	List of communities and representatives to participate in listening sessions drafted or completed  Community listening sessions process begins	Community listening session lists and schedules  Results of community listening sessions	March 2023 – December 2023	Qualitative analysis of community listening sessions  Mixed methods analysis of community-based updates to CE plan	Annual HEAL reports/ updates posted to SharePoint and external website  Shared through community engagement and tribal public health partners.
Agency, division, and office or program leadership and staff; HEAL Implementation Team; Tribal Relations Director	What is the process for ensuring equitable and culturally appropriate community engagement and tribal consultation?	Training for DOH on how to use updated CE plan developed  Resources for DOH program developed, reviewed, distributed  Programs pilot CE plan	Feedback from staff training sessions  Documentation of resources developed  Lists/Results of Programs piloting CE plan	April 2024 – ongoing	Mixed methods analysis of staff trainings, documents program pilots, feedback from community and direction through tribal consultation process	Annual HEAL reports/ updates to EJC, posted to SharePoint and external website  Shared through community engagement and tribal public health partners.



## EJA OBLIGATION TIMELINE

### 2022

**September – December:** Identify programs at DOH that meet the statutory definition of a SAA

### 2023

**January:** Send DTLL with list of programs identified as SAA

**January – March:** With EJC, create initial process for EJAs

**March – May:** Open list of SAAs for Public Comment

**March – October:** Hold community listening sessions across the state to inform EJA process

**March – October:** Tribal roundtable discussions on SAAs that affect federally recognized tribes' rights and interests in tribal lands

**May – June:** Incorporate feedback from the public to list of SAAs

**May – June:** Incorporate initial feedback on EJAs from community listening sessions into process; share revised EJA process with EJC

**July:** Share the determination of DOH SAAs in the Washington State Registrar

**July:** Begin conducting EJAs on SAAs

**November:** Tribal consultation

**November:** Receive guidance from EJC on updates to include in EJA process

(continues)

## ENVIRONMENTAL JUSTICE ASSESSMENTS

DOH is identifying current 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, DOH will work with the IWG to create a template for EJAs. Each agency will be able to adapt the template as needed to fit its needs. Like our approach with CE plans, we will update the EJA process every two years to add community feedback on the process and guidance from the EJC.

## EJA OBLIGATION TIMELINE (continued)

### 2024

**April:** Identify other programs that meet the statutory definition of SAAs following the end of legislative session; send DTLL and invite tribal consultation on SAAs that affect federally recognized tribes' rights and interests in their lands

### 2025

**June:** Identify additional programs that meet the statutory definition of SAAs after legislative session; send DTLL and invite tribal consultation on SAAs that affect federally recognized tribes' rights and interests in their lands

**July:** Identify additional SAAs, beyond the statutory definition (per [RCW 70A.02.060](#)) and begin conducting EJAs for these actions

**July – October:** Launch update process for EJAs; review community feedback and request guidance from EJC to inform updates to EJA process

**December:** Update EJA process and implement

## LOGIC MODEL FOR ENVIRONMENTAL JUSTICE ASSESSMENT OBLIGATION

PARTICIPANTS →	RESOURCES →	ACTIVITIES →	RESULTS →	SHORT-TERM OUTCOMES →	INTERMEDIATE OUTCOMES →	LONG-TERM IMPACTS
Who at DOH will be part of the work?	What do we need to accomplish agency-wide HEAL implementation?	To implement HEAL agency-wide we will do the following	These activities will produce the following evidence of HEAL implementation	These activities will lead to the following changes in 2023	These activities will lead to the following changes by 2025	These activities will lead to the following changes within 5–7 years
<p>HEAL implementation staff</p> <p>Divisional, Office, and Executive Leadership</p> <p>Tribal Policy Director and Tribal Relations Director</p> <p>Office of Strategic Partnerships</p> <p>Office of Public Affairs and Equity</p> <p>Policy analysis, rulemaking, and program staff</p>	HEAL staff time	Develop criteria and process for identifying SAAs at DOH	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
	Key DOH 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
	IWG member time	Work with IWG to develop EJA process v1	EJA process v1 Roles and responsibilities Guidance for staff on EJAs	Initial cohort of SAAs selected and piloting EJAs	EJAs expanded to additional qualifying SAAs	EJAs are consistently applied for all qualifying SAAs at DOH
	Community members time	Work with DOH staff to develop guidance for EJA implementation	Consistent communication with EJC around EJA process	Key staff at DOH for EJAs identified	Key DOH staff trained and receive guidance on EJA process	DOH staff are proficient in applying EJAs
	EJC members' time	Plan for EJC guidance	DOH CE plan Guidance for DOH on budgeting, staffing for CE	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 relations staff time	Plan for CE through EJAs for SAAs	Tribal engagement framework v1	Gaps in resources and infrastructure needed for CE identified Pilot EJAs document CE as case studies for DOH	DOH internal policy addresses gaps in resources and infrastructure for CE CE expanded for additional SAAs	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	Consistent outreach and engagement with Tribes Consultation offered for SAAs identified as having tribal impacts	DOH consistently offers consultation on SAAs Consultation offered on identification of additional types of SAAs	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
Who will be part of the evaluation work?	What do you need to know?	Measurable signs of progress that reflect objectives	Where will data be obtained?	When will data be collected?	What will be done with the data?	When and how will results be shared?
HEAL Implementation Team; agency, division, and office or program leadership and staff; OPPE	To what extent did we develop the process for identifying SAAs?	Criteria for identifying SAAs set and vetted by program partners Process for identifying SAAs exempt from EJAs drafted	Agency-wide survey of SAAs Documentation, for identifying or excluding SAAs List of SAAs published to DOH website	Ongoing beginning September 2022	Quantitative summaries of survey results Content analysis of criteria Counts of SAAs by division/office Qualitative coding of published SAAs	Annual HEAL reports/ updates to EJC, which we will post to SharePoint and external website Share determination of the types of SAAs in the Washington State Registrar
HEAL Implementation Team; Tribal Relations Director; agency, division, and office or program leadership and staff; OPPE	How did we include tribal consultations in EJA process?	Tribal consultation outreach begins Tribal roundtables process begins	Documentation of tribal consult framework and process Agreements from tribal partners received through consultation process Documentation of process for identifying SAAs impacting tribal partners	Ongoing beginning January 2023	Qualitative coding of process documentation, and agreements from tribal consultation Mixed methods analysis of tribal consultation results Mixed methods analysis of SAAs identified with impacts to tribes	Annual HEAL reports/ updates to EJC, also posted to SharePoint and external website Share determination of the types of SAAs in the Washington State Registrar Notify tribes of SAAs that affect federally recognized tribes' rights and interests in their lands through DTLLs and invite formal consultation

(continues)

## 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
Who will be part of the evaluation work?	What do you need to know?	Measurable signs of progress that reflect objectives	Where will data be obtained?	When will data be collected?	What will be done with the data?	When and how will results be shared?
HEAL Implementation Team; agency, division, and office or program leadership and staff; OPPE	To what extent did we develop and implement the EJA process?	Overburdened communities/ vulnerable populations identified EJA pilots in-progress DOH staff receiving communications, resources, and training on initial EJA process Initial EJA process updated (version 2)	Documentation for identifying overburdened communities and vulnerable populations Documentation of initial EJA process Pilot EJA process with group of programs that meet SAA definition Additional documentation and resources for staff; feedback from trainings	Ongoing beginning January 2023	Mixed-methods analysis of EJA pilots scheduled or completed by division/ office Quantitative summary of staff assigned to conduct EJAs, and reporting EJA proficiency Qualitative coding of documentation/ resources, staff feedback	Annual HEAL reports/ updates to EJC, which will also be posted to SharePoint and external website HEAL agency dashboard on OFM website
HEAL Implementation Team; agency, division, and office or program leadership and staff; OPPE	How did we engage communities during development and implementation of EJAs?	Community listening sessions in-progress to get feedback on initial EJA process EJAs begin including community engagement	Feedback from listening sessions Findings from EJAs including community engagement	Ongoing beginning March 2023	Mixed methods analysis of community listening sessions and feedback from EJAs with community engagement	Annual HEAL reports/ updates to EJC, also posted to SharePoint and external website



## BUDGETING AND FUNDING TIMELINE

### 2022

**November – December:** Contract with UW Evans School of Public Policy consulting team to create recommendations for fulfilling the budgeting and funding obligation of HEAL

### 2023

**January:** Seek guidance from EJC

**January – April:** Work with Evans consulting team to do the following in partnership with the DOH Office of Financial Services:

- Develop method to identify and determine environmental benefits and burdens in DOH projects and programs
- List DOH projects and programs 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 plans to develop methods for including overburdened communities and vulnerable populations in agency spending decisions
- Develop specific goals and metrics around agency EJ goals for identified programs with environmental impacts

(continues)

## BUDGETING AND FUNDING

Fulfilling this obligation requires planning and partnering with other HEAL agencies, agency financial services teams, and the Office of Financial Management. Through 2023, before the statutory deadline, DOH will partner with the University of Washington Evans School of Public Policy for research and recommendations. We will look for ways to implement the components of this obligation. We will also 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 programs making expenditure decisions. Implementation for this obligation will be ongoing. We will refine our processes over time.

## BUDGETING AND FUNDING TIMELINE (continued)

### 2023

**May:** Share recommendations from Evans consulting team with IWG and EJC

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

**June – July:** Work with Office of Financial Management and DOH Office of 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
Who at DOH will be part of the work?	What do we need to accomplish agency-wide HEAL implementation?	To implement HEAL agency-wide we will do the following	These activities will produce the following evidence of HEAL implementation	These activities will lead to the following changes in 2023	These activities will lead to the following changes by 2025	These activities will lead to the following changes within 5–7 years
HEAL implementation staff  Divisional, Office, and Executive Leadership	HEAL staff time  Evans Capstone team time	Start and lead way to name environmental benefits and burdens in applicable DOH programs	Method for finding environmental benefits and harms  Guidance and training for DOH staff	DOH 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	DOH staff regularly evaluate equitable distribution of environmental benefits and harms as part of budgeting and decision-making
Office of Financial Services  Office of Strategic Partnerships	DOH Fiscal staff time  EJC guidance	Develop method to find what constitutes “equitable distribution” of funding for applicable programs	Method to review budgets for equity in spending distribution	DOH identifies proportion of environmental funding directed to overburdened communities and vulnerable populations	DOH 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 Public Affairs and Equity  Policy analysis, program, and finance staff	Training and communications resources  Community engagement resources	Develop methods for including overburdened communities and vulnerable populations in agency expenditure decisions	Specific methods, recommendations, and resources for community engagement  DOH 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 and program goals and metrics for spending decisions	Program documentation and one-pagers reflect EJ goals and metrics	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 DOH 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	DOH 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 DOH decisions for budget development, spending, and granting or withholding environmental benefits.

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
Who will be part of the evaluation work?	What do you need to know?	Measurable signs of progress that reflect objectives	Where will data be obtained?	When will data be collected?	What will be done with the data?	When and how will results be shared?
HEAL Implementation Team; Evans Student Consulting Group; agency, division, and office or program leadership and staff; division fiscal staff; OPPE	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 program partners	Documents for way to name environmental benefits and harms Program material showing environmental benefits and harms	Ongoing beginning July 2023	Content analysis of criteria Qualitative coding of published program materials	Annual HEAL reports/ updates to EJC, also posted to SharePoint and external website
HEAL Implementation Team; Evans Student Consulting Group; agency, division, and office or program leadership and staff; division fiscal staff; OPPE	What proportion of applicable DOH spending creates environmental benefits for overburdened communities and vulnerable populations?	Process to review equity in distribution of DOH spending set and vetted by program partners Baseline testing of distribution of DOH spending Regular testing of DOH spending distribution	Document for way to review equity in DOH spending distribution Fiscal and budget documentation from relevant DOH programs	Ongoing beginning July 2023	Qualitative coding of process documentation Quantitative summary of spending that creates environmental benefits for overburdened communities and vulnerable populations	Annual HEAL reports/ updates to EJC, also posted to SharePoint and external website HEAL agency dashboard on OFM website
HEAL Implementation Team; agency, division, and office or program leadership and staff; OPPE	How did we engage communities in how we DOH fund and make decisions?	Specific methods, recommendations, and resources to engage community members Community listening sessions, advisory committees, and other modes of engagement used to set spending priorities at all DOH levels	DOH HEAL CE plan Documentation of community engagement (ex. reports for SB 5793, written case studies, web materials, etc.)	Ongoing beginning July 2023	Mixed methods analysis of CE plan Mixed methods analysis of community engagement documentation and reports	Annual HEAL reports/ updates posted to SharePoint and external website Shared externally through community engagement and Tribal public health partners

(continues)

## EVALUATION PLAN FOR BUDGETING AND FUNDING OBLIGATION (continued)

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

PARTICIPANTS	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION TIMEFRAME	DATA ANALYSIS	COMMUNICATION PLAN
Who will be part of the evaluation work?	What do you need to know?	Measurable signs of progress that reflect objectives	Where will data be obtained?	When will data be collected?	What will be done with the data?	When and how will results be shared?
HEAL Implementation Team; agency, division, and office or program leadership and staff; OPPE	To what extent do we use EJ goals and metrics to share reason for spending decisions?	Agency and program EJ goals, metrics, and outcomes Program staff use EJ and environmental health disparities data in setting agency and program spending priorities	Materials showing agency and program EJ goals, metrics, and outcomes Materials showing use of EJ and environmental health disparities data in agency and program planning Feedback from fiscal staff	Ongoing beginning July 2023	Mixed method analysis of agency and program planning documentation Qualitative coding of feedback from staff	Annual HEAL reports/ updates to EJ Council, also posted to SharePoint and external website HEAL agency dashboard on OFM website
	To what extent does our portfolio of grants and contracts create ways to enact EJ principles?	Way to test use of EJ principles in distribution of DOH grants and contracts portfolio set and vetted by program partners Baseline assessment of DOH grant and contract portfolio Ongoing assessment of DOH grant and contract portfolio	Materials showing how we use EJ principles in distribution of DOH grants and contracts portfolio Grant and contract materials from relevant DOH programs	Ongoing beginning July 2023	Qualitative coding of process documentation Quantitative summary of grants and contracts that support EJ principles outlined in statute	Annual HEAL reports/ updates to EJC, also posted to SharePoint and external website HEAL agency dashboard on OFM website



## IMPLEMENTATION CONSIDERATIONS — OPPORTUNITIES AND CHALLENGES

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 DOH 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.

DOH is uniquely positioned to advance this work. Some of these opportunities include:

- The HEAL Act is the first of its kind at the state level. DOH and the other HEAL agencies can serve as a model for other states to replicate as they pursue more environmentally just policies and processes.
- Reducing health and environmental disparities is a core component of EJ. Public health agencies have a key role to play in this work.
- The EHD map is an innovative piece of technology. As it evolves and improves with the aid of communities and tribes, it can be a powerful tool in achieving the aims of the HEAL Act and tracking agency progress over time

## CONCLUSION

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 the [Department of Health's Environmental Justice webpage](#).



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