

## HEAL Act: Project Brief & Management Structure

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### Overview:

After years of dedicated community efforts and environmental justice activism to seek fairness during public decisions, Washington lawmakers passed the Healthy Environment for All Act (also known as the HEAL Act) Senate Bill 5141, [HEAL Act](#), effective July 25, 2021. The HEAL Act was signed into law to reduce environmental and health disparities in vulnerable populations, racial or ethnic minorities, low-income populations and populations disproportionately impacted by environmental harms and improve the health of all Washington state residents, among other purposes. This legislation creates a framework with **three (3) main goals** for all covered agencies (as defined in Section 2(2)), including the Washington State Department of Transportation, among others:



Under the HEAL Act, all covered agencies, including the Washington State Department of Transportation (WSDOT), have new and additional state-level compliance responsibilities toward environmental justice, including, but not limited to: (1) Create and adopt an equitable community engagement plan; (2) create, adopt, and include an EJ implementation plan within WSDOT’s strategic plan; (3) adopt a “checklist” for conducting EJ assessments for significant agency actions; and begin conducting EJ assessments on significant agency actions using the checklist, among others responsibilities (4) to the extent allowed by law and consistent with legislative appropriations, equitably distribute funding and expenditures related to programs that address or may cause environmental harms or provide environmental benefits towards overburdened communities and vulnerable populations . WSDOT has a compelling interest in preventing and addressing environmental effects and health disparities in the state of Washington and ensure all residents have the opportunity to reach their full health and life potential by partnering meaningfully with communities, administering programs to remedy the effects of past disparate treatment of overburdened communities and vulnerable populations, and embed equity and inclusion in mission, planning, goals and measures of progress. In order to guide WSDOT’s implementation of environmental justice principles and enforce the department’s Diversity, Equity

and Inclusion (DEI) goals, we have created an internal structure of management teams that will provide a pathway for executive direction and guidance.

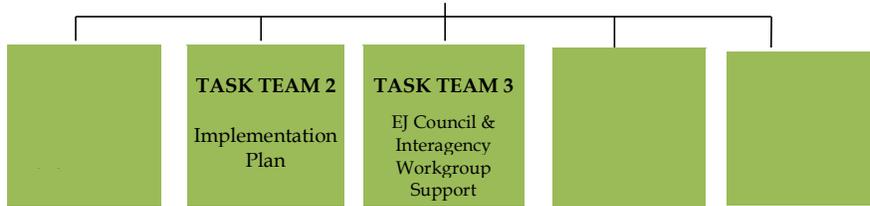
**1. What kinds of tasks WSDOT need to complete?**

DATES	TASKS
July 1, 2022	Create and adopt an equitable community engagement plan, in consultation and consideration with EJ populations and federally recognized Indian tribes, among others (Section 13 & 18).
January 1, 2023	Create, adopt, and include an EJ implementation plan within WSDOT’s strategic plan in consultation with federally recognized Indian tribes (Section 12 & 18).
July 1, 2023	Develop a process and adopt a “checklist” for conducting EJ assessments for significant agency actions (Section 14) and begin applying EJ assessments to any actions that WSDOT identifies as significant that are in addition to the significant agency actions identified in Section 2 (12). (Section 14).
July 1, 2023	Incorporate EJ principles into its decision processes for budget development and expenditures (Section 16).
September 1, 2024	Collaborate with the interagency work-group in technical assistance with the implementation of environmental justice into agency strategic plans, environmental justice obligations for budgeting and funding criteria and decisions, environmental justice assessments, and community engagement plans;

**2. How is this effort organized?**

WSDOT has selected the following structure of management teams to enforce the implementation of the HEAL Act, and address the specific tasks that the statute requires to each one of the covered agencies (Section 2(2)):





The above structure (The HEAL Act Tree) reflects the teams, areas and divisions that will integrate WSDOT's management structure of the HEAL Act. These divisions have been selected based on their business, functions, and expertise and how they relate with the enforcement and implementation of HEAL Act's environmental justice efforts within the department of transportation:

# HEALTHY ENVIRONMENT FOR ALL (HEAL) ACT



## A. Executive Team

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The **Executive Team** will serve as the executive steering committee and its role is to provide advice, support, and guidance to the Project Management Team, ensure the delivery and progress of state level requirements of environmental justice and the achievement of specific outcomes and accomplishments within WSDOT.

### Composition:

Executive Team:	
Office of Equal Opportunity (OEO)	Urban Mobility & Access (UM & A)
Multimodal Development & Delivery (M2D)	Washington State Ferries (WSF)
Multimodal Planning Division (MMP)	Region
Environmental Services Office (ESO)	Budget
Capital Program Development & Management Division (CPDM)	Inclusion Goal Sponsor/ Assistant Secretary
Active Transportation Division (ATD)	Inclusion Goal Steward/ Construction
Public Transportation Division (PTD)	Development Division
Tribal Relations	Maintenance
Communications	

### Roles & Expectations:

1. Provide advice, support, and guidance to the Project Management Team,
2. Provide direction, guidance, and feedback on major deliverables,
3. Support “culture change” agency-wide and within respective divisions,
4. Meet as a group on a regularly scheduled basis,
5. Available to Core Team, Task Teams, and Executive Sponsors
6. Allocate staff resources and help recruit for Strategy Teams
7. Resolve conflicts
8. Serve as champions and advocates
9. Help determine and refine “success”
10. Coordinate with your respective Core Team member
11. Periodically review products

## B. Executive Sponsors

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The **Executive Sponsors** will co-chair the Executive Team and provide direction to the project managers between meetings. The Executive Sponsors will make sure that the project’s goals are aligned with overall company strategy, garners support from other senior executives, provide ongoing direction as the effort unfolds and create the internal administrative conditions for success.

**Composition:**

Executive Sponsors	
Office of Equal Opportunity (OEO)	Earl Key, Director
Multimodal Development & Delivery (M2D)	Allison Camden, Deputy Director

**Roles & Expectations:**

1. Provide advice, support, and guidance to co-project managers role
2. Meet with co-project managers on a regularly scheduled basis
3. Set expectations for co-project managers
4. Works with other sponsors, stakeholders and team-leaders
5. Ensure the executive team is informed, in collaboration with co-project managers
6. Assist in the development of a communication plan
7. Ensure goals are aligned with WSDOT’s strategic plan
8. Ensure the accountability of project with the executive team and directors
9. Facilitate and implement culture change
10. Recommends opportunities to optimize cost and benefits,
11. Provide and allocate resources and accessibility,
12. Promotes ethical working,
13. Resolve conflicts,

**C. Co-Project Managers Team**

The **Co-Project Managers** will serve as liaisons to building trust within WSDOT and increasing meaningful engagement with EJ communities; will develop WSDOT’s environmental justice goals, metrics, and objectives and work with divisions, programs and staff to implement statutory environmental justice mandates; coordinate environmental justice work within the department and with other federal, state, local, and tribal government partners.

**Composition:**

Co-Project Managers	
Office of Equal Opportunity (OEO)	Alberto J. Valentín, Environmental Justice & Comm. Engagement Manager
Easter Region Planning	Charlene I. Kay, Region Planning & Strategic Comm. Partnership Director

**Roles & Expectations:**

1. Define main objectives, purpose, and scope of the HEAL Act
2. Create long- and short-term plans, including setting targets for milestones and adhering to deadlines
3. Identify key internal and external stakeholders
4. Communicate & report to the Executive Team
5. Discuss expectations, goals and recommendations with Executive Team,
6. Seek and obtain necessary authorization to move goals forward
7. Create an integrated project plan
8. Serve as WSDOT’s representatives on the interagency workgroup
9. Lead the draft and development of the HEAL Act Implementation Plan,
10. Delegate tasks on the project to Core Team members and task-teams,
11. Identify, initiate, and monitor work from task teams and their leads
12. Identify and implement Environmental Justice “building capacity” training opportunities for the Executive and Core teams.

**D. Core Team**

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The **Core Team**, comprised of representatives from various WSDOT organizations with respective representation on the Executive Team, directly engages in environmental justice practices. The members are nominated by respective division directors or region managers. The Core Team is a diverse small group with varying strengths, perspectives, and expertise relating to the state transportation system. As needed, other members may be added to represent and support the divisions and programs most heavily engaged.

**Composition:**

Executive Team:	
Office of Equal Opportunity (OEO)	Urban Mobility & Access (UM & A)
Multimodal Development & Delivery (M2D)	Washington State Ferries (WSF)
Multimodal Planning Division (MMP)	Regions
Environmental Services Office (ESO)	Budget
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**Roles & Expectations:**

1. Develop and manage overall work plan, prioritize and sequence initiatives.
  2. Support initiative delivery, change management, problem-solving and efficiencies.
  3. Assist with and/or review Task Team deliverables.
  4. Make decisions to the greatest extent possible. When requests for decisions must be taken to the executive sponsor or other WSDOT executives, provide the information and other resources needed to secure “informed” decisions..
  5. Serve as advocates and champions. Obtain resources. Develop and implement initiatives. Serve on at least one task team, strategy teams or interagency sub-groups.
  6. Develop and maintain a culture of collaboration, delivery, customer focus and learning.
  7. Commit to implementation efforts (including responsibilities and tasks that align with their existing job).
  8. Comprised of representatives of various WSDOT organizations. Provide different strengths and perspectives. Small group.
  9. Identify and manage progress toward measurable performance goals
- E. Identify and participate in training opportunities to build Environmental Justice capacity.

**Task Teams**

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The **Task Teams** will be the staff-level “doers” recruited by members of the Core Team for the purpose of completing specific tasks. The teams can be lead and staffed by any level of staff. Each Task Team will have a lead (or co-leads) and a handful of members. All participants will need prior approval from their division directors or region managers. Task Team leads will be recruited by the co- project managers.

**Composition:**

TASK TEAM 1	TASK TEAM 2	TASK TEAM 3	TASK TEAM 4	TASK TEAM 5
Community Engagement Plan	Implementation Plan	EJ Council & Interagency Work/Sub-group Support	Significant Actions & EJ Assessment	Budget Development
Bill Bennion & Angie Davis	Co-project Managers	Co-Project Managers & Task Team leads	Ashley Carle	Hillary Badger & Tim Rydholm

### **Roles & Expectations:**

1. Small teams composed by Core Team members and other WSDOT employees, delivering key tasks associated with the HEAL Act.
2. Develop initiatives with specific deliverables and milestones,
3. Deliver products, document their work and report to co-project-managers,
4. Lead change management associated with individual initiatives,
5. Engage and inform employees, management and others,
6. Collaborate with Core Team, Executive Team, and Co-Project managers,
7. Report progress to the Core Team,
8. Identify and participate in training opportunities to build Environmental Justice capacity.

### **How will decisions be made?**

- Executive Team, Co-project managers and the Core Team will use their best judgment, informed by data and analysis, to make decisions and move projects forward.
- Core Team will likely produce more great ideas than their available resources can deliver. They will thoughtfully and methodically prioritize and sequence ideas and initiatives. Willingness to invest resources (effort, time, expertise) to produce tangible deliverables will be considered in prioritization.
- Decisions will be made by consent. Conflicts will be resolved through the Core Team, if necessary, escalated to the Executive Team and Executive Sponsors.

### **What principles will guide this work?**

- Engage workers, deeply understand their needs, and equip them for success.
- Understand that this work evolves and changes. We will adapt our approach over time as we learn from each other and the public and as we advance toward our objectives.
- This work is a journey. While some tasks may be completed quickly, it will take time to make lasting, cultural and structural change.
- Ensure that this project aligns with WSDOT's vision, mission, values (safety, engagement, innovation, integrity, leadership, and sustainability), and goals (inclusion, practical solutions, and workforce development).
- Manage risk and ensure compliance.

### **3. What kinds of actions will WSDOT complete?**

- Enhance equity in all facets of project and service delivery including planning, project selection, budget programming, design, along with maintenance and operations by implementing the [HEAL Act](#)
- Avoid, minimize or mitigate disproportionately high and adverse human health, social, economic, and environmental effects on minority populations and low-income populations.
- Ensure full and fair participation in the decision-making process by all potentially affected communities, and
- Provide full and prompt benefits, by preventing the denial of, reduction in, or significant delay in the receipt of benefits by minority populations and low-income
- Measurable goals and model policies to reduce environmental health inequities,
- Equitable practices for meaningful community involvement, and
- Learn how to use special screening tools that integrate environmental, demographic, and health disparities data, to identify and promote the equitable distribution of environmental benefits to overburdened communities,
- Reduce environmental and health disparities in Washington state improve the health of all Washington state residents
- Reduce exposure to environmental hazards within Indian country and improve state practices to reduce contamination of traditional foods

### **5. How does this effort fit with other Diversity, Equity, and Inclusion initiatives at WSDOT?**

