

Worksheets for the

Environmental Justice Primer for Ports:

*The Good Neighbor Guide to Building*

*Partnerships and Social Equity*

*with Communities*

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# Introduction

## Statement of Purpose

The Environmental Justice Primer is a resource tool designed to inform the port industry sector of the perspectives, priorities, and challenges often unique to communities with EJ concerns. In addition to orienting the port sector about EJ considerations, this resource is structured to provide guidance to improve the effectiveness of port -community engagement in addressing concerns of impacted residential communities. To advance implementation of these principles, the EJ Primer features numerous examples of effective port/community engagement actions. The EJ principles are integrated into a step-by-step good neighbor roadmap process that parallels the Community Action Roadmap.

These Worksheets are extracted from the EJ Primer so that participants can directly interact, collaboratively work through exercises that assess and build capacity, practice problem-solving skills, and plan for action.

# Section B: Good Neighbor Roadmap

## Overview

### Try It Out! Determine a Starting Place – Environmental Justice Primer for Ports Page 20

The following assessment is designed to help you determine which step would most benefit your port at the moment. Review the questions and mark “no,” “some” or “yes.” Consider starting with the step in the process that you first marked with a “no” or “some.”

|  |  |  |
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| **Step** | **Port Assessment** | **Mark “no,” “some” or “yes”** |
| 1 | Does your port have a robust approach to engaging near-port communities? Does the approach result in consistent positive community outcomes and productive working relationships? |  |
| 2 | Does your port have strong working relationships with a broad range of community stakeholders, including community members and area organizations representing near-port residents? |  |
| 3 | Is your port aware of the range of near-port community concerns and needs? |  |
| 4 | Has your port identified upcoming plans and projects that may be able to address specific near-port community concerns? |  |
| 5 | Dose your port have a Good Neighbor Strategic Plan with specific actions and priorities that address community needs and mitigate impacts on near-port communities? |  |
| 6 | Does your port have a Community Advisory Group that helps integrate local groups into planning and decision-making? Does your port have a way to measure and track community engagement success relative to local goals and priorities? |  |

## Step 1. Assess your Community Engagement Approach

### Try It Out! Assess Your Community Engagement Policy – Environmental Justice Primer for Ports Page 22

The questions below provide an opportunity to reflect on your port’s current community engagement policy and to determine if there are gaps in the policies or areas that could use further focus and refinement.

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| **Questions** | **Potential Gaps** | **Areas for Further Refinement** |
| Does your port have a mission statement with specific goals and decision-making criteria focused on community engagement and impact mitigation?  |  |  |
| Does your port have a community engagement policy describing how to consider potential community impacts? Are there nearby tribes that may be impacted?  |  |  |
| Have you assessed which department decisions have the highest potential impact on nearby communities?  |  |  |
| Does the port have a method for evaluating project-specific and cumulative community impacts? Is there a method for determining how to maximize potential benefits and mitigate harmful impacts when making planning and operational decisions?  |  |  |
| Has your port identified community engagement goals and outcomes to guide decision-making? Are these applied consistently across departments?  |  |  |
| What metrics are used to evaluate community engagement outcomes?  |  |  |
| Is there a mechanism to coordinate community engagement across departments and agencies? Are there gaps that need to be addressed?  |  |  |
| Does your port participate in the Metropolitan Planning Organization and incorporate projects and plans into the communities’ broader vision for the regional transportation system?  |  |  |

### Try It Out! Draft a Social Responsibility Mission – Environmental Justice Primer for Ports Page 23

Review the mission statement examples that include a social responsibility commitment, then use the space below to draft a sample mission statement that reflects engagement and social equity in near-port communities and nearby tribes.

*“The Port of Bellingham’s mission is to fulfill the essential transportation and economic development needs of the region while providing leadership in maintaining greater Whatcom County’s overall economic vitality through the development of comprehensive facilities, programs, and services.” Port of Bellingham*

*“The Port of Houston Authority facilitates commerce, navigation, and safe waterways promoting sustainable trade and generating economic development...while being a model environmental and security steward, and a community-focused and fiscally responsible organization.” Port of Houston*

*“The Social Responsibility Division aims to facilitate inclusion, fairness, equity, as well as access to economic opportunities, programs, and services of the port for the people and businesses in the port community.” Port of Oakland*

Draft mission statement with social responsibility commitment language:

**Digging Deeper Exercise**

For your port, review the IAP2 levels of engagement examples outlined in Table 2 on page 13 of the Environmental Justice Primer for Ports and then explore the following questions:

* What engagement methods has the port used in the past that were successful? Which methods were less successful? Why?
* What expectations does the near-port community have about engagement in the decision-making process?
* What are the port’s expectations?
* Was there a recent decision where the community expected a much greater level of engagement?
* Is there an upcoming decision where the port might increase the level of engagement of near-port communities?

## Step 2: Build Relationships

### Try It Out! Identify Key Stakeholders by Group – Environmental Justice Primer for Ports Page 24

Identify community groups using the table below. Use this list is as a starting point for outreach to community groups. Consult with them to identify additional community partners to ensure key stakeholders are not excluded and that diverse perspectives are well represented.

|  |  |
| --- | --- |
|  | **Stakeholder Groups** |
| **Community Resident Groups** |  |
| **Community-Based Partners** |  |
| **Local Unions** |  |
| **Tribes** |  |
| **Local Educational Institutions** |  |
| **Environmental Groups** |  |
| **Government Stakeholders** |  |
| **Internal Port Stakeholders** |  |
| **Port-Sector Stakeholders** |  |

**Digging Deeper Exercise**

Based on the stakeholders identified in the table above, answer the following questions:

* How would you characterize the port’s relationship with each stakeholder group, especially near-port residential communities?
* Is the port’s engagement more frequent with some groups than others? If so, why?
* Is the port’s engagement more positive with some groups than others? If so, why?
* What are the most persistent roadblocks to developing positive relationships with adjacent residential communities?
* Who are the (real or perceived) winners and the (real or perceived) losers in a specific action or project?

### Try It Out! Map Stakeholder Interests – Environmental Justice Primer for Ports Page 25

Use the table below to capture your current understanding of stakeholder interest, levels of engagement and opportunities for collaboration. You may need to revisit and refine this information following completion of Step 3.

| **Stakeholder Group** | **Stakeholder Interests** | **Current Level of Engagement** | **Which interests need more engagement?** |
| --- | --- | --- | --- |
| **Community Resident Groups** |  |  |  |
| **Community-Based Partners** |  |  |  |
| **Local Unions** |  |  |  |
| **Tribes** |  |  |  |
| **Local Educational Institutions** |  |  |  |
| **Environmental Groups** |  |  |  |
| **Government Stakeholders** |  |  |  |
| **Internal Port Stakeholders** |  |  |  |
| **Port-Sector Stakeholders** |  |  |  |
| **Local Businesses** |  |  |  |

## Step 3: Identify Community Concerns and Goals

### Try It Out! Identify Community Goals – Environmental Justice Primer for Ports Page 26

Meet with near-port community representatives to identify community goals. Using tools such as the checklist to the right and the table on the following page:

**Community Concerns Checklist**

* Noise
* Water Traffic/road traffic
* Smells/odors
* Air Quality
* Human Health
* Pedestrian Safety
* Trash
* Abandoned lots
* Brownfield sites
* Polluted waters
* Access to open space
* Light pollution
* Idling trucks
* Freight trains
* Access to/protection of treaty protected areas
* Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Identify community concerns.** Review the community concerns checklist. Note the concerns of most importance in your community. Add these priority concerns and any others not in the checklist to the table on the following page.

**Add detail.** Once you have listed the key concerns, describe each one in as much detail as possible. For example, for air quality, identify the location of operations and times when potential air quality impacts are of most concern.

**Describe impacts.** Describe the community impacts of each concern. For example, does air quality impact sensitive populations such as children or the elderly? Or homes along a truck route? Have community members experienced increased or exacerbated health issues that they associate with poor air quality? It is important during the relationship building phase to honor the community’s concerns as true for them, even if the port’s current understanding of conditions is different. Then, undertaking joint research between port owners/operators and community stakeholders can be fruitful in building trust and identifying solutions.

**Set goals.** Translate each concern into a goal. For example: Improved air quality with a focus on reducing air pollution that directly impacts sensitive populations such as children.

**Identify opportunities and barriers to achieving goals.** Barriers can by within the community or outside the community. What resources can be leveraged to overcome barriers?

**Prioritize for action.** Number the concerns and goals in order of importance. Ask the community, “If we could make only one change this year, what would it be?”

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| **Community Concerns** | **Detailed Description** | **Impacts** | **Community Goal** | **Priority** |
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**Digging Deeper Exercise | Shared Goals**

As you explore the collaborative problem-solving approach, consider how each of the community-identified goals might benefit from the following:

* Identify and agree on very specific locations and timing of the concern (rather than trying to tackle the issue more generally).
* Identify gaps in knowledge or disagreements about facts and agree to jointly fact-check information, data and assumptions through a third-party, neutral technical advisor.
* Identify partner organizations or agencies who may be able to provide resources or technical assistance to address the goal or generate a mutually agreeable solution.
* Identify funding to try out a pilot solution to the issue before committing to larger operational changes.
* Identify a smaller workgroup with representation from the key interest groups to generate viable options with pros and cons for discussion with the larger group.
* Identify an early and easy win/win goal to generate positive momentum that can be used to work up to more challenging, higher priority goals.

### Try It Out! Determine Performance Measures – Environmental Justice Primer for Ports Page 27

As you collaborate with the community to define goals, consider what assessments are needed to document current conditions and what performance measures will be used to track changes over time.

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| **Community Goal** | **Performance Measure** | **Assessments with Relevance to Community Goals** |
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## Step 4: Identify Levers for Change

### Try It Out! Identify Levers for Change – Environmental Justice Primer for Ports Page 28

Review upcoming expansion or infrastructure projects at your port as well as related projects and plans proposed by other agencies and organizations (e.g., transportation corridor upgrades, waterfront development, job training programs).

Identify how each of these efforts could impact near-port communities and explore opportunities to align efforts to meet shared goals.

* What are the potential negative impacts on near-port communities?
* What are the potential positive impacts on near-port communities?
* What are specific community goals that could be considered during the planning process?

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| **Upcoming Projects and Plans** | **Potential Negative Impacts on Near-port Communities** | **Potential Positive Impacts on Near-port Communities** | **Specific Community Goals to Consider** |
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**Digging Deeper Exercise**

As you review each upcoming decision, regulatory or permit document through the IAP2 lens, reflect on the questions below:

* Is the community aware of these documents or decision points?
* Are documents easily accessible, written in plain language, and translated in multiple languages as needed?
* What level of community engagement does the process and materials currently reflect?
* What are the port’s expectations for level of engagement by the community? How do these differ from the community’s expectations?
* What would it take to get to the next level of engagement?
* How can upcoming projects be leveraged to assist the near-port community?

### Try It Out! Align Community Goals with Ports Projects – Environmental Justice Primer for Ports Page 29

Use a table like the one below to identify projects with the most potential to address community goals and priorities. Consider which might be most important to the community based on their priority concerns. Consider whether coordination among related projects many help better address community concerns.

|  |  |  |  |  |  |  |
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| **Upcoming Projects and Plans (mark all interests impacted)** | **Air Quality** | **Noise Control** | **Human Health** | **Jobs** | **Waste** | **Pedestrian Safety** |
| Multi-modal facility |  |  |  |  |  |  |
| Waterfront development |  |  |  |  |  |  |
| Pedestrian and bike plan |  |  |  |  |  |  |
| New container storage |  |  |  |  |  |  |
| Recycling and hazardous waste program |  |  |  |  |  |  |
| Channel expansion and deepening |  |  |  |  |  |  |

## Step 5. Develop a Good Neighbor Strategic Plan

**Digging Deeper Exercise**

Process-based considerations for drafting the Good Neighbor Strategic Plan:

* How can different stakeholder groups be engaged in drafting and reviewing the Good Neighbor Strategic Plan?
* Which groups should be prioritized to ensure distributional equity (achieved by prioritizing those with highest need)?
* Who are the key stakeholders outside of the port sector and community that need to be engaged? Are there strategic partnerships that would be helpful to achieve shared goals in near-term?
* How can port’s departments be institutionalized towards greater social responsibility and accountability? How can upcoming projects and plans be leveraged towards a new system of decision-making?
* How can community goals be achieved through upcoming projects, plans and strategic documents? Are there goals that might not be addressed and need pilot projects, programs and initiatives?
* What would be an effective timeline for community goals that reinforces port’s good neighbor policy?

### Try It Out! Map out Your Strategic Plan – Environmental Justice Primer for Ports Page 31

The worksheet below provides a template for organizing upcoming plans and projects based on timing, community goals, stakeholders and other considerations. Use the table to walk through port-related decisions coming up in the next 3 to 5 years and where possible link those decisions to related community goals and performance measures. Explore different levels of engagement for each plan or project.

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| --- | --- | --- | --- | --- | --- |
| **Timeframe** | **Projects, Plans and Pilots** | **Community Goals** | **Performance Measure** | **Key Stakeholder Groups for Engagement** | **Level of Community Engagement** |
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## Step 6. Act, Measure and Sustain Progress

### Try It Out! Charter the Community Advisory Group – Environmental Justice Primer for Ports Page 32

Your port may have a longstanding Community Advisory Group in place, or you may have just begun to bring stakeholders together as part of a recent project. In either case, this is a good time to evaluate the CAG’s membership, role and effectiveness.

Circle back to your assessment findings from Steps 1-3, and consider the following questions to identify areas to improve in your Community Advisory Group charter:

* Does the charter and process reflect the port’s community engagement policy identified in Step 1? What changes may be needed to empower the CAG to ensure community goals are thoroughly considered during decision-making?
* Does the Group’s membership include representatives from a range of community groups? Were community groups identified in Step 2 that could be invited to join? Does the membership have enough balance among government, business and community sectors so that near-port community voices feel heard?
* Does the Group’s charter outline clear roles for meaningful input during the decision-making process? Does the charter clearly state the expected level of engagement from the CAG? How will the CAG’s input inform analysis, options and outcomes during decision-making? What role will the CAG play in broader community outreach and engagement efforts?
* Does the Community Advisory Group’s charter and organizational structure, such as sub-committees, reflect priority community goals identified in Step 3?

**Digging Deeper Exercise**

As you evaluate your community engagement effort often the process can be just as important as the outcomes. Reflect on these questions to assess to what degree your process achieved these goals.

1. *Incorporate public values into decisions.*
* Did public input affect the analysis and options considered?
* Did public input affect the decision?
* What interests are at the table or being consulted?
1. *Improve the quality of decisions.*
* Did the public provide quality information that improved the debate and decision?
* Did the public provide creative problem solving?
* Did the public advance innovative solutions by reframing issues?
1. *Resolve conflict among competing interests.*
* Did the pubic process resolve competing interests?
* Was conflict avoided because certain issues were avoided or certain stakeholders were not at the table?
* Was conflict addressed through discussion or adapting the approach?
1. *Increase government accountability.*
* Was trust developed or nurtured within the community who participated?
* Was trust developed within the larger population?
1. *Educate and inform the public.*
* To what degree was the affected community aware of the range of options and potential impacts?
* Was adequate assistance provided to help the public understand the technical information?