

**Collaborative Surveying Tools with
Culturally Diverse and Low-income Communities**

**Determining strategic methods to disseminate environmental health information
for the Environmental Justice Network in Action Group**

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An Introduction to the Report

What is the most effective means for the Environmental Justice Network in Action (EJNA) group, housed within the Seattle Public Utilities (SPU), to disseminate environmental health information to culturally diverse and low-income communities? This research is based on designing tools to gather information on whom from and how do these communities get information that pertains to their lives in Seattle. Discovering these attributes will assist in the EJNA group to be more strategic and effective in their outreach and education efforts.

In this report, I will begin with a little history and some definitions on what environmental justice is. Then, I will provide an in-depth perspective on the communities EJNA serves using demographics data and past surveys. I will flow into describing the EJNA programs and approaches in serving these communities. Using EJNA's mission statement and goals, I describe the development and need of EJNA's Contact List and a Recruitment and Outreach Survey Tool. In this section, I explain the methodology and reasoning of developing these two tools for EJNA. Finally, I end the report by making 13 recommendations in further research and development of EJNA's Contact List into an interactive GIS map tool, more research and development in identified potential new CBO partners for the EJNA program, and how the Environmental Justice and Service Equity division could collaborate more effectively in serving culturally diverse and low-income communities. I finish the report by providing a plan on how to implement these recommendations.

I. What is Environmental Justice?

The underlying principle of environmental justice is that all communities have a right to equal protection and enforcement of all laws and regulations that have an impact on the quality of the environment one lives in and consequently, the quality of their life. There is a general consensus that the poor and that people of color are being disproportionately impacted. There are numerous struggles of environmental justice cases across America but one is recognized as to set the movement in action. The case of Warren County in North Carolina, a predominately African American community, protested against a hazardous waste landfill containing PCBs contaminated soil in 1982. The strong community protest sparked the General Accounting Office to conduct an independent investigation into environmental racism of hazardous waste landfill sites. The Warren County struggle also led the United Church of Christ Commission for Racial Justice to produce the report, *Toxic Waste and Race in the United States*, a national study correlating waste facility sites with demographic characteristics.

Scholars of the environmental justice movement write that environmentalism expanded to a definition of “where we live, work, play, worship, go to school, as well as the physical and natural world.” This definition encompasses causal aspects of the social impact in addition to environmental and health impacts, such as unclean air from traffic emissions of a congested area causes asthma which then causes people to decrease productivity levels, thus less income earnings. Numerous studies point that the poor are vulnerable populations that may need greater protection due to coexisting higher risk factors for poor pregnancy outcomes, impaired growth and development, asthma, and other health related problems.¹ Meaning, that the poor and disproportionately impacted communities face multiple and cumulative effects of environmental health issues.

February 1994, the President of the United States issued Executive Order 12898², *Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations*, to address environmental justice within federal agencies of laws and regulations:

“...make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations in the United States”

The Center for Disease Control and Prevention places air pollution-related health costs at \$14 billion a year – just asthma itself accounts for 10 million missed school days, 1.2 million emergency room visits, 15 million outpatient visits, and 500,000 hospitalizations each year.³ The asthma hospitalization rate for African Americans and Latinos is 3x to 4x greater than for whites. Particular communities are experiencing higher impacts of environmental pollution. Environmental justice is the ethics that all persons, regardless of race, class, status, and of such, are entitled to healthy communities and government is obligated to ensure these rights. Government and nonprofits have created or creating policies and programs to ensure equality in access and opportunities to public information and services and to ensure that the vulnerable populations are not disproportionately impacted.

¹ Faustman, E.M. and Omenn. 2001. *Risk Assessment*. C.D.Klassen (ed.) Casarett and Doulls Toxicology. 6th Edition, McGraw-Hill. p83-104.

² The U.S. Department of Housing and Urban Development. Accessed May 18, 2007. *Environmental Justice*, Executive Order 12898, www.hud.gov/offices/fheo/FHLaws/EXO12898.cfm.

³ Bullard, Robert D. Accessed May 18, 2007. *It's not just, pollution*. www.ourplanet.com/imgversn/122/bullard.html.

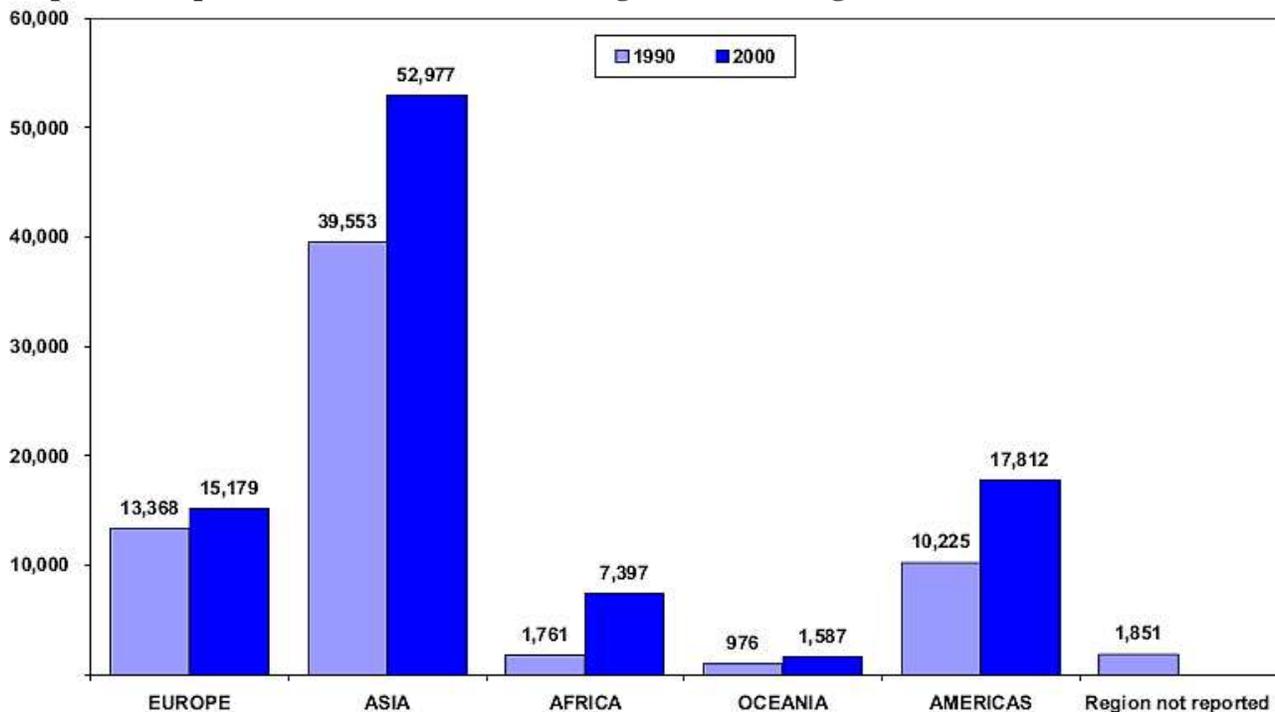
Seattle is a multi-cultural city – the percentage of foreign-born residents has increased significantly in the last three decades. In 1980, the foreign-born population constituted about 11% of Seattle’s population. In 2000, it was almost 17%. By 2010, it could be almost 20% (about 120,000 people). With the trend of increasing immigrants and refugees, the residents and workforce of Seattle is becoming a very diverse group and City government is striving to carry out Executive Order 12898.

II. A Snapshot of the Communities EJNA Serves

EJNA targets their outreach and education efforts to “underserved” communities since they have more barriers to access services provided by the City of Seattle. These communities are known in many different aspects at the City – Immigrants and Refugees (IR), Low Income, Culturally Diverse, Limited English Proficiency, Vulnerable Populations, and Historically Underserved Communities (HUC).

According to the 2000 US Census, about 17% of the population (95,000 people) in Seattle were born abroad. This figure is 40% higher and 4x more than the city's overall growth, which was 9%, than in 1990. Below, Graph 1 shows that up to year 2000, even though Asia has contributed the most foreign-born population in Seattle, from 1990 to 2000 it has increased only by 34%. In that same decade, Africa's contribution has increased by 320%, the Americas by 74%, and Oceania by 63%. The top sending countries are (in order from most to least): Philippines, Vietnam, China, Mexico, Korea, Japan, Ethiopia, Germany, United Kingdom, Cambodia, Laos, India, Thailand, and Russia – these countries account for 66,000 of the 95,000 foreign-born population in Seattle in the year 2000.

Graph 1: Comparison of the numbers of foreign-born entering the US in 1990 and 2000⁴



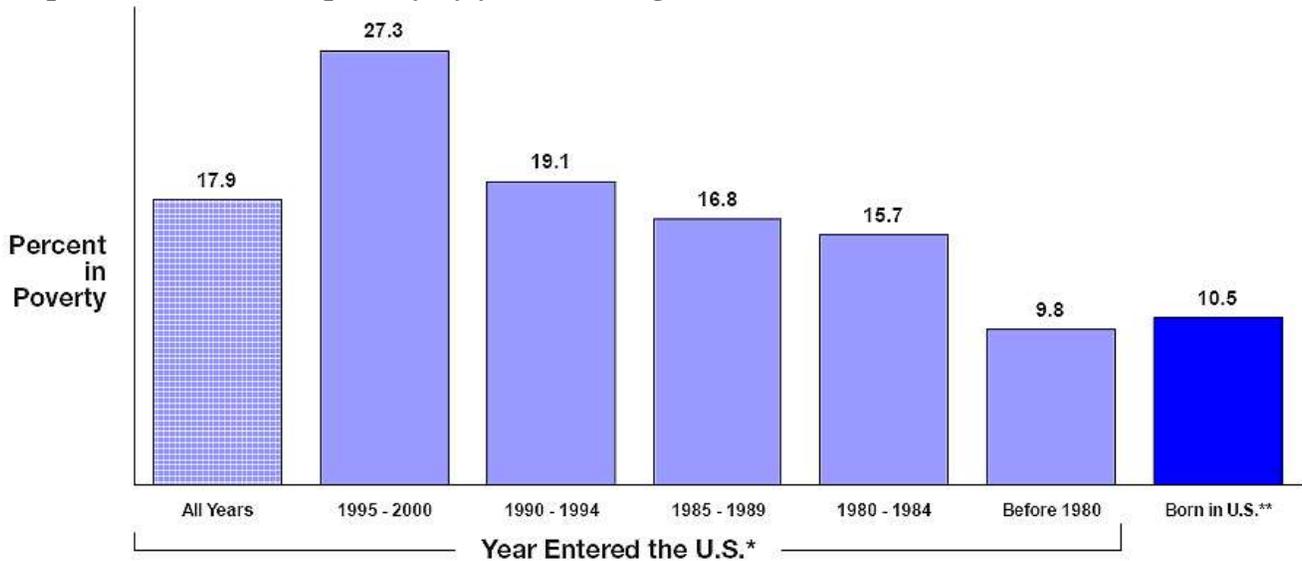
Source: U.S. Census Bureau, 1990 Census, Summary Tape File 3 (STF 3) Sample data and Census 2000 Summary File 3 (SF 3) Sample data.

The US Census 2000 reports that 18% of all immigrants in Seattle lived below poverty, compared to 11% of Seattle residents born in the US.⁵ Poverty rates were highest among the most recent immigrants – over a quarter of those who arrived within 5yrs were living below poverty. Poverty status eases with time spent in the US as shown in Graph 2 – immigrants who had lived in the US for 20yrs or longer had about the same rates of poverty as people born in the US. There is also a wide racial and ethnic gap in poverty rates in Seattle. Graph 3 shows American Indian as the most living below poverty, followed by Native Hawaiian and Other Pacific Islander, African, and Hispanic.

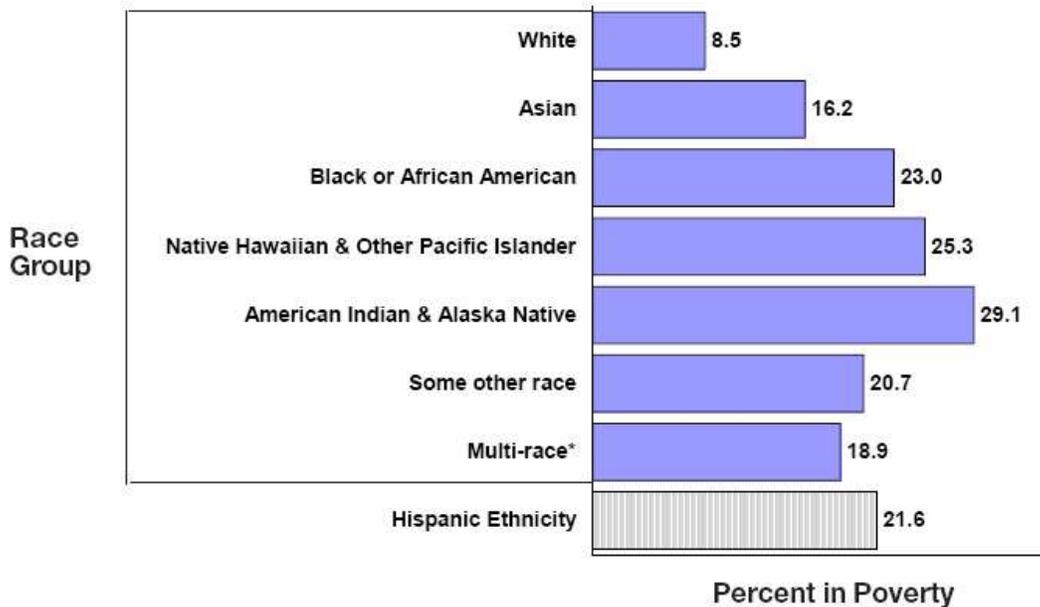
⁴ Department of Design, Construction, and Land Use, City of Seattle. July 2003. *Birthplaces of Seattle's Foreign-born Population*. www.seattle.gov/dpd/stellent/groups/pan/@pan/documents/web_informational/dpds_006762.pdf.

⁵ A person living alone on a 1999 income under \$8,667 was below the federal poverty line.

Graph 2: Percent below poverty by year of immigration, Seattle, 2000⁶



Graph 3: Percent in poverty among race groups and Hispanics, Seattle, 2000⁷



The City of Seattle recently hired a consultant to learn about the concerns and needs of immigrants and refugees living in Seattle. This project interviewed 260 people from the following communities: Asian and Pacific Islander, Latino, East African, and Middle Eastern. Two-thirds were general community members and the remaining were community leaders or service providers. The following is a summary of their findings that pertains to this research⁸:

⁶ Department of Planning and Development, City of Seattle. December 2003. *Seattle's Poverty Rates Vary Widely*. www.seattle.gov/dpd/stellent/groups/pan/@pan/documents/web_informational/dpds_006763.pdf.

⁷ Ibid.

⁸ Emerging Design Consultants. January 2007. *Immigrant and Refugee Engagement Project Summary Report*. www.seattle.gov/mayor/issues/rsji/docs/061205IRCommEngagementExecSummaryFINAL.pdf.

Language barriers limit access to services and civic participation

- Do not know what services exist because information about services is either not available in their first language or the quality of the translation / interpretation is poor.
- Forms and processes regarding services are unfamiliar, complex, and / or difficult to navigate – consequently, require language assistance.
- Assistance is best provided by bilingual / bicultural staff from agencies and / or community liaisons because these individuals know their language and culture.

Cultural barriers limit access to services and civic participation

- Widespread desire for education and training on various US systems and processes.
- Seek services and programs that reflect their cultural values and perspectives and help them maintain family unity.
- Believe that mainstream organizations lack “cultural competence” because, in part, they sometimes do not have staff who speak the language or who understand the culture of the people trying to access the organizations’ services and programs.

Strengthened coordination around immigrant and refugee issues can enhance access

- Participants would like City departments to better coordinate the way they serve immigrant and refugee communities.
- Improved coordination could include a single point of contact at the City.

Immigrant and refugee communities welcome more interaction with City officials

- Participants would like more engaged community outreach and involvement from City officials.
- Encourage City officials to learn about community needs and to inquire about what does and does not work.

EJNA identified along with this above report and other reports⁹ analyzing IR that these communities face more challenges than the average middle class group in putting into action of what they learn at home. Even though people are getting the education – social factors such as working multiple jobs, income levels, transportation issues, and what’s available in their neighborhood – makes it difficult for these communities to change their behaviors. EJNA also identified from years of observation and feedback that working through trusted community organizations and leaders to reach these communities, is what works. Seattle’s IR come from corrupt governments and political systems, thus contact with unfamiliar government workers produces a distrusting relationship between community members and government. With the current issues with immigration, people are afraid to seek services in case they or someone they know will be reported to the Immigration and Naturalization Services.

Summation of Who Historically Underserved Communities (HUC) are:

- Immigrants and refugees
- Low-income
- Work multiple jobs
- Transportation issues
- Trust issues with government – prefer own community leaders and familiar government contact
- Need cultural competence in communicating and connecting with them
- Limited English proficiency
- Limited home language reading proficiency
- Unfamiliar with government processes and services
- Vulnerable – face higher and cumulative impacts

⁹ New Futures. 2005. *Community Strengths and Needs Assessment*. www.newfutures.us/needsassessment.pdf.

III. What Does EJNA Do?

In 1998, a motivated group of people at SPU was awarded a two-year grant from the Environmental Protection Agency to conduct a program called Environmental Justice Pass-It-On. Collaborating with American Lung Association, Seattle Tenants Union, and Community Coalition for Environmental Justice, the program conducted training on how to improve one's personal and neighborhood living quality within the issues of indoor air, hazardous household waste, and water and energy conservation to community members of Southeast Seattle. These community members included Southeast Seattle residents, women attending ESL classes at Refugee Women's Alliance, SPU Ecoteam members, and YMCA's Eco-leaders Summer Youths. The hope of the program was for those members receiving the training would pass it on and share the information with family, friends, and other community members. Therein began the foundation of the collaborative partnership and train-the-trainer models for EJNA's program activities.

EJNA's vision is that all Seattle and King County residents have access to resources to meet their needs and live in a clean, healthy, and safe environment. EJNA's mission statement is to enhance and protect environmental health and reduce environmental threat for historically underserved populations by being a catalyst for change and building community and local government capacity. EJNA provides two examples as to guide its' environmental justice work:

Example 1 – Chronic exposure to toxic household cleaning products causes asthma in a person, which then can potentially limit the person's working capacity, thus limiting labor choices and income levels.

Example 2 – An area with high crime affects the community's and each person's overall safety raises risks of harm and causes mental stress, thus reducing the quality of life for those living in that area.

Since environmental justice work is expansive and each stakeholder has their own organization / agency interests, it makes sense for multiple groups to collaborate together. EJNA is set up to be a network community in which the culture encourages everyone to exchange information and services and to develop relationships for other projects. Involved project partners have input on EJNA's program direction in which stakeholder analyses are conducted to determine improvements and direction. EJNA's partnership connections are shown in a diagram on the next page.¹⁰ Implementation of the project activities is set up with the following partnership roles:

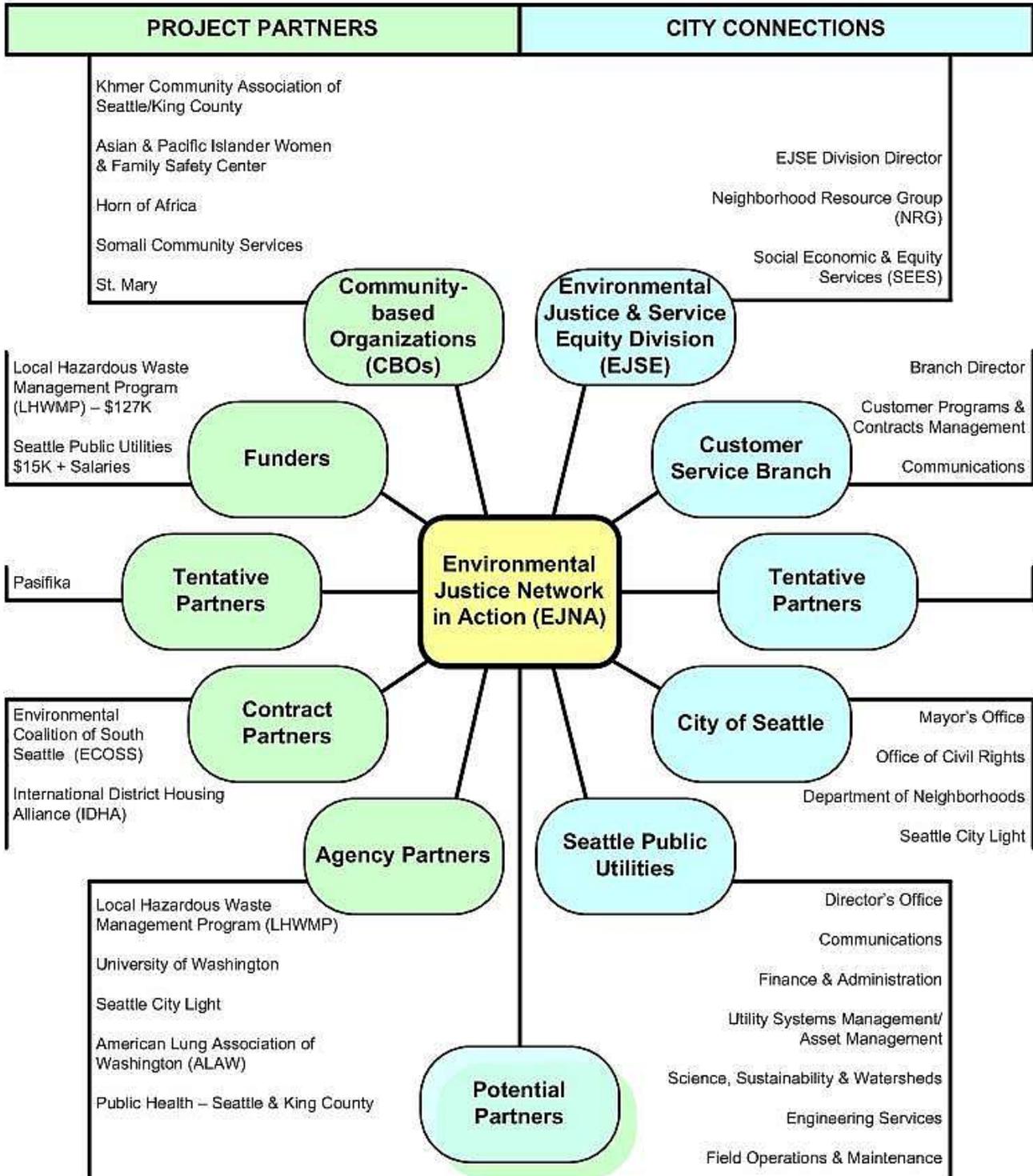
- SPU – Administrative lead, project coordination, and management.
- Agencies / Organizations – Provide expertise, training, and access to their agency's resources.
- Community-Based Organizations (CBOs) – Provide consultation, coordinate, and implement EJNA's work plan activities.
- ECOSS – A multi-culturally staffed non-profit contracted to do outreach and education for IR communities, in addition to providing support and expertise to CBOs and LHWMP¹¹ staff.

¹⁰ Fincher, Veronica. 2006. *Environmental Justice Network in Action 2006 Connections*.

¹¹ LHWMP – Local Hazardous Waste Management Program.

Environmental Justice Network in Action (EJNA)

2006 Connections



Community-Based Organizations (CBOs)

Many CBO partners do not have an organizational focus on environmental justice or environmental issues in general. The EJNA approach addresses environmental education, it focuses on making community members aware of conservation that will in the end save them money and to take preventative measures that will reduce their risks and harms to environmental pollution. The challenge in conducting outreach and education within these aspects is that the communities are not in immediate crisis of these issues nor are these issues acute or easily perceived to be linked directly to “seen” health detriments – all helpful in achieving positive behavioral changes. Even though, this approach may not be what the CBOs feel their community is most needing at the current moment, each CBO feels that such education and support to make those changes is important.¹²

In much the same ways, these CBOs are similar to the historically underserved communities EJNA serves. Four out of the six CBOs stated in the stakeholder interviews that they do not have the capacity to carry out EJNA activities contracted and that they are understaffed to maintain even regular CBO activities.¹³ The CBOs face multiple needs from the communities they serve. The CBO staff that works on EJNA activities are overworked from serving their community members to the fullest or from working multiple jobs just like the community members they serve. One CBO staff commented that in his off time from both of his jobs, he would be driving elders to their appointments and translating for them and having teens over his house to BBQ so they are at least off the streets and out of trouble.

These community-based organizations need the funding. To get the most for their CBOs, they will sometimes weave EJNA outreach and education with their own CBO activities. For example, in addition to teaching a parenting class, they will do a presentation on household hazardous waste. This is the capacity and operational reality of most community-based organizations in Seattle.

Train-the-Trainer Model

Previous to 2007, the train-the-trainer model consisted of monthly community meetings where city and agency partners conducted presentations to the CBOs on environmental justice topics EJNA-SPU (the SPU team that works on EJNA), funders, and CBOs felt were important to their communities. These topics included household hazardous waste, recycling, air and water quality, seafood safety, energy conservation, and non-toxic household cleaning products. The funders of the EJNA program are the Local Hazardous Waste Management Program (LHWMP) and SPU. Each CBO receives about \$10,000 to conduct outreach and education to their communities – these activities take place between June and September. EJNA-SPU works with the CBOs to develop a Memorandum of Agreement (MOA), which is basically a contract of the activities that the \$10,000 will be spent towards. Each CBO has flexibility in choosing a mixture of presentations, festivals, and field trips. Since one of EJNA's funders is LHWMP, household hazardous waste education has to be the main theme in at least one presentation and for all festivals. For the other topics, CBOs choose depending on what they feel their communities need – 2006 was about recycling and Low-Income Rate Assistance for energy conservation and 2007 is about emergency preparedness. Each CBO are the lead educators at festivals and depending on the CBO's staff familiarity with the topic, they either are the lead educators or co-facilitators at presentations. For unfamiliarity of topics, agency partners are the lead educators.

The EJNA funding approach is not typical of other grants – EJNA understands community organizations are overworked and under capacity. EJNA strives to support capacity and thus most, if not everything, is paid for from transportation time to attend community meetings, providing a culturally diverse dinner at these meetings, to incentives like \$10 Safeway cards that are needed to

¹² Wilson, Laura and EJNA-SPU staff. 2006. *Appendix A: CBO Stakeholder Analysis*.

¹³ Ibid.

recruit community members for attendance at presentations and field trips, to all administrative time to plan and prepare. Each CBO also have flexibility in deciding how to spend the \$10,000 as long as the contracted activities agreed upon are done. For example, EJNA budgets \$200 for incentives for one presentation – some CBOs will need the full amount for incentives, however, some CBOs may feel it only needs to use \$50 incentive or none at all is needed. Regardless of how each CBO uses their funds as long as the outreach and education activities stated in the MOA is accomplished.

Thus, EJNA is most concerned that outreach activities are conducted and to maximize the number and variety of people reached. CBOs are fully responsible in recruiting their community members to attend presentations and field trips. Since there are a variety of presentations and field trip topics, sometimes the same community members would be recruited. Leaving EJNA-SPU wondering if the program was being effective at maximizing the number and variety of people reached. Furthermore, EJNA-SPU was wondering if the program could still be effective if a person or a group of people attended all or most outreach activities since the topics were completely different. The effectiveness is unknown – it weighs between maximizing numbers and variety of people with a person or group taking an invested learning interest in all the topics. Two questions arises from this:

1. How can EJNA-SPU be more effective at organizing CBO partners to deliver outreach and education efforts?
2. How can EJNA-SPU be more effective at changing the behavior of those reached to enact environmental action in their lives?

In 2006, EJNA-SPU developed the following goals and actions to guide its' program activities for the next five years:

Goal 1: To partner with external and internal stakeholders

- Actions:** a. Expand program to new communities/neighborhoods
b. Research and develop a holistic school program w/ SPU & LHWMP

Goal 2: To jointly identify the top environmental health needs and concerns of HUC

- Actions:** a. Identify underserved communities / neighborhoods
b. Implement an EJNA program in a one new neighborhood

Goal 3: To build reciprocal relationships with external and internal stakeholders for ongoing provision of information and service to HUC

- Actions:** a. Hire EJNA participants as vendors to implement pieces of EJNA workplan

Goal 4: To identify service delivery strategies that work in HUC

- Actions:** a. Identify and implement resourceful, efficient, and effective service delivery strategies
b. Evaluate and continuously improve service delivery strategies to ensure external stakeholder's needs & concerns are addressed w/ high satisfaction

Goal 5: To increase the capacity of external and internal stakeholders to serve HUC

- Actions:** a. Identify and research the phases of community capacity building to help us guide CBOs to becoming sustainable
b. Identify other funding to make current CBOs sustainable
c. Working w/ NRG to educate communities about emergency preparedness

Goal 6: To seek and provide information and resources about furthering environmental justice and service equity

Actions: a. Create a translation policy for SPU
b. Compile information / knowledge about working with HUC

Summation of the Reasons to Develop the Surveying Tools

EJNA-SPU then developed a series of projects as shown in the 2007 EJNA Project Planning¹⁴ outline on the next page to meet these goals. This degree project is based on designing collaborative surveying tools to collect data in order to develop upon the projects for 2007. Here is a summary of the reasons to develop the proposed surveying tools:

1. Increase accessibility to broader variety of HUC and reach higher numbers of community members.
2. Identify and create new partnerships with HUC leaders.
3. Create a common tool for identifying best approaches of outreach and education to specific community groups. Different outreach methods are needed for different HUC – need to identify opportunities and barriers for each group.
4. Provide quality outreach and education – actually change behaviors when information is disseminated.

¹⁴ EJNA-SPU staff. December 2006. *2007 EJNA Project Planning*.

2007 EJNA Project Planning

Research	Management Academy Description - Educate CBOs on American operation & procedures methodology - Educate CBOs on business management skills - Train CBOs on completing documentation and invoices Purpose - Assist CBOs in increasing skills - Improve outreach to better meet community needs	Train-the-Trainer	Training Description - Provide in-depth training to CBOs on just a few topics - Train CBOs on outreach and education strategies Purpose - Assist CBOs in increasing skills - Improve outreach to better meet community needs
	Program Evaluation Description - Evaluate outreach and education methods - Evaluate effectiveness of different projects implemented - Evaluate partnerships - Assess that community needs are being met within SPU scope - Assess that community needs within general government scope are followed-up Purpose - Give guidance on program direction - Clarify roles and responsibilities - Ensure partnerships are engaging and effective - Documentation for funders and other program supporters		Youth Leadership Program Description - Train youth on topics, outreach and documentation - Youth take the lead on outreach and administration Purpose - Assist CBOs with resource needs
	New Outreach Methods (Media) Description - Evaluate existing outreach strategies - Find out how communities like to receive information - Identify potential new outreach strategies (media, kiosks, etc.) Purpose - Improve outreach to better meet community needs		Neighborhood-Directed Outreach Description - Focus directed outreach in a specific neighborhood - CBOs work together on collaborative outreach Purpose - Assist CBOs with resource needs - Better meet community needs
	New Partners (CBO & Agency) Description - Research King County / Seattle demographics - Identify potential new neighborhoods - Identify potential new CBO partners - Identify potential new agency partners Purpose - Expand project over time - Expand topics over time (with new agency partners)		Summer Program Description - Reduce project to summer months only Purpose - Assist CBOs with resource needs
Neighborhood Focus			Neighborhood-Directed Outreach Description - Focus directed outreach in a specific neighborhood - CBOs work together on collaborative outreach Purpose - Assist CBOs with resource needs - Better meet community needs
			Summer Program Description - Reduce project to summer months only Purpose - Assist CBOs with resource needs
			Neighborhood-Directed Outreach Description - Focus directed outreach in a specific neighborhood - CBOs work together on collaborative outreach Purpose - Assist CBOs with resource needs - Better meet community needs
			Summer Program Description - Reduce project to summer months only Purpose - Assist CBOs with resource needs

IV. Development of the Surveying Tools

The surveying tools I propose have the following design qualities:

- User-friendly – tool organizes and presents the information visually so that a user can easily comprehend and navigate through the data.
- Accessible – tool contains the information in a format that is easily accessed by all stakeholders to motivate cross-collaboration of efforts.
- Functional – not only is the data informative, but most importantly it enables the user to actually use the data.

Thus, I proposed to the EJNA-SPU team the following two surveying tools:

1. GIS map tool that spatially maps out active and inactive organizations and agencies that work with HUC in the City of Seattle (we will call this EJNA's Contact List¹⁵) and specific data sets from the US Census Demographic Data 2000 by Community-Reporting Areas (CRAs)
2. Recruitment and Outreach Survey Tool¹⁶
 - i. Community Outreach Opportunities Map (COM Map) survey tool maps out a group's avenues of obtaining community information.
 - ii. Community Needs and Service Map (CNS Map) survey tool maps out a group's community issues and whom they go to for help on these issues.
 - iii. Learning Methods determines how to deliver information that best fits the learning style of one's community group.
 - iv. All the above in a semi-structured focus group interview format with a discussion on “What are the best ways to share information with their community?” and “What are some barriers in receiving information for the City of Seattle?”

EJNA's Contact List

In the past, EJNA would attain CBO partners through word of mouth – seeking organizations that serves immigrants and refugees (IR) and had an interest in becoming an EJNA partner. To increase the variety and numbers of HUC, EJNA needs to identify potential new CBO partners to participate. In order to identify and be strategic in choosing new CBO partners, EJNA requires a list and as much details of all the organizations serving IR. The need for this list became even more desired across city departments when the severe storms hit Seattle in 2006. No department had a complete list, detailed and with current contact info, of all the CBOs serving IR to provide emergency information to the communities they serve in their own languages. Of particular concern was when people were using generators in their homes causing carbon monoxide poisoning – killing whole families with a death toll of 12 people and about 65 people being hospitalized. EJNA's current CBO partners communicated that this was a very large concern to the communities they serve. This became an extra impetus to research and create EJNA's contact list.

¹⁵ Wilson, Laura. 2007. *Appendix B: EJNA's Contact List*.

¹⁶ Wilson, Laura. 2007. *Appendix C: Recruitment and Outreach Survey Tool*.

In developing this list, I used a snowball gathering method. I collected 5 different lists from different city departments. I crosschecked the lists, compiled them into one list, and did an online search and attempted to fill in as much information for each organization in the following categories (see Appendix B):

- Agency Name
- Offices – all office locations for a particular organization in Seattle and King County
- Contact Info
- Website Address
- Year Established
- Services
- Capacity – Staff No., Board No., Volunteer No., and Population No. Served per Year
- Who They Serve – Neighborhoods, Ethnic Groups, Races, and Specific Audience

Through the online search, I would find more organizations not listed and added them to the research list. Some organizations had several offices and those offices were added to the list as separate entities as most operated as such with their own director, staff, and work agenda. I attempted twice via email to contact each organization to ensure contact information was correct and for them to fill in any missing information. The first attempt included asking them if any CBOs they knew were missing from the list. About 3 – the first attempt and 10 – the second attempt, out of the 230 organizations contacted responded and many emails were returned due to the emails not existing anymore. Then, with the assistance of fellow co-workers, each organization received a phone call to make sure if the phone numbers were correct and that the organization was still active and operating. If the organization did not have a correct email and phone number, it was categorized as inactive since there was no method of contacting them. I contacted 3 CBO partners and asked them if certain Cambodian, East African, and Pacific Islander organizations were still operating and if they had any different contact information. Most knew the contact person on the list I was inquiring about and responded that they have not heard of the organization in awhile. Only one East African organization was verified as still operating and a correct phone number was provided. Through this research, I found that:

- 140 organizations were active with current contact info.
- 13 of those active organizations were located outside of Seattle but in King County.
- Notable organizations with multiple locations: Atlantic Street Center, Catholic Community Services of Western Washington, Center for Career Alternatives, Denise Louise Education Center, El Centro De La Raza, Episcopal Migration Ministries, International Community Health Services, International District Housing Alliance, Jewish Family Services, Lutheran Community Services NW, Neighborhood House, New Futures, Refugee Federation Services Center, Refugee Women's Alliance, Ruth Dykeman Children's Center, SafeFutures Youth Center, United Indians of All Tribes Foundation, World Relief, YMCA, and YWCA.
- 35 organizations were found to be inactive (no current contact info could be identified).
- Compiled 18 organizations that are based in King County but not Seattle.
- Compiled 23 ethnic media sources such as newspapers, magazines, and radio and television shows that serves Asian, African, and Latino populations.

Since EJNA-SPU was researching into conducting a neighborhood campaign for program outreach, the EJNA contact list would best be organized and presented on a map by the identified neighborhoods or CRAs in Seattle. Modeling after the US National Public Libraries Geographic Database¹⁷, the GIS map would mark each CBO by physical location within each CRAs and with demographic characteristics from the US Census Data that best describes the HUC that EJNA serves. In this presentation format, users could visually see where all the CBOs are located and by what neighborhood they were located (and most likely serving) and click on those dots to obtain detailed information. Users could also do specific queries and identify the CBOs that serve only African communities and visually see where those CBOs are located. Overlaying specific US Census Data could show what CRA had the most Spanish speaking population or most linguistically isolated households or ability to speak English – this would visually show by color shades for each specific data set (see Appendix E).

Unfortunately, contracting with SPU's GIS department to do this presentation format had some challenges. After 2.5 months, SPU's GIS department created a product that located the CBOs within CRA boundaries and overlapped with census data of race group population numbers – it is missing home languages spoken, English speaking ability, linguistic isolation by race, poverty by race, household income by race, and rent / own by race (see Appendix E). SPU's GIS department voiced that the workload involved in massaging the census data to produce color-shading presentation of the data is cryptic and time-consuming. After several attempts to reduce the workload by providing somewhat massaged data sets and encouraging SPU's GIS department to obtain the information I needed from other city GIS departments, it became evident that there were no deliberate system of cross-sharing among the city GIS departments.

The city use to have a savvy demographer that worked with US census data sets but due to funding, the position was terminated. Through my research, I find that different city departments such as the Department of Neighborhoods and the Department of Planning and Development had essentially done the work for some of the census data I was asking SPU's GIS department to do. Through discussion of this issue with SPU's GIS department, I find out that each city department has their own GIS department. The reason why SPU's GIS department did not know that this work existed is because they do not have a common database of work done among city GIS departments. The city GIS departments meet only once a year to share information and are missing their point man that use to spearhead this aspect better. There is a large gap in information sharing and an inefficient system in which these city GIS departments do not cross-share their information.

Recruitment and Outreach Survey Tool

Previous survey tools have been challenged with cultural and language barriers in extracting the most useful information in which to direct EJNA's outreach efforts. In addition, typical survey tools of filling out a questionnaire or phone interview are riddled with the same barriers. For a questionnaire, translating and interpreting the English language requires more time and skill. Most people are not familiar with terms like environmental justice, recycling, conservation, or hazardous waste – these are not buzzwords in other languages and cultures and require explanations and examples. Even translated questionnaires face the barrier that a lot of these IR communities are illiterate in their own home language. In addition, many foreign-born people come from cultures in which their governments are corrupt and do not trust anything government related. It takes a trusted community leader to ask and explain the questions, interpret their responses, and assist in writing the answers. Phone surveys face the same barriers as questionnaires but also have the additional bias that they may miss contacting those the survey is truly trying to obtain information from – most of these IR community members work multiple jobs and may not be home when the survey calls are made.

¹⁷ Public Library Geographic Database Mapping. Accessed January 10, 2007. www.geolib.org/PLGDB.cfm.

EJNA operates with the principles of collaborative partnerships, which means conducting bottom-up and culturally competent approaches in surveying the diverse communities the group serves. COM Mapping, CNS Mapping, and Learning Methods are combined in a semi-structured focus group interview format. The survey tools are used as mediums for further group dialogue discussion, as most information is visual and interactive so it cuts through cultural and language barriers. The information is visible and quickly displayed during the interview session, which allows participants to be more interactive, using the information revealed as a base to engage in further discussion. With a survey approach that asks the experts, community members, on what works in getting information to their communities, becomes more a collaborative exploration instead of a top-down extraction of information. Not only is the information used by the interviewers, participants can also use the information to assist them in serving their communities better.

These tools can be adapted to discover information from surveying a particular community group or from a CBO perspective. The former is to provide a basis for EJNA to develop and direct the most effective outreach for a specific target audience before actual outreach and education activities take place. For example, if EJNA decides that they want to campaign to 30-40yrs old parents in a particular community group like an East African church or with members at the Filipino Community Center, they would conduct this survey to a group of 15-20 individuals in that target and develop the most effective outreach strategy for this particular group.

This tool was tested from a CBO perspective on the current CBOs participating in EJNA 2007 program activities and the instructor's manual in Appendix C is geared towards this audience. The tool is ideally done in one sitting period; however, the nature of this pilot test was weaved into the intensive training sessions for the CBOs in the re-vamped Train-the-Trainer model.¹⁸ Only Questions 1, 2, and 3 were accomplished and compiled. Six CBOs were instructed through the COO and CNS Mapping tools (Questions 1 and 2 from Appendix C) and was conducted in one training session. COO Mapping will map the physical locations of where people gather to share and receive information will:

- Identify opportunities of conducting outreach, thereby increasing accessibility of EJNA's information to HUC and reaching higher numbers of community members.
- Identify different target audiences, thereby identifying different outreach methods.
- Identify potential community leaders for partnerships or to provide support in disseminating EJNA information.

CNS Mapping of the community issues from a CBOs perspective and whom the community goes to for help in addressing those issues will:

- Show a gap analysis of who is serving and how well those agencies are serving that community, thereby identifying potential new EJNA partners.
- Identify who are the CBOs and leaders that the community trusts, thereby identifying potential community leaders for partnerships in disseminating EJNA information.

¹⁸ The re-vamped Train-the-Trainer model for 2007 includes meeting 95% of the common themes found in the CBO Stakeholder Interviews. Of which, the CBOs now go through an intensive one night a week for 6 weeks training series on: Recruitment, Outreach, Emergency Preparedness, HHW Cleaners, and Water and Energy Conservation.

Learning Methods (Question 3 from Appendix C) of how a specific community receives information will assist in identifying the education approaches and tools that will be the most effective to communities the CBOs outreach to. EJNA-SPU team found this part of the surveying tool to be useful and was able to adapt it to their current situation and needs. This question through the leadership of Veronica Fincher became the theme for the training series in the revamped Train-the-Trainer model for 2007. EJNA used this Learning Methods approach to frame how the CBOs could be more effective in their outreach and education efforts when working with their community members.¹⁹

¹⁹ Fincher, Veronica. 2007. *Appendix D: Outreach Survey Tool Questions and Responses*.

V. Recommendations

EJNA Contact List Recommendations

1. EJNA should make the list more comprehensive.

I came across sources that would identify more organizations to add to the list. Further research needs to be conducted on more ethnic churches²⁰, public libraries, and apartments operating under the housing authorities and identify if they are serving HUC – in what capacity and what services do they provide. Furthermore, there needs to be more research on Eastern European organizations as I only identified several on the list.

2. EJSE²¹ should further develop the list into an interactive GIS map.

As more departments start incorporating environmental justice and service equity into their line of business and become more involved in the Mayor’s Immigrant and Refugee Initiative and Race and Social Justice Initiative, the more demand for knowing the demographics of the communities all these initiatives are serving. Just within the EJSE division, other projects can be added to this map, thereby creating an encompassing tool for the division. These projects include the locations of city emergency supply shops and historically underutilized businesses. It makes sense to have a user-friendly tool for departments to easily develop their projects more effectively. This map should include the missing US Census Data from Appendix E. Here are the options, in order of most effective and achievable, to develop this interactive GIS map:

Option A: Contract out with a university. Contact a GIS professor. This could be a class project or a student’s GIS project. Collect and provide all work that has been done within all city GIS departments to this team.

Option B: Contract with an outside source. Hire a company that specializes in census data, demographics data, and state of the line GIS technology that will produce the most visual, user-friendly, and interactive map. Contact other city departments and the Mayor’s office to see if they would support funds to such a project since they would also be users of this tool.

Option C: EJSE provides consultant work. EJSE is charged with providing consultations on developing city departments to incorporate environmental justice and service equity into their line of business. EJSE could spearhead various city departments to enact a policy for GIS departments to cross-share their information, especially on anything with race demographics.

3. EJNA should maintain the list on a yearly basis.

The list should be updated on a yearly basis, documenting new organizations that develop and other ones that go inactive. This will provide a historic timeline of how CBOs serving HUC are fluctuating to meet the demands of the incoming new residents. An updated list will assist EJNA by identifying which CBOs to partner with to serve the new communities.

4. EJNA should use this list to identify new CBO partners.

EJNA should look into developing CBO partnerships with CBOs in a chosen neighborhood for the neighborhood campaign or ones that have identified environmental justice as part of their organization’s work. EJNA may be able to develop some different creative outreach efforts with organizations that do have environmental justice as part of their agenda.

²⁰ Ethnic Churches in Seattle. Accessed April 15, 2007. www.ethnicarvest.org/regions/states/Seamap.htm.

²¹ EJSE = Environmental Justice and Service Equity, the division that EJNA is housed under.

5. EJSE should build a CBO tracking database.

EJSE should build a common (across all city departments) database to track all city interactions with these CBOs. For example, a major company like Verizon Wireless will have documentation of every customer service inquiry you made to them and the history of all your purchases and contracts. The following is a list of reasons why EJSE should invest in this:

Reason A: Navigation efficiency. Many of these CBOs have multiple grants and contracts from different city departments; however, there is no collaborative tracking system in which you can easily view it. You would have to go to each department and navigate through each of their filing system.

Reason B: Collaborative coordination efficiency. A common observation that occurs is the same community organizations are asked to do multiple surveys of their communities. Many of these surveys ask similar questions and could be coordinated into one, thereby making one survey more effective and efficient. Instead of the time and process of inquiring with various departments, it would be more efficient to pull up a database to see who's working on what and with who.

Reason C: Satisfying IR's recommendation of having a single point person. As discussed earlier, a surveyed IR population stated that they "would like City departments to better coordinate the way they serve immigrant and refugee communities." In this same statement, they suggest for improving this coordination to be a single point of contact at the city. It would be very challenging if this single point of contact did not have a common database documenting how the city is interacting with these CBOs. In addition, I think a single point of contact would be overwhelmed to keep up with all the different contracts, grants, projects, and inquires that pops up to be only the single point of contact to the HUC. A better way is for different city departments to maintain this database and allow them to cross collaborate. With this database, each city department is more aware of what is going on in the city and their project designs could be more strategic, effective, and on a larger-scale approach.

Reason D: Tracks if these CBOs are being overwhelmed by knick-knack city interaction. There has been some discussion within the EJSE division on developing a policy about who (city departments) can have access to the list. The goal is to not overwhelm these CBOs from different city departments contacting them for multiple knick-knacks and that the contact is conducted in a culturally competent way. If each city department needs to enter their projects or inquiries for each CBO into this database, then tracking if these CBOs are overwhelmed can be documented and minimized.

COO Map Survey Tool Data Results

Each CBO had drawn a COO Map of where they do EJNA activities, CBO activities, and other potential places that they know people gather and share information. This data was entered into Google Maps and direct EJNA partners will be able to access this communal data. People can visually see each CBO partner networks of where their outreach activities take place.²²

The CBOs can use the Google Maps to cross-collaborate with other CBOs or enhance their scope of outreach activities for the EJNA program. And the CBOs may not for perhaps reasons of being overworked and under capacity or as found from the stakeholder interviews, the CBOs need²³:

1. Assistance to develop an outreach strategy conducive to their community
2. More guidance with and more directed outreach efforts

²² To view this, contact EJNA-SPU or see Appendix F for examples.

²³ Wilson, Laura and EJNA-SPU staff. 2006. *Appendix A: CBO Stakeholder Analysis*.

The results of the COO Maps are summarized in Tables 1 and 2. EJNA can use the information presented in the Google Maps to direct the CBOs in more strategic outreach activities.

Table 1: COO Mapping Analysis of Current EJNA Outreach to Direct EJNA Activities²⁴

CBOs	Places	Neighborhoods
SCSS	Islamic schools African churches Restaurants / cafes / grocery stores	Yesler Terrace White Center Rainier Valley Beacon Hill Lake City
HOAS	African churches African community centers: Eritrean, Ethiopian, Oromo, and Tigray	Yesler Terrace
Pacefika	Cascades MS Festivals	White Center
St.Mary's	Festivals	Parishioners attending church from all over region, services in Spanish
Khmer	Cascade MS Evergreen HS Mt.View ES White Center ES Temple Low-income apartments	White Center High Point
API	Filipino Community Center Festivals Neighborhood House	White Center Rainier Valley International District

Table 2: COO Mapping Analysis to Current CBO Activities to Direct EJNA Activities

CBOs	Places	Neighborhoods
SCSS	Athletic games area	High Point West Seattle
HOAS	Seattle Housing Authority apartments	High Point Rainier Vista
Pacefika	Tyee HS Evergreen HS Mt.View ES White Center ES St. James Church – ESL Program	Seatac White Center
St.Mary's	*LELO – social justice organization Extensive Catholic church connection *Casa Latina (non-CBO activity) *El Centro de la Raza (non-CBO activity)	White Center High Point Yesler Terrace Capital Hill South Seattle
Khmer	High Point Clinic Roxbury Clinic	White Center High Point
API	Tyee HS Asian Counseling & Referral Service ICHC Clinic Harborview Hawaiian Festival	Seatac International District Puyallup

*Organizations that incorporates environmental justice work.

²⁴ These CBOs do outreach from CBO member base, which is not listed in this table.

COO Map Survey Tool Data Recommendations

If EJNA-SPU acts as the main driver in developing the EJNA network for 2008 activities:

6. Develop East African partnerships and conduct stronger outreach to this community.

Contact the community leaders at the identified African churches and community centers. Assess if these community-based organizations could be possible CBO partners to conduct EJNA activities and to what capacity level. Their MOA do not have to be a full \$10,000 contract. Assess if these organizations would be better suited to recruit and organize their community members for EJNA presentations given by a current CBO partner. Set up the presentations and assign SCSS or HOAS to do the presentations. Depending on the interests of each organization contacted, EJNA may allow them to attend the training sessions related to the presentations set up and co-facilitate.

7. Develop St. Mary's Catholic Church connection.

They have a strong church network and each church have a strong, dedicated, and consistent congregation. Look into researching and setting up the same format for East African above.

8. Conduct a neighborhood campaign in White Center.

All current CBO partners do outreach activities in White Center. The Khmer and Pacefika CBOs are involved with all the schools in this neighborhood. Pacefika has a festival and are involved with the Spring Clean event here. I would suggest that EJNA looks into developing a neighborhood campaign for 2008 in White Center in accordance to meeting some of LHWMP's project goals and affecting behavioral changes at a large scale. It seems logical to not only educate citizens to adopt behavioral changes but to also set up their surrounding environment to encourage citizens to actually take action. Contact and involve the schools. Contact and involve local businesses. Prep and do education for a big event. Perhaps do a "Spring Clean" version in which the Wastemobile takes away household hazardous wastes instead.

9. Outreach to low-income apartments.

HOAS and Khmer CBOs seem to be doing outreach activities at some low-income apartments in the High Point area. They may have contacts here that may get on board to do EJNA outreach. Contact apartment leaders or Seattle Housing Authority (SHA) or King County Housing Authority (KCHA) and assess if this is a possible outreach avenue. EJNA-SPU is already looking to possible cross-collaboration work with SHA and KCHA. However, these apartments may be opportunities to find someone there to do the recruitment, set-up a date and time for presentations, and then EJNA-SPU directs CBO partners to do presentations there as part of their MOA.

IF EJNA-SPU and CBO both act as drivers in developing the EJNA network for 2008 activities:

10. Direct current CBO partners to conduct outreach to a new group.

Direct CBO partners to conduct a household hazardous waste presentation with a new group (identified in Table 2). Hence, they would recruit and conduct outreach to a group that they have not done so for EJNA activities. This may be a requirement each year that they expand their outreach to different groups.

CNS Map Survey Data Recommendations

Each CBO's CNS Map was entered and the diagrams are shown in Appendix G. From a CBO perspective, each CBO documented the issues they feel the communities they serve are facing and who is helping in addressing those issues. For most issues, the CBOs identified as their organization that their communities go to for help. Some indicated the relationship as a red color, which means good response or very helpful in addressing that issue. Some indicated the relationship as a blue color, which means poor response or not helpful because they lack the funding and resources to fully assist in this area. The diagrams do identify common themes that their communities go to for help and could be potential new CBO partners:

11. Common Theme A: ESL programs.

Colleges or organizations that have an established ESL program like St. James Church. A LHWMP colleague met with an ESL college teacher recently and they identified that using the environmental education topics would be a great way to teach English and for the new immigrants to learn about how to live a healthy life in the US. Further identify with the CBOs which specific colleges they community members are going to for ESL classes. Contact those teachers about weaving in EJNA outreach and education into the ESL classes.

12. Common Theme B: Housing.

Again, SHA and KCHA are identified to help with the housing issue. EJNA-SPU should continue to develop this partnership.

13. Common Theme C: Health Clinics.

Asthma is a huge health concern and is very prevalent, one in four urban children has asthma.²⁵ Collaborating with well-known health clinics that serve immigrants and refugees and low-income populations like SeaMar and ICHC may be a great opportunity to disseminate EJNA information. Assess possible partnerships with these health clinics.

These diagrams show that a lot of the communities they serve have issues in common, such as public safety and immigration. One CBO last year stepped up to lead and coordinate efforts of writing for a large grant for all the CBOs to tackle public safety in their communities. For whatever reasons, it did not take root with the other CBOs to participate in developing this project further. As the EJNA network becomes a stronger and tighter community with the new Train-the-Trainer model, perhaps the diagrams will serve as a medium for these CBOs to discuss about collaborating together on other funding opportunities beyond EJNA-SPU environmental education activities – that would be the true ideal of an Environmental Justice Network in Action.

²⁵ Centers for Disease Control and Prevention. Accessed May 25, 2007. www.cdc.gov/asthma/nhis/04/data.htm.

VI. Implementation Plan

Simple Implementations

Recommendations 1 and 3 of adding and maintaining the EJNA Contact List are tasks that the new EJNA-SPU Intern can take on in his / her workload right away.

Carrying out Recommendation 6, 7, 9, 11, 12, and 13 all fall under Recommendation 4 of identifying new CBO partners. This is an important EJNA goal – research and development should be done during the summer before the major EJNA stakeholders planning meeting in October 2007. The workload can be split among the EJNA-SPU staff team. Recommendations 6, 9, and 12 can be assigned to Marcella Wilson since she is already the tag person for the current East African CBO partners and has been meeting with SHA and KCHA housing authorities. Recommendation 7 can be assigned to Sheryl Shapiro since she is the tag person for St. Mary's Church. Recommendation 11 can be assigned to the new EJNA-SPU Intern since that position is involved with LHWMP team members, who are already in contact with some ESL teachers and very experienced at doing outreach presentations with IR, on the Green Home Kit program. Recommendation 13 can be assigned to Veronica Fincher.

Moderate Implementations

Further research and development on a neighborhood campaign in Recommendation 8 can be assigned to Michael Davis and Marcella Wilson since they are the lead staff that develops these types of relationships with community organizations, businesses, and coordinates with other city departments on such projects. This body of work may be too large to accomplish considering each person's current workloads, which is why this recommendation is a moderate feasibility. However, if EJSE hires an intern or temporary position, then this campaign could be assigned to that person since it requires coordinating with departments within EJSE and cross city departments like Department of Neighborhoods.

Difficult Implementations

Of most difficult implementations would be to hire an EJSE intern or temp. If EJSE could budget and get the political support to have a division intern or temporary position, then that person could undertake Recommendations 2, 5, and 8. The workload for Recommendations 2 and 5 requires a full-time position to coordinate with departments within EJSE and other city departments to develop an interactive GIS map, develop a policy on access to the EJNA Contact List, and develop a common tracking database. If the position can be realized, Recommendation falls naturally under this position.