

# Our Shared Journey Toward Meaningful Community Engagement:

Where We've Been  
& How We're Navigating  
the Road Ahead Together



BAY AREA  
AIR QUALITY  
MANAGEMENT  
DISTRICT





## Our Shared Journey Toward Meaningful Community Engagement: Where We've Been & How We're Navigating the Road Ahead Together

Welcome and thank you for your interest in the Air District's community engagement guidelines as outlined in our Public Participation Plan. In December 2013, the Air District's Board authorized implementation of our Public Participation Plan. The Plan was a first of its kind document for the Air District intended to be a living document – to change and grow as the Air District continues its mission to create a healthy breathing environment for every Bay Area resident.

The purpose of the Plan was to identify strategies and best practices the Air District would implement in order to enhance our public engagement process, making it easier for Bay Area residents, businesses, local governments and other interested stakeholders to know how and when to engage with the Air District and to stay informed of outcomes of Air District projects and plans. Air District staff worked with a dedicated group of external stakeholders to create an extensive list of Implementation Actions that would significantly improve our communication and engagement with stakeholders. Implementing the Plan has been a long journey filled with many successes and valuable lessons learned through collaborative work and engagement with our diverse stakeholders to improve air quality throughout the Bay Area.

As we begin taking steps toward updating our community engagement guidelines, we felt this is an appropriate moment to pause and reflect on our community engagement thus far. I am excited to introduce, *Our Shared Journey Toward Meaningful Community Engagement: Where We've Been & How We're Navigating the Road Ahead Together*. In this document we summarize Plan implementation and highlight how we have evolved our engagement processes and where we see ourselves going. The agency has come a long way, but we recognize that we still have a lot to improve upon. We are inspired by quality outcomes produced through our recent collaborative work, and we remain committed to authentic community engagement. To that end, we will work to deepen and expand the ways we engage and partner with our community and stakeholders.

We hope you find this document useful. We dedicate this document to the community members and stakeholders who work with us to ensure our engagement practices are equitable and inclusive and lead to outcomes that protect and improve public health, air quality and the global climate.

Jack Broadbent  
Executive Officer/Air Pollution Control Officer

## Welcome Letter

*"We remain committed to authentic community engagement."*

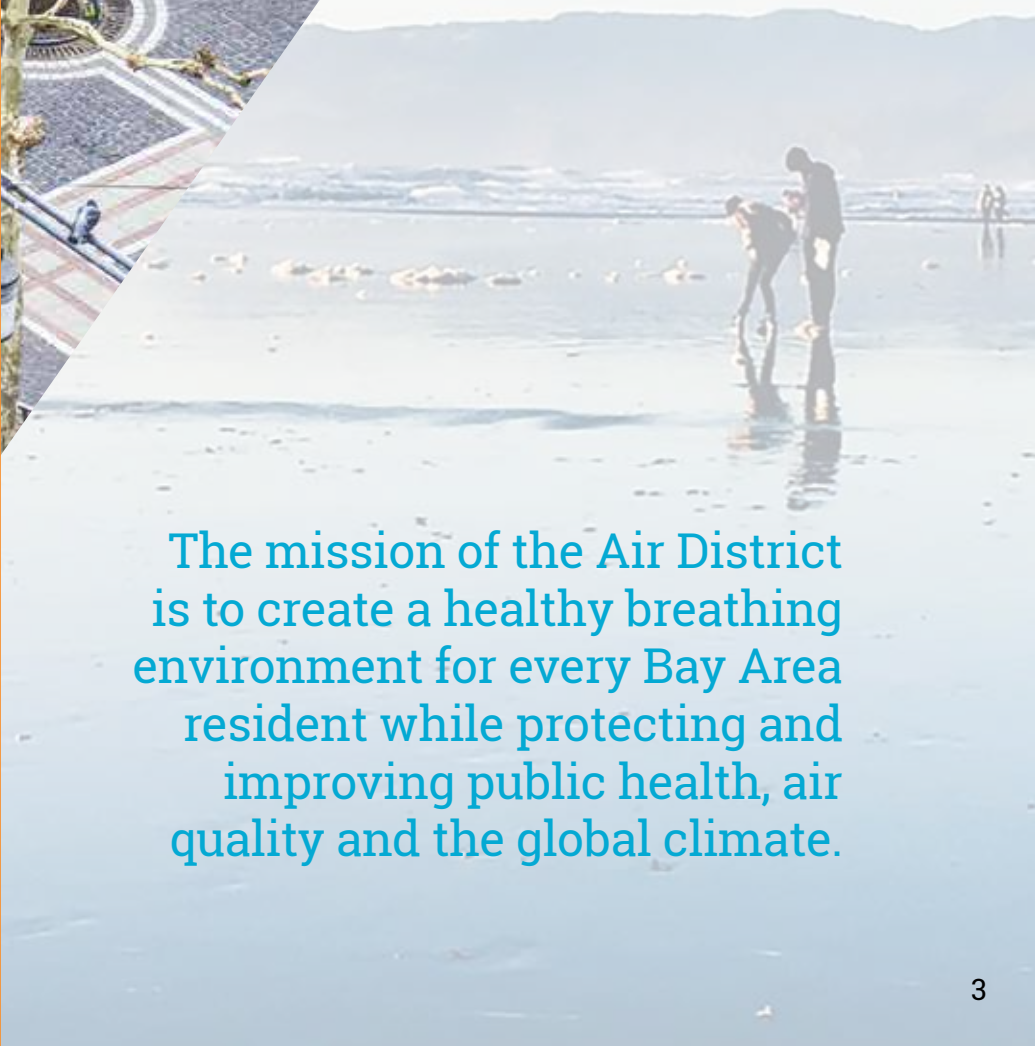





# Introduction

In 2010, the Air District conducted an assessment to understand the linguistic diversity of the Bay Area so we could be better equipped and more proactive in providing information in multiple languages. The assessment revealed the need for more comprehensive and tailored engagement with the diverse communities we serve. In keeping with our engagement values of inclusivity, accessibility and transparency, we established an external Stakeholder Advisory Task Force (Task Force) comprised of representatives from community-based organizations, environmental groups and industry representatives. Together with Air District staff, the Task Force embarked on the ambitious task to develop an innovative and comprehensive Public Participation Plan (Plan). After the Plan's approval in 2013, the Air District moved forward with implementing the 45 recommended actions over the timeframe of five years with the explicit goal of expanding and improving our engagement strategies.

As community engagement expectations evolve, so does our approach. This document provides an opportunity for us to update our community on the progress we've made so far, while reaffirming our commitment to deep and authentic community engagement that focuses on inclusive and equitable practices. We are proud of the work we've done together and are excited to reinforce our public participation principles while setting the course for our continued journey toward a Bay Area with healthy air for every resident.



**The mission of the Air District is to create a healthy breathing environment for every Bay Area resident while protecting and improving public health, air quality and the global climate.**

# Why Community Engagement Matters

Community engagement is incredibly important to the Air District. We are committed to having meaningful engagement with all the communities we serve to help ensure that we apply an equitable approach to our decision making. We strive to improve air quality for every person who lives in the Bay Area. To do that, we need to connect with our community members, understand their values and identify community-informed solutions that work for all of us.

The Air District intentionally seeks opportunities to connect with community members that have been historically excluded, discriminated against, under-represented or under-resourced so they can participate, provide feedback and shape the decisions that impact their lives. We firmly believe that inclusive and equitable processes enable the kind of policy solutions that bolster community power, improve regional conditions and increase public health outcomes.





# Mission, Core Values and Principles that Guide our Work

All departments and workgroups within the Air District are committed to implementing the actions framed in the Plan, but the Community Engagement Team is specially tasked with coordinating engagement across departments and with the community to oversee the Air District's progress implementing the Plan. Our team works closely with the diverse communities

we serve to develop collaborative relationships and find creative avenues for meaningful engagement. The mission of the Air District is to create a healthy breathing environment for every Bay Area resident while protecting and improving public health, air quality and the global climate. This mission is directly reflected in the Community Engagement Team's core values:

 <p><b>EQUITY &amp; INCLUSION</b></p>	 <p><b>TRANSPARENCY</b></p>	 <p><b>ENVIRONMENTAL JUSTICE</b></p>	 <p><b>REONSIVENESS</b></p>	 <p><b>CULTURALLY AFFIRMING</b></p>
<p>We value the knowledge and experiences of all people who live in the San Francisco Bay Area and seek opportunities to share decision-making with people most impacted by our programs.</p> <p>●●●●●●●●</p>	<p>We believe that clarity about decision-making and clear avenues for meaningful community engagement will build trust and maximize accountability.</p> <p>●●●●●●●●</p>	<p>We recognize a special responsibility to ensure opportunities for people who have been historically excluded or discriminated against to shape decisions and influence Air District outcomes that impact their lives.</p> <p>●●●●●●●●</p>	<p>We prioritize lived-experience and believe that our programming will have the greatest impact when it reflects the experience, skills and knowledge of the people who will be most impacted by the decisions made.</p> <p>●●●●●●●●</p>	<p>We celebrate the diverse communities in the Bay Area and strive to develop engagement practices that lift up to the unique values and needs of each community we serve.</p> <p>●●●●●●●●</p>

“There are so many different neighborhoods, different types of people, and different generations to consider – there needs to be collaboration on all these levels.

– Participating Stakeholder

# 9

## PUBLIC ENGAGEMENT PRINCIPLES

Meaningful community engagement is not easy but it is vitally important to achieving our vision for an inclusive, engaged and healthy Bay Area. That's why our Community Engagement team strives to:

- Ensure that our programs, policies and services are high quality and culturally appropriate
- Build trust between diverse stakeholders and affirm community knowledge and power
- Deepen our understanding of the issues that matter to diverse communities throughout the Bay Area
- Inform the public about the Air District and local air quality concerns

Nine public engagement principles framed our engagement activities after the adoption of the Plan. These principles were originally developed by the Stakeholder Advisory Task Force after a thorough review of public participation best practices that had been adopted and implemented by similar agencies nationwide. The principles helped guide our public participation process to ensure equitable engagement of all community members and partners. Even though the field of public engagement is evolving, these principles remain relevant today.



“Having the community involved is not just about economics or the bottom line. It’s also about doing what’s right for the health and wellbeing of the entire community.

– Participating Stakeholder

These public engagement principles provided a strong foundation for the Task Force and Air District staff. Together, we expanded on them by developing a complementary Range of Public Participation (Range) in the 2013 Plan that provided even more clarity about various levels of participation. The Range chart should be read like a continuum that goes from left to right. The

farther right you move along the Range, the greater your level of community participation and engagement. Example strategies that fall within each range are listed below the icons. Because there is no one-size-fits-all approach to engagement, each level along the Range has intrinsic value depending on the unique goals of a specific outreach and engagement effort.





The Air District believes that incorporating key ingredients to success, such as being proactive and transparent, identifying core values and supplying sufficient resources, will lead to greater outcomes.

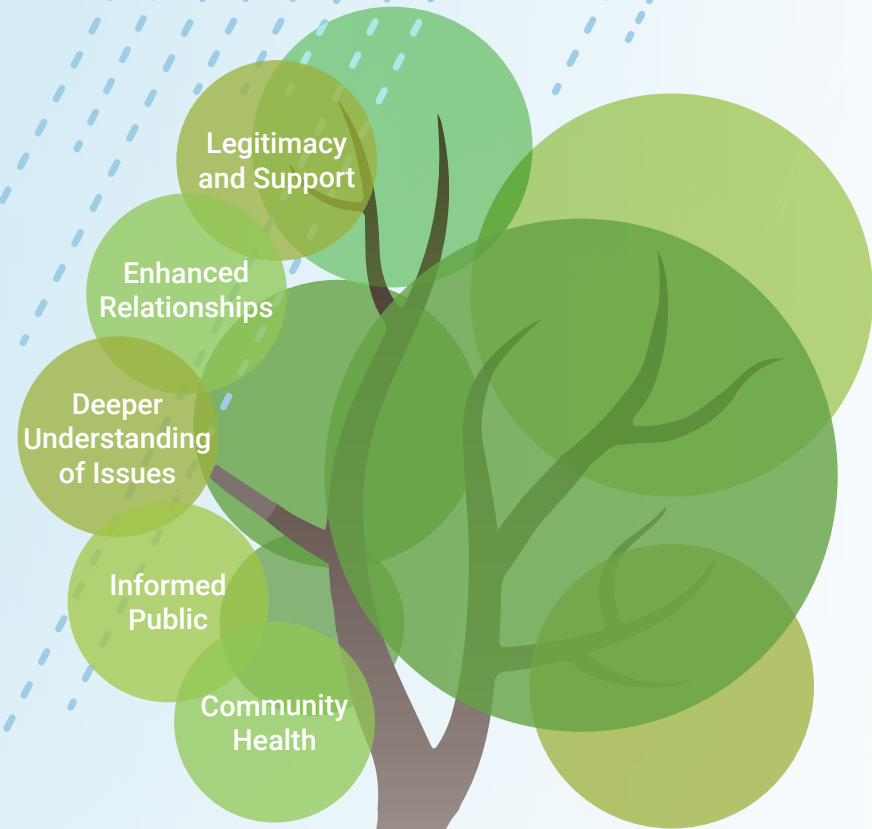
Building a solid foundation for engagement is critical to a successful effort. While the Public Participation Principles and Range provide that structure for the Air District, our ingredients for success help achieve stronger outcomes.



## INGREDIENTS TO SUCCESS

Proactive and Transparent • Culture of Belonging • Increased Capacity  
Sufficient Resources • Clear Decision-Making and Participation Process

**GREATER  
OUTCOMES**



## STRONG VALUES

Equity & Inclusion • Transparency  
Responsiveness • Environmental Justice  
Culturally Affirming



# Community Engagement: A Continuous Learning Opportunity

We are privileged to have partnered with the community to put our principles, values and mission into practice to implement the 45 actions recommended in the Public Participation Plan. We have completed 29 actions. Thirteen actions are ongoing or in progress. The table to the right represents the strong collaboration and the hard work of our community partners, stakeholders, industry and agency representatives and so many more. Only three actions are left to begin, and we are grateful for the continued commitment of all involved to see this through to its successful completion.

CATEGORY	Total Actions	Complete	In Progress	Not Started
Communications	20	14	6	0
Website Improvements	15	10	3	2
Air Quality Complaint System	4	3	1	0
Community Outreach	3	1	1	1
Multilingual Accessibility	3	1	2	0
<b>TOTAL</b>	<b>45</b>	<b>29</b>	<b>13</b>	<b>3</b>

The table above highlights our status at the end of the implementation period (2018). This time coincided with AB 617 implementation in the community and required a redirection of efforts. We plan to examine the “in progress” and “not started” action items in the next iteration of our community engagement strategies. See Appendix B for more information on each action.

“While the agency and its staffers are subject matter experts, community members can also serve as content delivery experts. We can help simplify and deliver technical content so the rest of our community will understand it.

– Participating Stakeholder





“ What works for community engagement? The #1 thing is transparency. What are you doing? What is the outcome? Why are you here? #2 is data. What are you trying to solve? When is it? #3 is the input from the community and making sure that we are part of the solution as well.

– Participating Stakeholder



# From Inform to Partner: Stories of Public Participation in Practice

The stories that follow bring these numbers to life by sharing promising practices and lessons learned from a variety of the public participation categories along the Range. In each of these stories, we share examples of how the Air District included community members and other stakeholders in planning and decision-making through a variety of engagement actions. Community engagement strategies like those described below help ensure that Air District actions are responsive to community concerns and foster sustained engagement and accountability.

## ***Inform: Providing Critical Information to Protect Public Health during Unprecedented Wildfires***

During the catastrophic wildfires in the fall of 2018 and 2019, the air quality in the Bay Area rose to unprecedented unhealthy levels. Many community members reached out to the Air District with questions and our web traffic increased by almost 1,000 percent. Our team worked diligently to provide timely and accurate air quality updates that were responsive to public concerns.

The Air District Communications, Meteorology and Measurement and Web teams worked together to evaluate, report and share information with the public. To reach as many people as possible, we utilized a variety of outreach channels, including: baaqmd.gov and sparetheair.org websites; press releases and advisory notices; media interviews; Spare the Air Alert texts and emails; and social media posts. We also worked closely with Bay Area public health officers and coordinated with other organizations and Air Districts to provide frequent and accurate information to the public.



**CHUẨN BỊ  
SẴN SÀNG  
ỨNG PHÓ  
VỚI KHÓI  
CHỖY RỪNG**



**野火煙霧  
防範建議**

**CONSEJOS  
DE PREPARACIÓN:  
ENFRENTANDO  
EL HUMO  
CAUSADO POR  
INCENDIOS  
FORESTALES**



It was critical to share timely updates with the community at-large that were inclusive and ensured access to materials and information in multiple languages.

- We developed a Wildfire Smoke Preparedness Tips brochure and translated it into Spanish, Chinese, Tagalog, and Vietnamese then posted it on Air District websites. We also provided it to county public health officers for use at evacuation centers and on their websites, among other distribution channels.
- We translated the web alert banner on our website into Spanish.
- We are in the process of translating all our general alert banners and other messaging into Spanish, Vietnamese, Chinese and Tagalog.
- Our Communications Office regularly works with in-language media to provide spokespersons for Spanish and Chinese media outlets.

Due to smoke impacts from fires, a Spare the Air Alert is in effect 10/28, Learn more: [www.sparetheair.org](http://www.sparetheair.org).  
Oct 27, 12:48 PM

# spare the air





Informed by our 2018 wildfire response, we made important improvements that allowed us to be more responsive during the Kincade Fire in 2019. The goal of our 'inform' engagement was to ensure the community had access to critical real-time air quality information, associated risks and preventive measures to help residents stay safe. For example:

- We developed embedded air quality maps and launched a special Wildfire Safety webpage.
- We increased network bandwidth to accommodate high website traffic days to ensure consistent, reliable access to valuable information.
- We helped neighboring communities stay informed through joint media briefings.

### ***Involve: Clean Air Plan***

In April 2017, the Air District adopted its Clean Air Plan: Spare the Air, Cool the Climate. This plan provides regional strategies to protect public health and the climate. To develop the Clean Air Plan, our staff engaged key stakeholders and community members to gather input and understand perspectives on the proposed control measures and climate strategies. We kept our values of equity and inclusion top of mind as we worked to ensure that community members had multiple opportunities to get involved. We hosted more than 35 public workshops, open houses and other meetings at various Bay Area locations.

We shared meeting notices in multiple languages and held meetings at accessible locations near public transit to make sure community members with limited English proficiency or limited transportation options could participate.

In addition to workshops, we convened subject-matter experts and multi-stakeholder working groups comprised of state agencies, local governments, non-profits and others to discuss greenhouse gas emission inventories, reduction strategies and control measures for the Air District to implement.

We are grateful to the multitude of stakeholders and community members who partnered with us and attended our workshops. The depth of knowledge from the subject-matter experts led to a better plan and expanded partnerships. We continue to call on their expertise as we implement the plan and develop new policies and programs like our Innovation Challenge for Greening Buildings. The community workshops expanded and strengthened our relationships with local community groups throughout the region. Their wisdom helped shape how the plan was rolled out, and we continue to rely on these relationships for implementation at the community level. For example, community groups have helped support and expand an online community engagement platform called Community Climate Solutions throughout our region. This tool empowers people who live in the Bay Area to take direct action to reduce their carbon footprint.







“For the community to have change, you need to give them the power and the tools to create change.

– Participating Stakeholder

### ***Collaborate: Community Air Risk Evaluation Program***

Overall air pollution continues to decrease in the Bay Area. Unfortunately, not all communities benefit equally from the cleaner air. Our most vulnerable communities still experience higher pollution levels and we are working to address that with the community's help. A strong example of collaborative participation was the Air District's effort to assemble a Community Air Risk Evaluation (CARE) Task Force to identify measures that reduce air pollution and associated health risks in Bay Area communities. The CARE Task Force included community organizations, health professionals, regulated industry and research institutions, and was part of the Air District's Community Air Risk Evaluation (CARE) Program that helps identify the populations most vulnerable to air pollution so we can collaboratively develop strategies to reduce adverse health impacts.

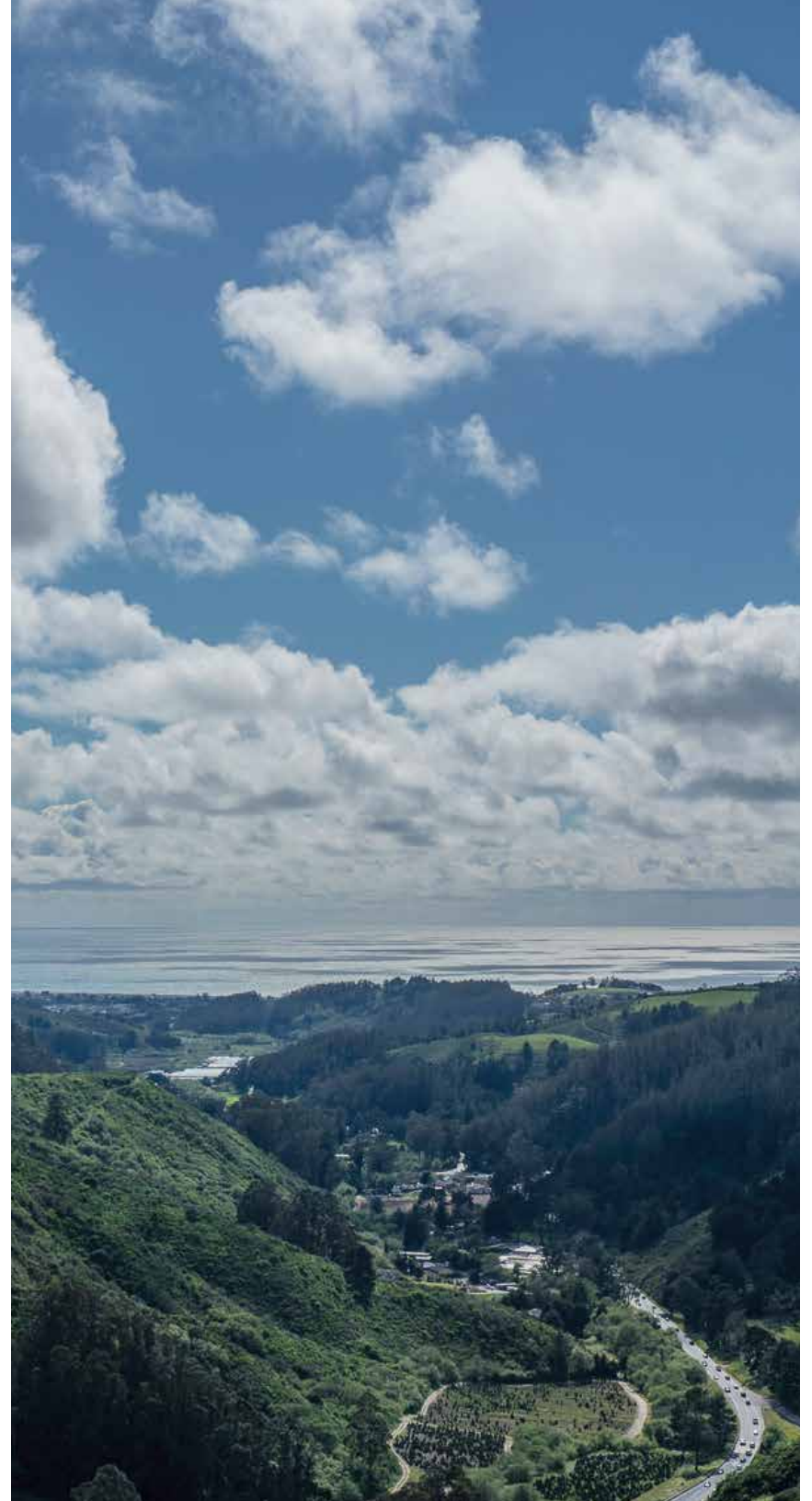






The Air District regularly convened the CARE Task Force to review, discuss and help guide technical studies, mitigation strategies and other key program elements. Anticipating that the recommendations would likely require cross-jurisdictional collaboration, we also invited agency representatives from county health and planning departments to join the group and help us formulate the solutions. The insights from this broad-based group were particularly valuable in discussing research studies and proposing new regulations. Our convenings provided numerous opportunities for community members to have a constructive dialogue around health inequities and regional concerns about recent air quality assessments.

We are grateful to our community partners and stakeholders for helping to shape the CARE Program. The Air District was proactive in working with the CARE Task Force early in the process to ensure that the CARE community boundaries included the data that was important to the community, such as health outcomes, levels of ozone, toxics and particulate matter (PM<sub>2.5</sub>). We use these maps to prioritize funding and ensure that communities most in need receive resources and incentives. This collaborative approach was built on trust and a collective desire to pursue innovative ways to improve air quality and laid the foundation for some of the strong relationships we have now with key community advocates.



# Looking Ahead

## **Shared Leadership**

The Air District aims to create inclusive opportunities for engagement. We are inspired by the lessons we've learned through community outreach and engagement and firmly believe that inclusive and equitable processes enable solutions that bolster community power and strengthen public health outcomes. Our work continues and we're expanding our efforts to reduce air pollution at the local level through community-

driven planning and implementation. Shared leadership is a new and exciting approach to community engagement where Air District staff and community members will work together to achieve better outcomes for programs and policies. Shared leadership means that community members will share power and decision-making authority with the Air District.



## SHARED LEADERSHIP IN ACTION

*As the Air District implemented the Public Participation Plan, shared leadership emerged as the right approach to reduce exposure to air pollution in neighborhoods most impacted by poor air quality. This approach was a natural evolution of the many partnerships we'd already created with the community and a visible representation of the mutual respect and trust that has emerged between the Air District and the community as a result. Our commitment to shared leadership is embodied in the AB 617 Community Health Protection Program. The Air District and community steering committees co-lead and share in decision-making to ensure that benefits from air quality efforts are shaped and shared by the people most impacted by the decisions. Inspired by lessons learned and expanded efforts at the local level, this program is one of many the Air District is implementing to partner with community members to make decisions about our air and health.*





“ Shared leadership is a unique approach because the community is not looking to the Air District for all the answers. The community is also trying to find solutions; find different ways that we can clean up the air, find new ways we have not explored before because it was not economically feasible.



Our hope is that this new approach will help us develop even stronger partnerships, greater trust and better air quality outcomes for all. This is a collaborative effort that requires re-assessing our engagement strategies. One step the Air District has already taken to strengthen our culture of belonging for all people who engage with us is our recent adoption of a resolution condemning racism and injustice and affirming diversity, equity, access and inclusion.<sup>1</sup>

In addition, we commit to:

1. Train Air District staff and community partners on racial disparities in air pollution vulnerability, community engagement, environmental justice, racial equity and implicit bias.
2. Include condemning racism and injustice and affirming diversity, equity, access and inclusion in future partnership agreements and charters and ensure a process for holding each other accountable.
3. Offer regular opportunities to build empathy and compassion for community members through storytelling.
4. Partner with local youth leaders and youth-serving organizations to ensure meaningful and authentic youth leadership in reducing air pollution.

1. [https://www.baaqmd.gov/~media/files/board-of-directors/adopted-resolutions/2020/2020\\_08\\_equity\\_and\\_inclusion\\_resolution-pdf.pdf?la=en](https://www.baaqmd.gov/~/media/files/board-of-directors/adopted-resolutions/2020/2020_08_equity_and_inclusion_resolution-pdf.pdf?la=en)



## ***Commitment to Learning and Community Engagement***

For the Air District, community engagement is not a destination; it's a journey that we take together. We are committed to continuous learning and improvement that allows our engagement approaches to evolve with our community and its people. We're excited to learn from the community as we go and we look forward to partnering with community to help shape our long-term outreach and engagement activities.

With guidance from our community partners, we are proud to shift toward greater inclusion of historically disengaged and marginalized groups, more authentic dialogue and more community-driven solutions and actions. We are eager to turn to the community for solutions that will enable community-level transformation.

We began this journey together in 2013 and the Air District remains committed to authentic community engagement. We're looking ahead to a promising future of shared leadership where we will continue to hold ourselves to high

standards and inclusive activities. The ingredients to our success will be:

- Proactive and transparent approaches
- Clear decision-making opportunities
- A welcoming environment that recognizes belonging as a core value
- Capacity building for community members and the Air District team
- Resources and support for ongoing engagement

We extend our heartfelt gratitude to the community for your partnership, collaboration, involvement and expertise thus far. Together we have already accomplished so much and there is more we can achieve together.

Let's continue to strive for a healthy breathing environment for every Bay Area resident. Let's continue to live our shared values of inclusive and equitable engagement. Let's work together to ensure that our programs, projects and their benefits are shaped and shared by all. Let's continue to lead the way locally and nationally by championing new and innovative ways of promoting authentic public participation that will improve our community's air quality and health. Let's create the Bay Area that we know is possible.



## Our Journey Continues

### How to Participate

In 2020-2021 we will bring together community members and key stakeholders to revisit and expand our community engagement approaches. To stay informed, subscribe to the Public Participation Plan e-mail list: <https://www.baaqmd.gov/plans-and-climate/public-participation-plan>







## Appendix A: 2013 Public Participation Plan Stakeholder Advisory Task Force Roster

The Air District invited community members, environmental activists, government agencies and industry members to the Stakeholder Advisory Task Force. Members listed below, or a designated alternate, attended at least one meeting of the Task Force. The Air District is deeply grateful to the Stakeholder Advisory Task Force for helping us develop our first Public Participation Plan.

**Wafaa Aborashed**, Bay Area Healthy 880 Communities San Leandro

**Jenny Bard**, American Lung Association

**Guy Bjerke**, Western States Petroleum Association

**Henry Clark**, West County Toxics Coalition

**Randy Colosky**, West Oakland Air Monitors

**Ms. Margaret Gordon**, West Oakland Environmental Indicators Project (Alternate: Brian Beveridge)

**Marianna Grossman**, Sustainable Silicon Valley (Alternate: Linda Meiss)

**Marie Harrison**, Green Action (Alternate: Tessie Esther)

**Gillian Hayes**, Santa Rosa City Planner

**Stan Hayes**, Air District Advisory Council Vice-Chair

**Charlene Henderson**, Black Coalition on AIDS

**Edward Kangeter**, Custom Alloy Scrap Sales

**John Knox White**, Transform

**Le Tim Ly**, Chinese Progressive Association (Alternate: Antonio Diaz)

**Jane Martin**, Alameda County Health Department

**Ken Mendelbaum**, Families for Clean Air (Alternate: Susan Goldsborough)

**Paloma Pavel**, Breakthrough Communities (Alternate: Carl Anthony)

**Kathy Renfrow**, Monument Community Partnership

**Tom Rivard**, San Francisco Department of Health

**Dave Robinson**, AB&I Foundry

**Rosina Roibal**, Bay Area Environmental Health Collaborative

**Janice Schroeder**, West Berkeley Alliance (Alternate: Denny Larson)

**June Wallace**, California Donor Transplant Network

**Janet Whittick**, California Council for Environmental and Economic Balance

## Appendix B: Public Participation Plan Status Snapshot

Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	COMMUNICATIONS: Workshops, Symposiums, Hearings, Meetings		
			Air District Actions	Engagement Category	Status
			<ul style="list-style-type: none"> <li>Provide sign-up sheets for e-mail notification available at all public meetings, workshops and out-reach events. Clear and simple descriptions of the e-mail notification lists will be provided at public events and prominently featured online.</li> </ul>	Inform	✓
			<ul style="list-style-type: none"> <li>Collaboratively set agendas for any Task Force meetings or meetings with community groups; distribute meeting notes after meetings; and ensure action items occur in a timely manner.</li> </ul>	Collaborate	✓
			<ul style="list-style-type: none"> <li>Develop useful brochures available in additional languages as identified in the Limited English Proficient (LEP) assessment.</li> </ul>	Inform	✓
			<ul style="list-style-type: none"> <li>Develop appropriate, effective, and targeted public participation approaches for projects requiring an enhanced public participation process.</li> </ul>	Comment	✓
			<ul style="list-style-type: none"> <li>Meet with stakeholders early in public participation processes, incorporating input as appropriate.</li> </ul>	Comment	✓
			<ul style="list-style-type: none"> <li>Develop standard templates for educational and informational materials, such as meeting and workshop notices, public comment solicitation notices and fact sheets.</li> </ul>	Inform	✓
			<ul style="list-style-type: none"> <li>Develop a clear statement on the type of public input the Air District is seeking for the project and how the input will be used. This statement will be used in informational materials and explained in person at public meetings creating realistic stakeholder expectations.</li> </ul>	Comment	✓
			<ul style="list-style-type: none"> <li>Implement a 30-day public notice period except in cases in which local, state or federal statutes require different noticing periods.</li> </ul>	Inform	✓
			<ul style="list-style-type: none"> <li>Explore the formation of a Community Council or other forum for residents to discuss and review air quality issues in the nine-county Bay Area.</li> </ul>	Collaborate	<i>Ongoing effort</i>
			<ul style="list-style-type: none"> <li>Develop educational materials that explain standard public noticing practices and public input opportunities conducted by the Air District. This information will be designed to provide public guidance for engaging with the Air District during a public participation process.</li> </ul>	Inform / Connect	<i>Ongoing effort</i>



Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	COMMUNICATIONS: Workshops, Symposiums, Hearings, Meetings		
			Air District Actions	Engagement Category	Status
			• For draft permit evaluations undergoing a public review process, the Air District will include references to regulations that the permit is addressing, and how to find more information on that regulation.	Inform / Connect	✓
			• Develop a process for following-up on comments delivered verbally at public meetings.	Comment	✓
			• When developing new printed materials, documents and web content, the Air District will utilize reader-friendly, accessible language and content tailored for stakeholders.	Inform / Connect	✓
			• Create a database with all interested parties contact information collected electronically, via sign-in sheets and over the phone. This database will be used to contact interested parties when meetings and projects of interest are announced.	Connect	Ongoing effort
			• Provide notification of the project outcome to all individuals who have submitted comments during a public comment period.	Inform / Connect	Ongoing effort
			• Develop guidelines for enlisting community assistance in outreach efforts. These regularly updated guidelines will ensure outreach partners maintain neutrality in conducting outreach.	Inform / Connect	Ongoing effort
			• Develop a standard template for response to comments. The response to comments will provide a short statement on how the information was considered, used or not used.	Inform / Connect	In progress
			• Use professional and impartial facilitators as appropriate for task force meetings, public meetings about complex projects or meetings where high public attendance is expected.	Collaborate	Not started
			• Work to make the public comment process for permits easier to understand.	Comment	✓
			• Consider hosting regional symposiums to create dialogue and discuss air quality issues in the Bay Area.	Collaborate	Ongoing effort

Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	WEBSITE IMPROVEMENTS		
			Air District Actions	Engagement Category	Status
			• Evaluate and edit content on the Air District website for clarity and accessibility.	Connect	✓
			• Develop a user friendly online, agency-wide calendar to post information, public participation activities and events.	Connect	✓
			• Include instructions for requesting materials in other languages on the Air District website.	Connect	✓
			• Post Hearing Board meeting agendas, final orders and quarterly reports on the Hearing Board webpage.	Connect	✓
			• Rebuild main website, www.baaqmd.gov. The rebuild will aim to make the website easier to use and navigate.	Connect	✓
			• Where possible, use multiple types of media (podcasts, videos, pictures) for more effective communication with the public.	Inform / Connect	✓
			• In designing the new website, conduct meetings with stakeholders to get feedback.	Connect	✓
			• Develop, test and deploy a public-facing web interface tool. This new tool will allow Bay Area residents to access information regarding their neighborhood air quality. In addition, the tool will include information from the CARE program, air quality forecasts, and select permitting data.	Connect	✓
			• Develop a list of commonly used terms in Air District work and translate these terms in multiple languages as identified in the LEP assessment ensuring consistent and accurate translation across many languages.	Inform / Connect	<i>Ongoing effort</i>



Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	WEBSITE IMPROVEMENTS		
			Air District Actions	Engagement Category	Status
			<ul style="list-style-type: none"> <li>Expand and improve multilingual language information on the website by consistently adding and updating the Spanish language portal and adding additional portals as identified in the LEP assessment.</li> </ul>	Inform	<i>Ongoing effort</i>
			<ul style="list-style-type: none"> <li>Create a webpage on <a href="http://www.baaqmd.gov">www.baaqmd.gov</a> dedicated to communicating the health impacts of air quality.</li> </ul>	Connect	<i>In progress</i>
			<ul style="list-style-type: none"> <li>Create a weekly list of permit applications and post on the Air District website. The public will either access the list from the website or will be able to sign up to receive automatic email notification of the list. The Air District will investigate the feasibility of making the lists searchable by facility or county. In addition, a sign-up feature will be added to the Air District's website for the permit applications list.</li> </ul>	Inform / Connect	✓
			<ul style="list-style-type: none"> <li>Permit application list email notification will include information regarding the Air District's Permit Ombudsman and how to submit comment to the Ombudsman. The public will be able to contact the Permit Ombudsman with any questions or concerns regarding an Air District permit application. Communication with the Permit Ombudsman will become part of the Air District's official public record.</li> </ul>	Inform / Connect	✓
			<ul style="list-style-type: none"> <li>Create a policy for responding to and tracking e-mails and phone calls received from the public.</li> </ul>	Connect	<i>Ongoing effort</i>
			<ul style="list-style-type: none"> <li>Post a centralized list of current public input opportunities online.</li> </ul>	Inform / Connect	Not started

Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	AIR QUALITY COMPLAINT SYSTEM		
			Air District Actions	Engagement Category	Status
			<ul style="list-style-type: none"> <li>Provide feedback to all wood smoke complainants in the form of an end-of-season summary.</li> </ul>	Inform	✓
			<ul style="list-style-type: none"> <li>Develop new materials on Air District complaint processes. These materials will be made easily accessible online and available at public meetings and workshops.</li> </ul>	Inform	✓
			<ul style="list-style-type: none"> <li>Implement an online complaint system.</li> </ul>	Connect	✓
	•		<ul style="list-style-type: none"> <li>Explore the development and implementation of a centralized, multilingual phone system.</li> </ul>	Inform	<i>Ongoing effort</i>

Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	COMMUNITY OUTREACH		
			Air District Actions	Engagement Category	Status
			<ul style="list-style-type: none"> <li>Identify and engage with community-based organizations that serve the Bay Area LEP community to ensure LEP stakeholders are informed of Air District actions.</li> </ul>	Partner	✓
			<ul style="list-style-type: none"> <li>Participate in events hosted by community-based organizations that serve LEP communities.</li> </ul>	Partner	<i>Ongoing effort</i>
			<ul style="list-style-type: none"> <li>Host a yearly public meeting to review annual Air District progress.</li> </ul>	Collaborate	Not started



Phase 1 (2013-2014)	Phase 2 (2015-2016)	Phase 3 (2017-2018)	MULTILINGUAL ACCESSIBILITY		
			Air District Actions	Engagement Category	Status
			<ul style="list-style-type: none"> <li>In some areas around the Bay there are significant differences in population size between the top ranked non-English language spoken in the area and other non-English languages spoken. The Air District will consider these population differences, as well as geographic scope of projects and stakeholder interest, when considering language translation needs in its regulatory development, permitting and planning processes.</li> </ul>	Inform / Connect	✓
			<ul style="list-style-type: none"> <li>Seek to make executive summaries of new draft proposed regulations available on the District's website and at public meetings in languages for LEP populations. Materials in other languages will be made available upon request and the Air District will develop a protocol for informing the non-English speaking audience of its actions.</li> </ul>	Inform	<i>Ongoing effort</i>
			<ul style="list-style-type: none"> <li>The Air District has begun conducting outreach to broaden contacts with social organizations that serve multilingual and LEP communities throughout the Bay Area, and will work to present information to these social organizations in-language to increase awareness of the Air District and its actions in LEP communities. Outreach staff will continue improving and expanding notice lists throughout the region.</li> </ul>	Inform / Connect	<i>Ongoing effort</i>



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