

Community Engagement Research and Recommendations



Report to the Legislature

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Washington State
**OFFICE OF
EQUITY**

The project was a joint effort between Dujie Tahat Consulting (DTC) and the Washington State Office of Equity.

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Office of Equity (EQUITY) Community Engagement Research and Recommendations

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1) Introduction

Advisory boards, commissions, workgroups, agencies and other statutory and non-statutory entities play a crucial role in collaboration and engagement with Washingtonians to shape public policy and amplify everyday voices—especially those with lived experience in that area—within the mechanics of state government.

Per a budget proviso passed in the 2023 legislative session, the Office of Equity (EQUITY) was tasked with “consulting with state boards, commissions, and other entities that support the participation of people from underrepresented populations in policy making processes”¹ to determine how Washington state agencies can improve community engagement and collaboration. This report reflects research requests from the proviso and should be used to inform and guide the subsequent toolkit and enterprise-wide community engagement plans. We partnered with two contractors (Dujie Tahat Consulting and the Centre for Public Impact) to facilitate conversations and to gather insight and information representing dozens of state agencies, boards and commissions.

The Office of Equity prioritized focus groups convened by Dujie Tahat Consulting by reaching out to several specific entities including:

- Commission on Asian Pacific American Affairs (CAPAA)
- Commission on Hispanic Affairs (CHA)
- Commission on African American Affairs (CAAA)
- Women’s Commission (WSWC)
- LGBTQ Commission (LGBTQ)
- Office of Minority and Women’s Business Enterprises (OMWBE)
- Office of Indian Affairs (GOIA)
- Department of Veterans Affairs (DVA)
- Governor’s Committee on Disability Issues and Employment (GCDE)

The Office of Equity is also grateful for contributions to the findings in this report provided by representatives from the following agencies and statewide business resource groups listed below. These agencies either; 1) continue to participate in a workgroup managed by the Centre for Public Impact to develop a statewide community engagement strategy, or 2) consulted with EQUITY about their barriers to conducting community outreach through the Pro-Equity Anti-Racism (PEAR) framework.

Note: the findings included herein are not necessarily reflections of everyone who represents these agencies or business resource groups.

¹ [ESSB 5187 Sec. 117\(5\)\(a\) \(2023\)](#). The scope of this report is limited to Section 5(a) of the budget proviso and is to be delivered to the Legislature by July 1, 2024. The “toolkit for best practices for supporting meaningful engagement” is under development at the time of publishing this report and will be published by November 30, 2024 through enterprise-wide collaboration

- Board of Accountancy (ACB)
- Department of Agriculture (AGR)
- Arts Commission (ARTS)
- Office of the Attorney General (ATG)
- Board of Industrial Insurance Appeals (BIIA)
- Commission on Hispanic Affairs (CHA)
- Department of Commerce (COM)
- Department of Archaeology and Historic Preservation (DAHP)
- Department of Children, Youth, and Families (DCYF)
- Department of Fish and Wildlife (DFW)
- Department of Natural Resources (DNR)
- Department of Health (DOH)
- Department of Licensing (DOL)
- Department of Retirement Systems (DRS)
- Department of Revenue (DOR)
- Department of Social and Health Services (DSHS)
- Department of Veteran's Affairs (DVA)
- Employment Security Department (ESD)
- Governor's Office (GOV)
- Health Care Authority (HCA)
- Human Rights Commission (HUM)
- Liquor and Cannabis Board (LCB)
- Office of Administrative Hearings (OAH)
- Office of the Education Ombuds (OEO)
- Office of Equity (EQUITY)
- Office of the Family and Children's Ombuds (OFCO)
- Office of Independent Investigations (OII)
- Office of Minority and Women's Business Enterprises (OMWBE)
- Office of the Secretary of State (SOS)
- Puget Sound Partnership (PSP)
- Recreation and Conservation Office (RCO)
- ResultsWA (RESULTS)
- State Board of Education (SBE)
- Utilities and Transportation Commission (UTC)
- Washington Technology Solutions (WaTech)
- Washington State Department of Transportation (WSDOT)
- Washington State Women's Commission (WSWC)
- Washington Student Achievement Council (WSAC)
- Latino Leadership Network Business Resource Group (LLN)
- Hawaiians, Asians, and Pacific Islanders Promoting an Empowerment Network Business Resource Group (HAPPEN)
- Rainbow Alliance Inclusion Network Business Resource Group (RAIN)
- Veterans Employee Resource Group (VERG)
- Washington Immigrant Network Business Resource Group (WIN)

This report additionally includes feedback from three community-based organizations (CBOs) to incorporate community perspectives in understanding community barriers to engagement.

All community members were asked a series of questions related to:

- 1) Community outreach practices
- 2) Composition of their respective statutory entities
- 3) Recruitment practices for filling vacant positions

This report reflects those three categories and identifies community barriers to success and equity in practice as well as the current state of each.

2) Research Goals - Proviso

Per the 2023 budget proviso, research into statutory entities as well as other state's practices was guided by the following direction:

1. **Identify barriers to access and meaningful participation** in community engagement by people from underrepresented populations who have lived experience;
2. **Discover tools to support access and meaningful participation** in community engagement;
3. **Identify modifications to community engagement processes that promote an increase in access and opportunities** for participation by people from underrepresented populations who have lived experience in policy-making processes.
 - Any modifications identified may not restrict or otherwise prevent compliance with requirements under federal statute or regulations; and
4. **Highlight changes to law or agency rules** that will promote increased access and participation in the policy-making process.

3) Current State of Community Engagement

The findings that follow describe community barriers to engagement identified through existing research, interviews conducted with representatives from state agencies, boards, commissions, and business resource groups. This section addresses the identification of "barriers to access and meaningful participation in community engagement by people from underrepresented populations who have lived experience" and transitions into "discover tools to support access and meaningful participation in community engagement."

Barriers to Effective and Representative Community Engagement

Engagement Opportunities are Unknown and Unclear

People who are not already connected with a government entity often do not know that a committee, board, workgroup, or project exists until they are engaged for the first time. They also may not understand why a state commission, board, workgroup, or project exists and how they can get involved. Only through attending an event, word of mouth, or somehow else coming across the information, do potential participants understand the benefits of participating or engaging in a future entity activity.

Further, many state agencies conduct public workshops or host public meetings and can have the same difficulties with reaching sectors of the population who are not already engaged or subscribed to their digital newsletters. Without effective and targeted outreach, community members may not be informed about opportunities to provide feedback or otherwise engage.

Little to No Pipeline Connecting Rural Communities to Policy Making

In the wake of the pandemic, norms around virtual engagement have shifted. Now community participation can be done online for public meetings, listening sessions, and other opportunities. However, outreach targeted, that does not rely on the internet, to rural communities is uncommon across state government. Additionally, when meetings are held in person not all participants are paid for their time, childcare, and travel, date, time, and location of the event create barriers, spaces are inaccessible for people with disabilities, and language may just be limited to English, which limits full participation for those people farthest from the policy-making process whom entities are actively trying to engage. Board members, commissioners, workgroup or project participants may act as community connectors, attempting to bring concerns of their respective geographic area directly to their commission, but it is entirely dependent upon the individual (and the group's overall composition) to take on that, often extra, responsibility.

Lack of Adequate Access to Internet

Multiple members and staff from agencies, boards, and commissions noted that a lack of access to the internet poses a significant barrier to entry for people from underrepresented populations—especially in geographies where there are no in-person connections to commissioners, board members, or staff. This affects a range of populations, often those most impacted by policy, including, but not limited to, veterans and tribal members—especially in Central and Eastern Washington where internet access is often the sparsest. Staff with one agency named access to the internet as a top-of-mind policy issue raised by their community members.

Inconsistent Workflows Across Entities

Each board, commission, and agency operate differently. As a result, both activities and outcomes across community outreach, community engagement, and member recruitment fluctuate depending on leadership vision and established practice and process.

Persistent Discontent with the Slow Pace of Policymaking

Almost uniformly across the range of State entities, staff noted finding themselves in the difficult position of defending the slow pace of the legislative process with community members who are in dire need of significant policy changes that would materially improve their lives today. Community members that participate on boards, commissions, or other government groups are not immune from this frustration either. They become disenchanted and disillusioned when significant progress is not made. It is not uncommon for community members to leave a group they are a part of due to feeling like they are talking in circles in different rooms with no real sense of direction. Insofar as the purpose of some entities are explicitly to advise on policy, this circular experience—identifying policy, reviewing bills, engaging community members, asking them to participate in the process, and passing it on to the legislature only to see it fail—is particularly dispiriting and has winnowed participation.

Some staff try to mitigate this by setting realistic expectations for meeting outcomes and varying topics of discussion to manage the member experience and give community members a sense that they are making some kind of progress. However, rushed projects and misaligned expectations of the pace of government lead some community members to quickly burn out and walk away from their roles, diminishing institutional knowledge and continuity.

Lack of Consistent Support and Presence in Communities Erodes Trust

Conducting outreach in communities that are traditionally underrepresented requires fostering trust over time. Building and maintaining trust is essential to the process of policymaking and developing long-term relationships with underrepresented communities. Agency models that rely on limited personnel to be a primary connector between communities and the state government, often struggle to balance long-term relationship building vs. short-term projects.

There are three risks posed by the current model:

1. **The persistence of problems** - When agency personnel constantly present problems to community, even to solve them, community members eventually disengage because they become fatigued with the same policy solution being

stalled in the legislature year after year, exacerbating the idea that there are too many problems to make meaningful progress.

2. **Project- or policy-specific community engagement** - When specific policies or projects come up that require community input, it often feels transactional which is, at times, counterproductive to building long-term trust and relationships. Staff have shared they do not like going to community with an issue and ask for their feedback without a clear path towards sustained engagement and outcomes to offer.
3. **Lack of diverse outreach** - When the same staff/board members engage with community members, they tend to reach out to the people who are already in their networks, those individuals and organizations that they already have established trust and relationship with. This leads many individuals and organizations left out of the process and are then unable to inform their government's actions and decisions. It also leads to burn out for the individuals and organizations who are repeatedly engaged.

Community Organizations Spread Thin

Community-based organizations' capacity to address issues in their communities and answer the call to participate in engagement opportunities is overwhelming and can only be sustainable when their infrastructure is strong. It is often the case that organizations must prioritize projects they take on and say no to some, even when those projects align with the mission and outcomes of their organization.

In efforts to find a solution, one state entity offered grants for civic education, but still ran into challenges trying to retain organizations to do the work due to lack of capacity. They have since learned that funding cannot be the only motivator for getting interested parties involved and are working on other options to reduce participation barriers. More so, most state entities do not offer funds for community organizations to engage the public. This can present a serious challenge to getting the breadth and depth of those organizations who have direct contact with those with lived experience.

Community Engagement can be Performative and Transactional

There is a spectrum of community engagement. The chart below from [The Spectrum of Community Engagement to Ownership by Rosa Gonzalez of Facilitating Power](#) (2019) explains the different stages of community engagement.

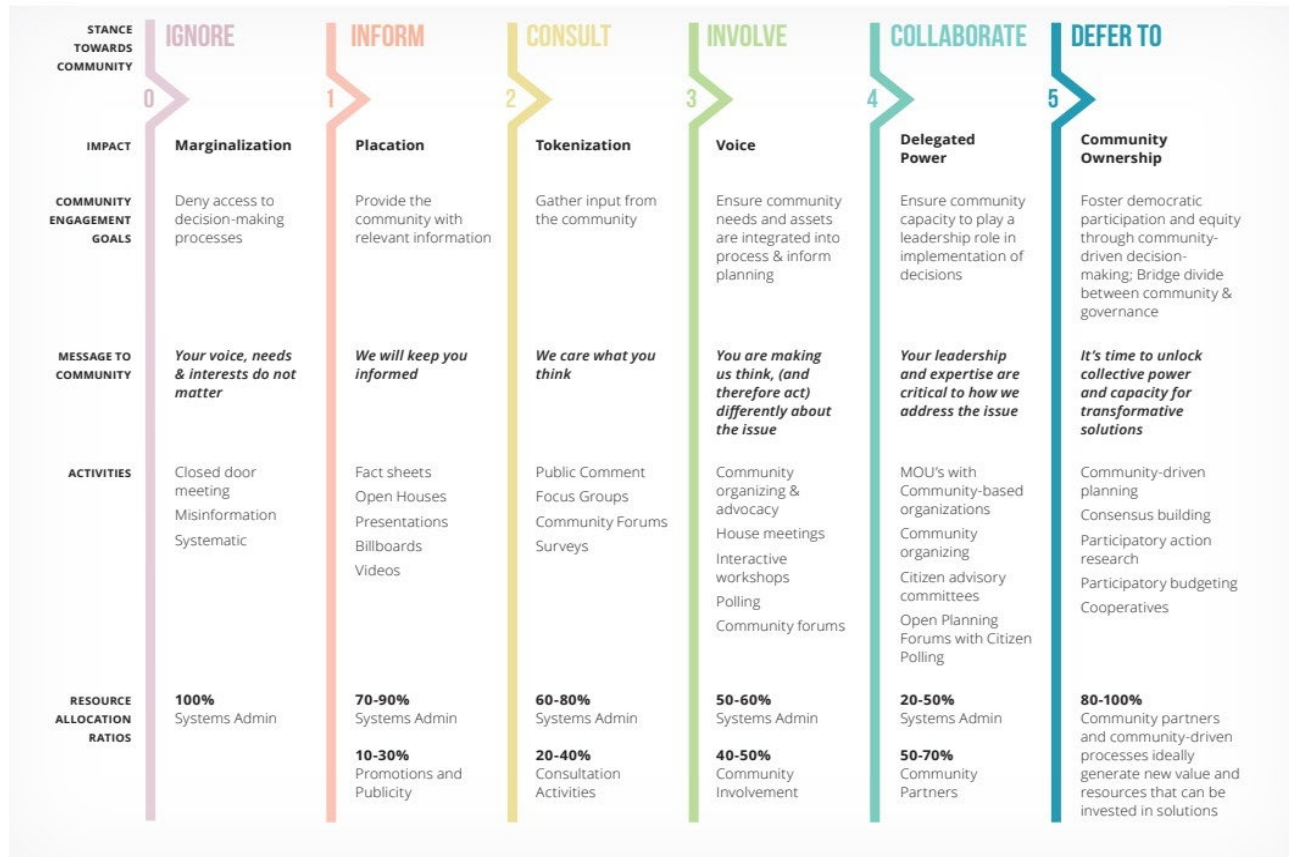
Current state of engagement is as follows:

- At the lower end of the spectrum (ignore”), marginalization occurs, and inequities are perpetuated by closed door meetings, opaque communications, and maintaining the status quo. In this level, state government is sending the message to Washingtonians that “your voice, needs and interests do not matter.”

- The next level (“inform”) is a step in the right direction, but still manifests itself as open houses, fact sheets, and presentations aimed at keeping the public informed but not necessarily engaged. The impact this has on Washingtonians is placation, and while it provides the public with necessary information, is not fully engaging.
- At the “consult” level, many agencies have created public comment processes, focus groups, community forums, and deployed surveys. However, the impact of stopping the community engagement at this level results in “tokenization” and sends the message “we care what you think” but doesn’t necessarily follow-up with action or provide responses to these public contributors.

The *future state* of community engagement are the latter three levels on this spectrum: involve, collaborate, and defer to.

- “Involve” takes the public forums outlined in the “consult” level to the next step by ensuring “community needs and assets are integrated into process and inform” the decision-making process.
- The next step involves delegating power to “ensure community capacity to play a leadership role in implementation of decisions” and sends a strong message to Washingtonians that “your leadership and expertise are critical to how we address the issues.”
- In the last level “defer to,” community members feel ownership over decision making, and have achieved co-creation with government entities.



From *The Spectrum of Community Engagement to Ownership* by Rosa Gonzalez, *Facilitating Power* (2019): <https://movementstrategy.org/wp-content/uploads/2021/08/The-Spectrum-of-Community-Engagement-to-Ownership.pdf>

Application Processes

Members of several state groups have expressed a need to reforming the standard application process for various state entities. Currently, staff and applicants alike find some online platforms difficult to use. The need to further develop accessible applications is ongoing, it also requires a balance with protecting participant information. Staff that deal with application processes shared their concern with collecting additional information as a safety and privacy issue.

Interested Party Perspective: Community-Based Organizations

Across interviews with executive directors and community organizers from community-based organizations, there is a shared attitude about the lack of understanding of some workgroups, commissions, boards' function and purpose. Organizations shared that

they do not often turn to state entities for resources or counsel to reach their communities or engage them effectively.

They have shared the following concerns in their relationships and communication with state entities:

- Lack of access to representatives or leadership themselves (i.e. closed meetings and lack of response to communications)
- Ineffective leverage as it relates to policy formation or other direct-service needs
- Out-of-date websites and resources
- Untimely requests to promote events
- Zero or very little compensation aside from per diem reimbursements

Community Engagement Language Access Barriers

Many agencies have identified language access barriers to meaningful community engagement. Agencies have begun publishing various documents, forms, reports, and statements in multiple languages, and are providing ASL and CART services for public meetings. However, the application is not consistent across all agencies and there is a shortage of interpreters nationwide which hinders such services from being available.

Untimely Requests to Promote Events

Community-based organizations (CBOs) shared that entities will often send promotional materials for their events for the community to come out in an untimely fashion. When it comes to organizing people, CBOs have shared they need at least 2-3 months in advance notice to get the word out and come up with the time and resources to conduct the outreach. They shared with us that “community is trying to make ends meet in life. A communication about an upcoming event should not be a quick turnaround.” This quick turnaround presents a barrier for organizers and their respective organizations to adequately recruit participants and attendees for such events. They cited state agencies’ inexperience of conducting outreach as a reason but are seeing the efforts to improve this.

Underutilization of Community Compensation Funds

In fiscal year 2024, Washington State agencies encountered significant barriers that led to the underutilization of community compensation funding. Despite a dedicated fund of \$250,000, only \$75,665 was used, leaving \$379,578.33 unclaimed.

Key barriers include:

1. **Limited Awareness and Engagement:** Many community members were unaware of volunteer opportunities on workgroups due to insufficient outreach and communication from agencies. This lack of engagement particularly affected historically marginalized communities, exacerbating existing inequities.

2. **Funding Hesitation:** Agencies hesitated to fully compensate volunteers due to uncertainty about the longevity of the \$250,000 fund and insufficient guidance on budget allocation for community compensation.
3. **Inefficient Reimbursement Model:** The reimbursement process was cumbersome, causing delays of up to six months for community members and complicating financial management for smaller agencies. This led to difficulties in equitable payment and organizing workgroups.
4. **Internal Support and Resources:** Agencies struggled with internal support for creating compensation policies due to push back from leadership. Additionally, there were inadequate resources to guide agencies on best practices for community engagement and compensation.

Efforts are underway to address these issues, with the Office of Equity working on a strategic action plan to improve support, provide best practices, and develop templates to assist agencies in overcoming these challenges.

How Entities Conduct Community Engagement

The methods state entities conduct community outreach and community engagement varies. Many state agencies release community engagement plans every year while ad hoc committees will hold community listening sessions as projects arise. The purpose and design of these methods also remains unclear and differs across entities. The following methods of community outreach were identified:

- Obtain policy feedback through group conversations, listening sessions, and work groups
- Establish virtual comment boxes to promote continuous feedback
- Connect with communities through social gatherings
- Establish or increase presence by sponsoring CBO events
- Contract directly with CBOs based on business needs
- Stay plugged into community events by dispatching staff or trusted messengers
- Convene identity-based communities for networking and community building
- Share resources and basic policy development information
- Nurture relationships with CBOs and individual community members with lived experiences utilizing agency programs and services
- Utilize the community compensation model to compensate community members for their time and effort

Some state agencies, boards, and commissions produce a robust outreach plan. One agency shared that they conduct most of their outreach using quarterly plenary meetings, listening sessions with community, office hours on the road, events, and partnerships with the community-based organizations. However, often, outreach is not as clearly designed or purpose-built.

Entities often use whatever outreach tactics are available to them—informed by what has historically been done by the members, staff, and their own background, professional and lived experience, capacity, etc. Often, though, these tactics are not tied to a broader strategy or engagement purpose. Therefore, activity ends up either 1) unsustainable, or 2) sustainable but not driving outcomes.

Reform

There are no obvious unifying strategies that pertain to all commissions, boards, and agencies to conduct community engagement. A toolkit for community engagement strategies to be deployed at the enterprise level, co-created with state agencies and commissions, is crucial and will be published by the Office of Equity, in collaboration with other state entities, by November 30, 2024.

4) Tools and Strategies to Support Access and Meaningful Participation

Per [ESSB 5187 Sec. 117\(5\)\(a\)\(ii\) and \(iii\) \(2023\)](#), this section addresses "modifications to community engagement processes that promote an increase in access and opportunities for participation by people from underrepresented populations who have lived experience in policy-making processes."

The recommendations that follow seek to advance equitable principles like increased access, transparent processes, shared meaningful tools, and best practices for community outreach and community engagement. The following is sourced from the available literature, community consultation activities, and consultation with representatives of statutory entities in Washington State. Entities and agencies should identify where they can act now and begin to plan for community engagement and collaboration (if not already ongoing) and implementation of more complex solutions in the future. A more robust toolkit will be developed with specific strategies and actions and made available in the report to be completed by November 30, 2024.

To promote increased access and participation in the policy-making process from underrepresented populations, see recommendations below:

Scale Up to Increase Accessibility and Transparency

- Develop enterprise-wide strategies for a community-outreach-to-leadership development pipeline
- Create enterprise-wide strategic, purpose-driven engagement plans with concrete goals and outcomes using SMARTIE goals
- Hire resource-dedicated community engagement staff to build long-term relationships and execute strategic outreach plans

- Cultivate trusted messenger models between state agencies and community-based organizations (CBOs) through agency PEAR teams and other outreach methods
- Hold public meetings in rotating locations that provide accessibility to different communities
- Prioritize populations outside of the Puget Sound urban growth area.
- Fund internships, volunteers, fellowships, or other short or long-term engagement positions —this leverages folks already working on these issues as trusted messengers in their community and gives them experience working with state agencies that could support future employment board, commission, or workgroup membership.

Leverage Organizational Partnerships for Increased Reach

- Offer small grants to CBOs to drive community turnout and engagement
- Utilize CBOs to share information regarding engagement opportunities with ample time
- Seek participant recommendations and member nominations from CBOs for board, commission, or workgroup membership
- Build partnerships with service delivery segments of agencies
- Identify opportunities to connect those who receive services to the policy advisory model of entities
- Recruit from those who receive state services

Leverage Data Collection for Recruitment and Community Engagement and Promote Leadership Commitment and Support

Leadership Support

Engage senior leadership and/or policymakers early in the change process to secure their commitment. Leadership should communicate the importance of these strategies, allocate resources, and provide visible support throughout the implementation process.

Capacity Building and Training

Invest in training and professional development opportunities for staff to build cultural awareness and humility, communication skills, and knowledge of equity issues. Provide resources and support for staff to enhance their understanding of diverse communities and best practices in community engagement on a continual basis.

Diversity and Inclusion Initiative in Hiring and Recruitment

Implement diversity and inclusion initiatives within the agency to recruit and retain a diverse workforce. Prioritize hiring practices that reflect the communities served and provide opportunities for professional growth and advancement for underrepresented staff.

Data Collection and Analysis

Invest in data collection and analysis tools to gather accurate and comprehensive information on community demographics, needs, and preferences. Use data-driven insights to inform decision-making, monitor progress, and evaluate the impact of equity-oriented initiatives.

Cross-Agency Coordination and Collaboration

Foster collaboration and coordination across different governmental agencies and departments to align equity-oriented efforts and leverage resources effectively. Establish interagency task forces or working groups to address cross-cutting equity issues. Create regular space dedicated to communication of needs and alignment on resources.

Cultivate Learning and Continuous Improvement

Cultivate a culture of continuous learning and improvement within the agency, where staff are encouraged to reflect on their experiences, share lessons learned, and adapt strategies based on feedback and evaluation findings.

5) Modifications to Community Engagement Processes

Community Partnerships and Collaboration

Foster partnerships with community organizations, advocacy groups, and grassroots leaders to co-create and co-implement equity-oriented initiatives. Engage community members in decision-making processes and seek their input to ensure that strategies are responsive to their needs and priorities.

Streamlined Processes and Flexibility

Streamline bureaucratic processes and procedures to facilitate timely decision-making and implementation. Provide flexibility for staff to adapt strategies to the unique needs and contexts of different communities, rather than adopting a one-size-fits-all approach.

Community Trust-Building Measures

Implement strategies to build trust with communities, such as transparency, accountability, and consistent communication. Demonstrate a genuine commitment to listening to and addressing community concerns and be responsive to feedback and input.

Embed Shared Power Principles into Community Engagement Structures

According to the Centre for Public Impact, "The Shared Power Principle locates power within the lowest appropriate entities both across and within organizations and creates the environment for this shared power to be used to develop effective and legitimate solutions." Within this approach, "'power' is referred to as the ability to participate in making decisions that are crucial for specific outcomes as true partners." There are four patterns that characterize the Shared Power Principle:

1. Who gets to make decisions? Subsidiarity as a guide.
2. How do we relate to one another? Relationships first.
3. Who is accountable to whom? New forms of governance and leadership.
4. How does improvement happen? Building a culture of continuous learning.

Nothing About Us Without Us Act

During the 2024 legislative session, the legislature passed [E2SHB 1541](#), commonly known as the "Nothing about us without us act". The Act implements membership requirements for statutory entities, including multimember task forces, work groups, and temporary advisory committees that are established for the specific purpose of examining a particular issue impacting underrepresented populations. The Nothing About Us Without Us Act requires task forces, work groups, and temporary advisory committees to include representation from the communities and groups directly impacted by the specific issues that those entities are tasked with examining.

Community Compensation

[Senate Bill 5793](#) passed by the Washington legislature and signed into law by Governor Inslee in 2022. This legislation advanced community collaboration in government decision-making by mandating compensation for community members who participate on class one workgroups. To support its implementation, \$250,000 was allocated to help agencies meet the financial need of volunteer compensation costs.

The [guidelines](#) are being revised in response to feedback we have received from agencies and community members and organizations. The Office of Equity will submit its report, due to the legislature December 2024, on the successes and challenges of implementing the legislation and any recommended policy changes.

6) Appendix - References

Community Engagement Resources

State	Source	Document Link
WA	Office of Equity	Equity Hub Relational Partnership Guide
WA	Office of Equity	Relational Partnerships One Pager
OR	Oregon Department of Transportation	ODOT Advisory Committee, Boards & Commissions Equity Readiness Assessment
OR	Oregon Department of Transportation	Oregon's Advisory Committee Guidance – based on HB 2985
WA	Washington Governor's Office	Boards and Commission Membership Handbook
WA	Washington State Department of Health	DOH Community Compensation Guidelines
OR	Oregon Advocacy Commissions Office	Partnerships
OR	Oregon Commission on Asian and Pacific Islander Affairs (OCAPIA)	Best Practices
CO	Colorado Commission of Indian Affairs (CCIA)	CCIA Homepage
CO	Colorado Minority Business Office Advisory Council	Council overview
CO	Colorado Civil Rights Commission (CCRC)	CCRC landing page

Recruitment Resources

State	Source	Document Link
WA	Office of Equity	Community Compensation Guidelines
US	Board Effect	Board Effect Guide
US	American Hospital Association	Recruiting for a Diverse Health Care Board
MD	State of Maryland Governor's Office - Appointments Office	Appointments Office
FL	Florida House of Representatives	Appointment Application
FL	Florida House of Representatives	Legislative Appointments
CO	Colorado Governor's Office	Boards and Commissions Application
CO	Colorado Governor's Office	Upcoming Board and Commission Vacancies
CO	Colorado Governor's Office	2024 Blue Book
OR	State of Oregon	Boards and Commissions Listings in Workday
OR	Oregon Governor's Office	Board Book
OR	Oregon Governor's Office	Board Member Compensation FAQ
OR	Oregon Governor's Office	Search for Jobs and Apply: External Candidate
WA	Washington Governor's Office	Online Appointee Training
WA	Washington Governor's Office	Appointee Application
WA	Washington Governor's Office	Submit a recommendation
MN	Minnesota Secretary of State	Boards and commissions help & how-tos
MN	Minnesota Secretary of State	Boards and commissions FAQ

Other Resources

State	Source	Document Link
OH	Women's Fund of Greater Cincinnati	Guidebook published by Women's Fund of Greater Cincinnati
MD	State of Maryland Governor's Office - Appointments Office	Appointments Office FAQ
CO	Colorado Governor's Office	Boards and Commissions
CO	9News Colorado	Colorado governor's appointees could have power go unchecked
OR	Oregon Governor's Office	Boards and Commissions
OR	Oregon Governor's Office	Boards Contact List
OR	Oregon Nurses Association	Boards and Commissions
OR	Oregon Advocacy Commissions Office	About the Oregon Advocacy Commissions Office
OR	Oregon Commission on Asian and Pacific Islander Affairs (OCAPIA)	Engage
MN	Minnesota Secretary of State	SOS Boards and Commissions page
MN	Minnesota Secretary of State	Searchable database of all boards and commissions
MN	Minnesota American Indian Advisory Council	Council overview page
MN	Minnesota Council on LGBTQIA2S+	Council overview page
MN	Minnesota Council on Latino Affairs	Council overview page
MN	Minnesota Council for Minnesotans of African Heritage (CMAH)	Council overview page
MN	Minnesota Council on Asian Pacific Minnesotans	Council overview page