

Community Engagement Strategy

Issues to Consider When Planning and Designing Community Engagement Approaches for Tribal Integrated Waste Management Programs

Prepared by the
Waste Programs Sub-workgroup
for Community Engagement
as Requested by the
Multi-Agency Tribal Infrastructure Task Force



US Environmental Protection Agency



Indian Health Service



US Department of Agriculture, Rural Development



Department of Housing and Urban Development



Department of Interior, Bureau of Indian Affairs

COMMUNITY ENGAGEMENT STRATEGY

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Approaches for Tribal Integrated Waste Management Programs

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Executive Summary/Background

The Infrastructure Task Force (ITF) Waste Programs Sub-workgroup Community Engagement Strategy provides guidance on the issues to consider when planning and designing community engagement approaches for tribal integrated waste management programs. It focuses on quality and effectiveness, process and community engagement planning, designing engagement tailored to tribal integrated waste management and the range of stakeholders affected.

Specifically, the goal of each section in the strategy is:

1. **Introduction** – Provides a comprehensive explanation of the principles and core values that guide community engagement.
2. **How to Use the ITF Community Engagement Strategy** – Details the purpose and intended use of this document.
3. **Researching All Sectors of the Community** – Outlines how to identify and analyze the community and stakeholders affected by the issue/project.
4. **Engagement Techniques and Methods** – Presents and describes different levels and types of community engagement approaches.
5. **Community Engagement Steps** – Provides step-by-step guidelines for developing a community engagement plan.

Step 1: Determine the Need for Community Engagement

Step 2: Develop a Tribal Waste Management Advisory Committee

Step 3: Define the Project Scope, Goals, and Anticipated Outcomes

Step 4: Identify and Analyze Stakeholders/Community Served

Step 5: Consider Engagement Techniques/Methods

Step 6: Create and Implement an Implementation/Operational Plan

Step 7: Monitor Progress, Evaluate the Plan, Modify (if needed)

6. **Resources and Templates** – Provides examples, resources, and templates to assist tribes throughout the development and implementation of the community engagement process.

1 Introduction

1.1 What is Community Engagement?

Community engagement is the process of building relationships with tribal members, stakeholders, citizens and interest groups to work side-by-side as long-term partners—building a coalition of support on a range of integrated waste management policies, programs and service issues—with the end goal of protecting the environment and making the community a better place to live. It encompasses a wide variety of government–community interactions ranging from information sharing to community consultation and, in some instances, active participation in government decision-making processes. Engagement can be formal or informal, direct or indirect. Effective community engagement allows the government to tap into diverse waste management perspectives to improve the quality of its decisions. It enables citizens and communities to better understand the processes of the government and builds their capacity to participate in deliberative processes by gaining confidence, skills, knowledge and experience.

Community Engagement

To better involve the tribal community to achieve long-term and sustainable outcomes, processes, relationships, decision-making, and implementation of sustainable integrated waste management programs.

1.2 Why Community Engagement Matters to Tribal Communities Developing Integrated Waste Management Programs

It is difficult to create and implement an integrated waste management program or project without outside assistance and support. Through community engagement, tribal members play a meaningful role in the deliberations, discussions, decisions and/or implementation of integrated waste management projects and programs affecting them. It empowers those from the community to learn about in-depth waste management issues, allowing them to see multiple sides and increasing the likelihood that projects and/or solutions will be widely accepted. Community engagement allows organizational and government leaders to take on roles as facilitators, supporters, and collaborators—offering them enhanced perspectives while giving a stronger voice to tribal citizens and stakeholders. Drawing on local knowledge from diverse groups creates solutions that are both practical and effective. Moreover, community engagement increases the level of trust between tribal communities and local and federal governments and bridges the gap by connecting people who are not currently part of the direct constituency.

Effective community engagement sometimes requires letting go of some of the traditional reins of power and trusting that citizens can and will effectively engage in integrated waste management issues. The result is a building and strengthening of partnerships that is healthy for a community and can more effectively address issues facing the community. Community engagement increases the influence and ability to achieve desired changes for the community in nearly any scenario, including the implementation of waste management programs.

1.3 Principles and Core Values for Effective Community Engagement

An effective integrated waste management system engages communities as partners and builds the capacity of communities to foster a safer and cleaner environment. Recognizing citizens as the community's most valuable resource, unleashes creativity and acknowledges collaboration as the primary catalyst to move the community forward.

The approach to community engagement is guided by the following principles:

- **Integrity:** Community engagement should be transparent and clear in scope and purpose.
- **Inclusiveness:** Community engagement should be accessible and balanced and capture a full range of values and perspectives.
- **Dialogue:** Community engagement should promote dialogue and open genuine discussion. It should be supported by timely and accurate information, be used to weigh options, and develop common understandings.
- **Influence:** Community engagement should be reflected in outcomes. The community should be able to see and understand the impact of their involvement.

2 How to Use the ITF Community Engagement Strategies to Provide Outreach to Tribal Communities on the Importance of Integrated Waste Management Programs

This strategy provides recommendations and guidance for tribal integrated waste management programs in the design and implementation of a community engagement process. Most of the tools outlined in this strategy are presented in a way that speaks to tribal planning processes; however, the tools themselves can be used in a wide variety of contexts.

2.1 Purpose of the Strategy

This strategy will help the reader understand the importance of reaching all sectors of the community (**Section 3**), as well as levels and types of engagement methods and techniques (**Section 4**); and will outline the steps for effective community engagement (**Section 5**) based on integrated waste management. Templates and resources (**Section 6**) are also provided to help readers develop a community engagement plan.

Section 5 (Community Engagement Steps) of this strategy provides key steps for developing a community engagement blueprint. The strategy considers desired results for integrated waste management programs and identifies key actions and required roles. In addition, templates and other resources are provided to assist in determining next steps and evaluating success.

2.2 Intended Users

This strategy was designed for tribal governments—including tribal environmental departments, integrated waste management departments, waste advisory committees, etc.—interested in designing and implementing a community engagement process that is inclusive, influential, and results-oriented.

This strategy is also aimed at federal, state, and local governments; nongovernmental organizations (NGOs); empowerment champions, practitioners, and council members tasked with developing a comprehensive engagement strategy; and anyone with an interest in community engagement. Government agencies and NGOs can use this strategy as a vehicle to build more resilient relationships with the community and identify mechanisms for building a community's strength to address integrated waste management issues.

2.3 Partner with Existing Initiatives

In many cases, community engagement strategies are executed through a partnership or collaboration with existing organizations or initiatives. Building on existing networks or

introducing an integrated waste management perspective provides opportunities for dialogue across communities and various interested parties. Examples of planning initiatives that could provide opportunities for waste management dialogue include Integrated Resource Management Plans, Hazardous Waste Plans, Climate Change Adaptation Plans, economic development, and housing development. Learn to recognize the synergies between the different sectors and think carefully about whom to involve, when, and how.

- Potential Existing Networks to Engage**
- Traditional and cultural structures
 - Government structure
 - Schools and youth programs
 - Sports teams and leagues
 - Churches and faith-based organizations

In addition, tapping into the cultural importance by including cultural history builds support and credibility within the community.

2.4 Identifying Challenges/Barriers

There are various barriers to setting up successful integrated waste management plans. In order to be effective and yield desired results, plans for integrated waste management programs must identify potential barriers and work to overcome them. Such obstacles can include, but are not limited to: involvement of rural/remote communities, contacting off-grid residents, and managing large jurisdictions.

When developing and implementing a new community engagement strategy, it is essential to identify the gaps between recommended practice and current practice (baseline assessment). Ideally, this assessment will also help to identify potential and actual barriers, allowing the program to pinpoint the actions needed to implement required changes in collaboration with the community.

3 Reaching All Sectors of the Community

Stakeholder identification and analysis is integral to the engagement planning process. Communities are most successful when true partnerships exist and power or control is shared. Understanding and managing the relationship between community members and stakeholders increases the likelihood of achieving desired project outcomes. Conversely, not fully appreciating the dynamics of the relationships that exist between stakeholders can lead to obstructions that negatively impact the overall project.

- A stakeholder is anyone who:**
- Will be affected by the program or project
 - Has knowledge related to the program or project
 - Has some authority related to the program or project
 - Has an interest in the program or project

Communities are comprised of a broad diversity of people with different backgrounds, needs, values and aspirations. An effective community engagement plan emphasizes: the importance of creating an Advisory Committee (see **Section 5.2**) that represents a collection of individuals who bring unique knowledge and skills which augment the knowledge and skills of the tribal waste management

program; identifying champions to assist with disseminating information and building support; efforts to gain tribal governmental leader support; and integrating the public and private sectors.

While the goal is to be as inclusive as possible at all times, it may be necessary to tailor engagement processes and activities to enable some communities or individuals to fully participate.

Over time, networks will build and community members will become more aware of the relevant issues and of what questions to ask related to the integrated waste management program. Being inclusive will become an everyday part of the program's thinking and planning.

Below are considerations for working more inclusively and engaging different stakeholder groups:

- Engage tribal leaders, community action groups, individual families, and any or all interested parties to participate in the overall development and execution of programmatic action for community and environmental protection.
- Solicit input from all affected parties to discover what is working, what is not working, and what needs to be accomplished for a successful waste management program.
- Building trust is often the first step in successfully engaging communities who have in the past been marginalized. Initially, these efforts may require time and patience; however, the outreach
- will provide long-term benefits.
- Community and association groups are valuable starting points for approaching and communicating with the populations targeted for engagement. These contacts can also provide insight on effective ways to communicate with particular sectors of the community.
- Remain mindful that different audiences may require a different communication approach. Know the attitudes, beliefs, and behavior of your intended audience in order to craft the most effective messages to encourage community involvement.
- Youth are the future and a valuable resource. Youth are often the most readily engaged and can be a conduit for relaying information to others within the community.

Potential Stakeholders:

- | | |
|--|----------------------------------|
| ▪ Environment/natural resource programs | ▪ Health care providers |
| ▪ Public works | ▪ Public safety |
| ▪ Tribal health departments | ▪ Emergency management |
| ▪ Cultural resource leaders and programs | ▪ Employee groups |
| ▪ Traditional leaders and organizations | ▪ Businesses and business groups |
| ▪ Multi-tribal organizations | ▪ Schools and universities |
| ▪ Waste hauling companies and staff | ▪ Children and youth groups |
| ▪ Neighboring communities | ▪ Elders and elder associations |
| ▪ Regional planning organizations | ▪ Local sports teams |
| ▪ Environmental organizations | ▪ Religious/faith-based groups |
| ▪ Housing authorities | ▪ State agencies |
| ▪ Neighborhood watch groups | ▪ Federal agencies |
| ▪ Utility companies | |

4 Engagement Techniques and Methods

A broad spectrum of community engagement techniques can be used to engage communities and stakeholders; no single approach will suit every issue. Some techniques are designed specifically to share information or elicit views and opinions; others aim to effectively involve communities in decision making. The most appropriate community engagement technique is determined by the issue, the desired objectives, and available resources. Community engagement techniques should be designed in collaboration with local organizations that understand the issues pertaining to the area and the citizens within the community.

Social Change:

Social events are required to generate social change. Gatherings, meetings and other social events should be considered and planned if social change is a priority.

The spectrum of community engagement is generally categorized into three types:

- **Inform** – Decisions have already been made or action is required, with a need to ensure that the affected community is aware of the information or facts.
- **Consult** – Requires some input, feedback or advice before part of the project or decision is finalized.
- **Active Involvement**– Collaborates with specific stakeholder groups or the community to work through the issues and develop solutions.

All engagement processes need to inform. Most will have some level of consultation and some will include active participation.

Sensitivity and understanding of the importance of cultural history and oral record-keeping traditions are also important when selecting engagement techniques. When appropriate and applicable, employ multi-lingual materials and methods to reach a deeper and broader audience.

Key Tips for Information Strategies:

- Carefully frame the messages associated with the topic of your community involvement request. Messages which emphasize losses which occur as a result of inaction are often more persuasive than messages that emphasize savings as a result of taking action. Example: “Our tribe loses \$XX annually by throwing all waste into landfills! Bring your ideas to the [community event] to develop our new recycling program...”
- Use these forms of displays to showcase community members’ commitments. If an individual commits to a behavior, they will be more likely to engage in that behavior and continue the behavior over time. Ask community members to make public, written commitments about participating in the community involvement process or a specific positive behavior, and inform the rest of the community of this by publicizing the community members’ names with their commitments.

Inform: To Build Community Awareness

Information strategies are a part of any community engagement activity. Effective information allows the community and stakeholders to understand issues and decide whether they want to participate and how actively. It is beneficial and important to keep affected communities informed.

4.1 Displays – Leaflets/Posters/Signs

Signage is an effective way to share messages and/or information about the integrated waste management program. Displays can inform the public and stimulate citizens and stakeholders to participate in engagement activities. Use these displays as prompts for reminding people to engage in a positive behavior that you are seeking through this effort (e.g. strategic placement of signs to encourage people to put their completed surveys in the collection box, bring their reusable bag, etc.). For more information on Prompts, see the ***Community-Based Social Marketing Sections 4.14 and 6.1.***

Incorporating art or creativity into the development of the leaflets, posters, and signs can encourage participation and generate interest and ideas. Approaches include:

- **Photography** – Disposable cameras can be given to community members of all ages to capture their likes and dislikes in an area. The results can be exhibited on signs or posters to generate further discussion or promote events.
- **Artwork or poems** – Invite community members to submit (possibly for a prize) art pieces or poems that describe their area, changes they would like to see, or their ideal home or environment. The resulting work can be incorporated into posters, signs, or displayed separately.

Signage and posters used at the beginning of a community planning process can generate interest and raise awareness; or, toward the end of the process, they can be used to serve as lasting reminders. In addition, art and creative methods are appropriate where you want to involve local people in expressing their views and generating ideas. These are useful techniques for engaging community members of all ages through education or school programs, local community forums, and resident or interest groups.

Potential Display Locations:

- Shopping centres
- Libraries
- Community Centers
- Community events and festivals
- Schools

Depending on the size, color, and number needed, signs and posters can be expensive to produce; however, they can often be designed for reuse at other events or locations.

For additional information and resources, see Section 6.5

4.2 Newsletter/Tribal Newspaper/Tribal Magazines

Although electronic information sharing continues to increase, tribal newspapers and newsletters still remain a highly viable vehicle for disseminating information on integrated waste management programs within tribal communities.

While newsprint communications may be expensive to produce, they should be considered as part of an overall community engagement strategy. Readership and distribution of the publication should be researched and considered prior to utilizing this approach. Use these media to publicly display names/pictures of community members or groups who have made formal commitments to engage in the community involvement process, as a way to reinforce their commitments. For more information on Commitments, refer to **Sections 4.14 and 6.1 on *Community-Based Social Marketing***.

For additional information and resources, see Section 6.6.

4.3 Hotline or 1-800 Number

A hotline is a widely advertised phone number that community members can call to access pre-recorded messages, leave comments on waste management topics, or talk directly to someone who can answer questions about an issue or an engagement activity. A hotline should be considered as a support mechanism of an overall community engagement strategy. The key to a successful staffed hotline is to have the right person at the receiving end. Callers must feel that the person answering calls is really listening to and interested in what they have to say, and is both knowledgeable and responsive. Depending upon the target audience, it may be important to have a bi- or multi-lingual person staffing the hotline. A hotline number requires relatively low cost and little effort to maintain.

4.4 Web-based Announcements/Social Media (Electronic Media)

In today's culture, society is increasingly using a range of social media and social networking tools to help promote activities, provide information, and encourage dialogue. A variety of web-based engagement processes are ideal highways to easily spread information, such as online discussion forums and blogs, Facebook, online surveys, social networking (i.e., Twitter, LinkedIn, etc.), and digital interactive TV.

Web-based activities are a valuable tool to announce and share information (i.e., events, meetings, etc.), but are also opportunities to create dialogue and discussions and gather feedback. Web-based announcements and social media formats enable people to choose where, when and for how long they want to participate.

Web-based processes typically work best as part of a package of methods. It should also be noted that social media has limited face-to-face interaction and may require considerable staff time dedicated to coordinating, responding, and posting updates.

For additional information and resources, see Section 6.7.

Consultation: To Solicit Information/Feedback from the Community

Consultation provides opportunities to develop two-way relationships between the waste management program and community members. Consultation processes may run parallel with information and active participation strategies, as the public has often already been informed about an issue or an engagement activity.

4.5 Public Exhibits

Public exhibits consist of presentation displays to solicit the views and comments of large numbers of people. Integrated waste management information and facts can be displayed and passersby asked to comment on particular issues and themes, generate ideas, or vote for particular activities or issues.

Public Exhibits can include:

- Banner stands
- Informational booths
- Bulletin board presentations
- Graffiti walls

Selecting a busy public location can help to achieve high levels of participation and generate interest in the project from those who may not otherwise get involved. The approach can be organized to coincide with other events, including community festivals, school fairs, tribal events, Earth Day celebrations, etc.

4.6 Surveys and Questionnaires

Surveys and questionnaires can be created to identify the needs and views of a large number of people. Increasingly, free online survey software programs (e.g., SurveyMonkey) are being used to develop community feedback surveys.

Surveys are typically most effective when a limited number of short and concise questions are used to garner information and feedback. In addition, surveys are best used as part of a program that include other methods; by themselves they can be limited in scope and do little to promote meaningful community engagement. Surveys collect qualitative and quantitative data while allowing participants to remain anonymous. Mail or online surveys can also cover a wide range of demographics, both within and outside of the tribal community.

Main Stages to Consider While Developing a Survey

1. Defining the sample size and the type of information required
2. Deciding on the type of survey to be used (postal, drop and collect, telephone/interview, online, etc.)
3. Survey design
4. Piloting the survey
5. Undertaking the survey and post-completion analysis of results

Developing a useful survey to gather sufficient data is an art form and often requires trial and error to perfect. In addition, participation rates can vary greatly depending on community interest. For example, elders typically prefer not to take surveys and would rather participate in face-to-face discussions/interviews.

To promote a specific positive waste management behavior within a targeted group, emphasize closed-ended questions that will help quantify data on the benefits and barriers associated with that behavior. You may also want to include some open-ended questions so participants can provide more detail on their views. If time or resources are lacking, then an intercept survey may suffice. Ask two simple questions of representatives of your target audience: “What makes it difficult or challenging for you to *[insert positive behavior]*?” and “What is beneficial or rewarding about *[insert positive behavior]*?” For more information on researching barriers and benefits to

promote a positive behavior, see Section 4.14 and the *Tribal Community-Based Social Marketing Training Guide* referenced in Section 6.1

For additional information and resources, see Section 6.9.

4.7 Public Meetings

Public meetings provide an opportunity to consult a large number of community members and stakeholders. Meetings allow direct interaction with the community, foster information and data gathering, and enable many people to be heard. It also enables waste management staff to explain processes, provide information, and collect feedback.

Items to Consider while Planning a Public Meeting
Is it possible for most community members/stakeholders to participate?
▪ Time/Day
▪ Length of meeting
▪ Location
▪ Availability of childcare
Is the meeting in an appropriate format?
▪ Individual meetings vs. small groups vs. large groups
▪ Will stakeholders feel part of the process?
Is the information presented appropriately for the target audience?
▪ Native language (if appropriate)
▪ Use of plain language vs. scientific terms
▪ Open discussions vs. presentations from panel speakers
Will the affected community want to provide input?
▪ Is there interest in the topic?
▪ Will they feel part of the process?
▪ Are there conflicts within the community?

Breaking into small groups is a valuable way to use public meetings to engage people effectively. Meetings should be organized to allow for small group discussions with oral feedback. In addition, it is important to allow opportunities for participants to set or influence the agenda and ask questions.

Although effective on many levels, large groups can be intimidating to participants, who may feel unable to get involved and as a result, be unwilling to attend.

For additional information and resources, see Section 6.10.

4.8 Interviews

An interview is an informal and trusted setting where community members can share ideas and concerns. Interviews provide opportunities for waste management staff to meet community members, allow staff to learn the history of a tribe or village, gain knowledge about a reservation's waste management issues, and engage community members about their vision for the future. Tribal elders are a particularly important demographic to interview, as they provide a historical context to issues within the community.

Although interviews are a valuable engagement method for face-to-face information sharing, they can require significant time and effort.

For additional information and resources, see Section 6.11.

4.9 Open Day or “Drop-in” Sessions

Open day or drop-in sessions at disposal and recycling centers allow community members to see first-hand the disposal and recycling operations provided on a regular basis to the community. These sessions allow for direct interaction with the community to raise awareness of waste management, share ideas and information about issues or challenges, and answer any immediate questions.

Advantages of Drop-in Sessions

- One-on-one interaction with community members
- Education opportunity on proper waste disposal and recycling practices
- Ability to answer immediate questions and gather information from the public

Open day sessions often require cost and effort to hold; and depending on turnout to the event, space may be limited at the disposal/recycling facility.

For additional information and resources, see Section 6.14.

4.10 Community Fairs/Events (Earth Day, Community Cleanup Day, etc.)

A community fair or event provides a fun and enjoyable venue for sharing project information and raising awareness about a particular issue. A fair can incorporate a range of activities and events to appeal to the broadest possible audience. These can include entertainment, information sharing (booths or displays), rides, hands-on art and other activities for children, and events of interest to adults. As well as distributing information, a fair provides a range of opportunities for consultation and active participation. Community fairs or events can be organized as part of engagement activities, or engagement activities can be planned to coincide with existing community fairs or events.

Community events require significant staff resources to plan and execute, as well as effective collaboration skills.

Community Fairs

- Can increase the visibility and approachability of the program or issue
- Are often attended by a broad variety of stakeholders
- Support relationship and network building

For additional information and resources, see Section 6.15.

4.11 School Visits

School visits and other approaches in educational settings allow representatives from the waste management program to meet with school children and raise awareness about waste disposal and recycling. Children are an important target audience for sustained long-term engagement and often times the most involved in adapting behaviors for social changes.

School visits require creative and hands-on messaging or activities to engage students.

Power of Children to Deliver a Message

- Important when seeking to generate behavioral change
- Children transfer the message to their homes, family, siblings, etc.
- Supports sustained engagement

4.12 Workshop

Workshops or facilitated discussion groups allow community members and stakeholders to discuss their ideas in an open and relaxed atmosphere. Workshops can take a variety of formats and serve as a valuable venue for distributing and collecting information on community needs.

Workshops are useful for encouraging discussion among those who may feel less confident in a larger group. Workshops allow specific participants or interest groups to be targeted; therefore, those often excluded from wider engagement exercises can be identified and invited to attend.

Workshops can be designed to:

- Exchange information
- Discuss the strengths, weaknesses, and opportunities of an idea or project
- Obtain ideas and innovative thinking to move a project forward
- Promote prioritization and development of an action plan

4.13 Waste Audits

Waste audits are an exercise to evaluate a community's waste stream. The main objective of a waste stream audit is to determine a baseline for the waste management program; however, it also gives volunteer stakeholders/community members an opportunity to provide information and advice for creative problem solving.

Waste audits are an effective method to determine the baseline waste stream and the potential for recycling recovery; they are equally effective at initiating discussion of potential solutions to waste reduction.

Waste Audits

- Used to set a baseline and for initial planning and problem solving
- Used to develop and enhance relationships/partnerships early in the process
- Allow hands-on participation
- Encourage participation from technical and non-technical contributors

Active Involvement: To Collaborate with the Community

Active involvement includes a move beyond information sharing and consultation to more actively involve citizens and communities in planning and decision-making processes. These techniques should be supported by an effective information program and may be implemented in conjunction with consultation processes.

Active involvement is often used to engage relatively small numbers of people as key stakeholders.

4.14 Tribal Community-Based Social Marketing

Community-based social marketing (CBSM) is an approach to driving behavioral change through community initiatives that remove barriers to desired behaviors, while enhancing the advantages to those behaviors. In designing strategies, community-based social marketing uses marketing techniques carried out at the community level which involve direct contact with people in order to influence the behavior within targeted sectors in the community.

A CBSM campaign may be helpful in achieving a specific goal or objective in the tribe's Integrated Waste Management Plan by promoting a specific positive waste management behavior. Actively engage the targeted sector in the community for their input throughout the entire CBSM design and implementation process.

The steps in the CBSM process are:

- 1) Selecting behaviors, you want to encourage.
- 2) Identifying Barriers and Benefits – Develop a research plan that may involve surveys, focus groups (see **Section 4**).
- 3) Developing Strategies - Ask for community input to design effective CBSM strategies. Test these strategies with small groups or representatives in the community.

Examples of CBSM strategy tools include:

- a. Commitments: From Good Intentions to Action
 - Design written pledges that individuals would sign to commit themselves to take an action, and the pledges would then be posted for public view.
 - Specify a small commitment to request community members to make, before specifying a larger commitment request.
- b. Social Norms: Building Community Support
 - Design a button or sticker promoting a behavior, and develop a recruitment plan to have people agree to wear or display them. This will increase the likelihood that they will actually perform that behavior.
 - Plan to have leaders visit households to follow up on whether the households are engaging in the positive behavior.
- c. Social Diffusion: Speeding the Adoption of New Behaviors
- d. Prompts: Remembering to Act
 - Design prompts such as signs, stickers, etc. that would best resonate with the targeted group to encourage a specific behavior or action.
- e. Communication: Creating Effective Messages

f. Incentives: Enhancing Motivation to Act

g. Convenience: Making it Easy to Act

4) Piloting the Strategies

5) Broad Scale Implementation and Evaluation

For additional information and resources, see Section 6.1.

4.15 Focus Groups

Focus groups are used for in-depth exploration into the opinions, knowledge, perceptions and concerns of individuals in regard to a particular topic. A focus group typically involves six to ten people who have knowledge of or experience with an issue. Group discussion is led by a moderator who guides participants through a series of open-ended questions. The information gathered can provide important clues to participants' attitudes and values as they relate to a waste management issue. Make it convenient for people to participate in your focus group to ensure better representation of your community or targeted group (e.g. arranging for transportation or child care).

Convening multiple focus groups with different community members on the same topic can strengthen a waste program's level of understanding about issues associated with the topic of concern.

It is important to have a skilled facilitator who encourages all members of the group to participate, to provide a comfortable venue, and to ensure that participants feel confident about expressing their views. When researching the barriers and benefits to promoting a specific positive waste management behavior within a targeted sector of the community, it is ideal to separate those that are already engaging in the behavior in a focus group from those that are not yet engaged in the behavior. When people are not yet engaging in a behavior, they may feel uncomfortable participating in a focus group with others who are. This may affect the quality of information you receive from them.

5 Community Engagement Steps

At the beginning of any community engagement project, it is important to ask key questions to ensure organization throughout the planning and design process.

Thinking through the following questions and issues will assist in the planning and design of a community engagement plan:

- What is the need for community engagement?
- What resources are available?
- Who will be part of the decision-making process?
- What are goals and objectives of the engagement?
- How to identify the stakeholders?
- What level of participation is hoped to achieve?
- What engagement techniques and methods will be used?
- How will the engagement plan be implemented?
- How will feedback and next steps be determined?

5.1 Step 1 – Determine the Need for Community Engagement

The first step of developing a community engagement plan is to determine the need for community engagement. The need for community engagement should be based on the principles of integrated waste management or the tribe’s Integrated Waste Management Plan (IWMP). An IWMP is a strategy that guides a tribe’s comprehensive waste prevention, recycling, composting, and disposal program.

Determine the Need for Community Engagement

- Evaluate the current status of waste management in the community
- Determine gaps and areas that need to be addressed

An effective IWMP considers how to prevent, recycle, and manage waste in ways that most effectively protect human health and the environment. The tribe’s IWMP should be evaluated for gaps as well as local needs and conditions. This evaluation will help identify needs—where there are gaps in services—and also identify community members to involve in community engagement efforts.

For additional information and resources about Integrated Waste Management Plans, see Sections 6.2 and 6.3.

5.2 Step 2 – Develop a Tribal Waste Management Advisory Committee

It is important to develop a Tribal Waste Management Advisory Committee to provide guidance and input into community engagement activities and the decision-making process. Advisory committees are generally made up of representatives from waste management stakeholders and community and/or interest groups to provide technical or specific information on multi-faceted issues. Establishing an advisory committee enables expert and continuous input into planning and decision-making from a range of community members and stakeholders with relevant skills and/or knowledge.

The goals of the committee should include realistic roles and responsibilities, timeframes and decision-making processes. The representatives of the committee need to be sure that the goals are clearly defined and agreed upon when the group is formed. It is important to establish whether the committee members are representing a broader group (i.e., community liaison) or participating as individuals.

**Potential Representatives in Tribal
Waste Management Advisory Committee**

- Tribal Leaders
- Interested Community Members (including tribal elders)
- Citizen Groups
- Waste Management Haulers
- Community Developers
- Small Business Owners
- Key Waste Department Personnel

Community engagement activities require careful planning and financing. Waste management programs operate on tight annual operation budgets; therefore, it is imperative to determine the amount of resources (both monetary and personnel) that can be allocated to a community engagement effort.

5.3 Step 3 – Define the Project Scope, Goals, and Anticipated Outcomes

From the outset, be clear about the scope and purpose of the engagement process. For example, is the process designed to:

- Identify and/or prioritize what the needs and priorities for waste management planning should be?
- Develop a consensus on a proposal or plan for waste management?
- Develop new or collaborative ways of implementing elements of the IWMP?
- Create behavioral changes that lead to social change?

**Waste Management Evaluation Tool-
Seven Key Indicators**

1. Planning
2. Financial Viability
3. Management
4. Staffing
5. Operations
6. Coordination
7. Compliance and Enforcement

Agreeing on a clear purpose will help identify engagement goals and anticipated outcomes, and help to determine the scope and depth of the engagement. This can range from consultation to involvement in decision making to community and voluntary groups assisting with project development.

To initiate this effort, the *Tribal Waste Management Program Sustainability Evaluation Tool* (the Tool) is a valuable tool. The Tool is designed to effectively evaluate how a tribal waste management program is currently operating and identify areas where support is needed to create a sustainable waste management program. Identifying gaps and obstacles can lead to a focus on positive environmental behaviors to encourage change. There are seven key indicators that are representative of a sustainable waste management program.

For more information about the *Tribal Waste Management Program Sustainability Evaluation Tool*, see Section 6.2.

Clarifying the goal(s) for community engagement enhances the design of effective engagement activities. Specific goals for community engagement can be as varied as the tribal waste management programs seeking to connect with residents, and will depend on the outlook and purpose of a tribe's program(s). Establishing clear goals will enhance the effectiveness of community engagement efforts.

- A general spectrum of community engagement goals may include the following:**
1. Increase awareness of issues, services and opportunities
 2. Increase the use of the tribal waste management/recycling program(s)
 3. Educate residents on issues and/or involve them in decision-making
 4. Motivate a change in behavior
 5. Empower communities to identify and address their own issues and opportunities

After defining the purpose and goals of the community engagement, developing anticipated outcomes are critical. Anticipated outcomes are the specific measures used to determine whether or not the goals are successfully achieved. There are three levels of outcomes that are desired from a community engagement activity.

- **Short-term Outcomes** – What happens as a result of community engagement?
These are the initial effects of community engagement and generally include changes to the community and government interaction and understanding of each other's needs.
Example: Community members better understand waste management issues and the department better understands the needs of the community.
- **Medium-term Outcomes** – What will community engagement lead to?
These are the resulting effects of community engagement and can include changes to policies, plans and projects and broader changes to communities and government.
Example: An improved waste/recycling collection process is developed that maximizes available resources and reflects the needs of the community.
- **Longer-term Outcomes** – What actions will community engagement contribute to?
These are the lasting effects of community engagement and can include fundamental changes in the social, environmental, and economics of a community. Long-term outcomes are often associated with the purpose of the overall planning, policy development or results that community engagement activities are trying to influence.
Example: Noticeable/measurable results to the issue the community engagement activity addressed and improvements to the community's health and the environment.

Below are components and examples for developing a framework for goals and outcomes.

Component	Examples
Inputs	<ul style="list-style-type: none"> • Timeframe: Six months • Financial resources: \$1,200 • Time commitment: Two-half time staff and three volunteers
Purpose and Goals	Motivate a change in community behavior and increase the use of the tribe's waste management/recycling program(s)
Short-term Outcomes	<ul style="list-style-type: none"> • The waste program better understands the needs of the community • Community participants better understand the waste management process
Medium-term Outcomes	<ul style="list-style-type: none"> • Build a greater capacity for community members to participate in the waste management/recycling program • Improve processes and/or plans that maximize available resources and reflects the needs of the community
Long-term Outcomes	<ul style="list-style-type: none"> • Implement a more efficient process that resulted in an increase in recycling rates • Improvements to the community's quality of life

Monitoring and evaluation will be discussed further in Step 7; however, it is important to review and monitor the progress of the community engagement activities throughout the development and implementation phase. This helps to ensure that the proper goals, outcomes, and activities were selected and help contribute to better results and lessons learned.

5.4 Step 4 – Identify and Analyze the Stakeholders/Community Served

It is important to identify all groups and individuals within the community that will be affected or have an interest in community engagement outcomes. Not all stakeholders will need to be engaged at the same level, so it is important to identify their needs to determine what engagement activities might be required and at which stage of the project.

When undertaking stakeholder analysis it is important to consider:

- What are the key issues or areas of interest for the project?
- Who are the key stakeholder groups?
- What might be their level of interest?
- Who are the key contacts for the groups?

When identifying and analyzing key stakeholders, it is also important to consider the public's perception on the issue(s). Consider past experiences with the community concerning similar issues or any previous consultation or research that may have been undertaken. In order to develop a comprehensive list of stakeholders, the following steps may be useful:

- Brainstorm with the Tribal Waste Management Advisory Committee.
- Contact environmental and outreach departments to inquire about past consultations or interested community groups.
- Conduct statewide and local searches and create contacts with jurisdictions that may overlap with tribal stakeholders.

- Ask key members of the community and other identified stakeholders who they think might be interested.
- Include targeted sectors of the community in which to increase specific, positive waste management behaviors.
- Identify any hard to reach groups who may be impacted by outcomes—special consideration should be given on how to engage these sections of the community.
- Consider engaging all entities who have some type of stake in tribal programs. This would include not only federal, but state and local agencies that may have some degree of interest in tribal projects or have supplemental funding available to aid in the fruition of a tribal project that benefits the surrounding communities.
- Tribes should also seek local non-governmental organizations and service providers as stakeholders as many of these entities will provide technical support, supplies, equipment, and services.

It is important to note that when considering stakeholders, ensure that engagement techniques take into consideration cultural requirements or other barriers that may hinder effective engagement.

5.5 Step 5 - Consider Engagement Techniques / Methods and Develop Engagement Strategies

There is no simple solution or “one size fits all” approach to identifying an effective engagement method. To be most effective, it will often be necessary to combine a range of complementary methods.

Determining the level of impact for each stakeholder group (see **Step 4**) will allow you to identify what levels of participation (i.e., inform, consult, active participation; see **Section 4**) you should be considering for your project. Not all stakeholders will require the same levels of engagement, and engagement methods should be selected carefully based on the needs and demographics of each group.

Once the level of participation has been determined, it is important to select the appropriate methods and tools to engage the community. Although not an exhaustive list, **Section 4** offers ways to help staff and the Advisory Committee identify what method, or combination of techniques, can be used. Consideration should be given to the types of engagement activities being planned to ensure that they are inclusive and maximize the potential for participation.

Community-based social marketing (CBSM) techniques can be used to encourage community engagement in the waste management planning and development process. To help achieve specific IWMP goals and objectives, CBSM can also be used to increase specific positive waste management behaviors within targeted sectors of the community. For more information on the CBSM methodology, see sections 4.14 and Section 6.1.

5.6 Step 6 – Create and Implement an Operational Plan

The next step should include the development of a community engagement or operational plan. This plan outlines how best to engage the public in planning and project decision-making. The plan may be specific to a particular project or may guide a broad range of activities that would benefit from community engagement.

Elements of a community engagement plan include:

- Project schedule with communication and public involvement timeframes (see Step 2)
- Public involvement goals and anticipated outcomes (see Step 3)

- Geographic scope of outreach (see Step 4)
- List of major opportunities for public participation or engagement (see Step 5)

It is important to leverage cultural connectedness into the plan and into each community engagement activity.

5.7 Step 7 – Monitor Progress, Evaluate the Plan, and Improve/Modify Plan (If Needed)

Evaluation and monitoring is an important part of improving community engagement processes and should be encouraged throughout the project. Routine monitoring and evaluation of community engagement strategies provide opportunities to address new issues that arise during the implementation phase.

A review process should be built into each engagement activity, including a prepared summary evaluation of the community engagement undertaken. This summary should include three areas of focus for the feedback: Was the activity successful? What can we do better?; and What have we learned?.

3 Key Purposes for Community Engagement Evaluation	
1. Was the activity successful?	<ul style="list-style-type: none"> • Report on the achievements and progress of the program
2. What have we learned?	<ul style="list-style-type: none"> • Examine the community engagement process against objectives and goals
3. What can we do better?	<ul style="list-style-type: none"> • Explore ways to better meet objectives and goals

Undertaking this evaluation will help the integrated waste management program to better improve its community engagement processes, celebrate success of anticipated outcomes, and learn from experiences. The summary evaluation should also be made accessible to the community, particularly those who participated in the community engagement activities.

Below are components and examples for developing an evaluation framework.

Component	Characteristics/Sample Questions	Examples
Inputs	What was invested? <ul style="list-style-type: none"> • Include timeframes, financial resources, and time committed 	<ul style="list-style-type: none"> • Six months • \$1,200 • Two-half time staff and three volunteers
Activities or Actions	What was done? <ul style="list-style-type: none"> • Activity 1 – Conducted a Social Media information outreach and announcement campaign • Activity 2 – Held a Public Meeting • Activity 3 – Hosted a Community Event 	<ul style="list-style-type: none"> • Posted Facebook announcements, tweeted program updates and held “Twitter chats” about the tribal recycling program. • Convened a 125-person public meeting to solicit feedback about the tribal recycling program.

Component	Characteristics/Sample Questions	Examples
		<ul style="list-style-type: none"> Sponsored a Tribal Earth Day event to boost participation and awareness of the program.
Success Factors	<p>How was it accomplished?</p> <p>Activity 1</p> <ul style="list-style-type: none"> Are the right community members at the table? <p>Activity 2</p> <ul style="list-style-type: none"> How are community members involved in developing the program or project? <ul style="list-style-type: none"> Did they help conceptualize the project, establish project goals, and develop or plan the project? How did community members help to assure that the program or project is culturally sensitive? Does the process and structure of meetings allow for all voices to be heard and equally valued? <p>Activity 3</p> <ul style="list-style-type: none"> How are community members involved in implementing the program or project? 	<ul style="list-style-type: none"> Activity 1 – Reached all the target audiences Activities 2 and 3: Gained a representative range of participants and involved participants in a meaningful way
External Factors	<p>Outside influences that intervened:</p> <ul style="list-style-type: none"> Items and influences that were beyond the control of the program or project that affected the outcome of the project. 	<ul style="list-style-type: none"> The nature of (demographics, ethnicity, past experiences with community engagement) the target groups changed during community engagement activities. Changes to general economic and other social conditions during the time of the program. Media assisted with the promotion of meetings and events.
Short-term Outcomes	<p>What happened as a result?</p> <ul style="list-style-type: none"> Have community members/stakeholders learned about the tribe’s waste management program? Has the integrated waste management program learned about the community’s needs? 	<ul style="list-style-type: none"> The waste program better understands the needs of the community. Community participants better understand the waste management process.

Component	Characteristics/Sample Questions	Examples
Medium-term Outcomes	What will this lead to? <ul style="list-style-type: none"> Has the integrated waste management program seen an increase in phone calls/questions, visitors to the facility, etc.? How are community members involved in developing the program or project? 	<ul style="list-style-type: none"> Greater capacity to participate within the community. An improved process and/or plan that maximizes available resources and reflects the needs of the community.
Long-term Outcomes	What will this contribute to? <ul style="list-style-type: none"> Have recycling rates increased? Has dumping decreased at the “open dump” areas?	<ul style="list-style-type: none"> A more efficient process that resulted in an increase in recycling rates. Improvements to the community’s quality of life.

6 Resources and Templates

This section provides customizable resources and sample templates for reference or use when designing and implementing a community engagement strategy.

6.1 Community-Based Social Marketing (CBSM) Project – EPA Region 5

Community-based social marketing (CBSM) is an alternative approach to encouraging environmentally sustainable behaviors, by effectively combining marketing tools with community engagement techniques. EPA Region 5 supported the development of a CBSM Training Guide and a tribal demonstration of CBSM conducted by the Fond du Lac Band of Lake Superior Chippewa in Minnesota. By using the CBSM methodology, Fond du Lac successfully increased the recycling rate by 41% at its Fond du Lac Tribal and Community College.

For more information about the CBSM Training Guide and the EPA Region 5 project, visit the EPA Tribal Lands website: [EPA CBSM webpage \(https://www.epa.gov/tribal-lands/community-based-social-marketing-training-guide\)](https://www.epa.gov/tribal-lands/community-based-social-marketing-training-guide).

6.2 Tribal Waste Management Program Sustainability Evaluation Tool

The Tribal Waste Management Program Sustainability Evaluation Tool is designed to effectively evaluate how a tribal waste management program is currently operating and identifies areas where support is needed to create a sustainable waste management program.

The tool contains seven key indicators that are representative of a sustainable waste management program:

1. Planning: Tribe has an Integrated Waste Management Plan, a capital improvements plan, and an operations and maintenance plan.
2. Financial Viability: Tribe has an annual operations budget, user fees, and billing and collection are adequate.
3. Management: The management structure is effective and clearly defined, the waste management program manager has the authority to hire and direct staff, and there is a tribal utility board with the ability to make decisions.
4. Staffing: Tribe has a staffing plan with clear descriptions, staff training plan and implementation, and the appropriate number of staff and skills.

5. Operations: Tribal operations comply with laws and regulations, and operations are cost effective and meet the demand of the tribal community.
6. Coordination: There is good coordination with other tribal departments—for example, a tribal housing authority and or utility, as well as coordination with other jurisdictions for service as needed (e.g., if there is a problem with open dumping, the tribe demonstrates the ability to coordinate removal or cleanup with neighboring jurisdictions).
7. Compliance and Enforcement: Tribe has codes and/or ordinances in place and an effective tribal enforcement program.

For more information about the *Tribal Waste Management Program Sustainability Evaluation Tool* is available on the OLEM Tribal Site.

6.3 Tribal Solid Waste Advisory Network (TSWAN) –

Integrated Waste Management Plan Information Checklist

TSWAN is a non-profit organization of 34 federally-recognized tribes and other tribal consortia throughout Washington, Oregon, Idaho, and Alaska, working to make effective and environmentally responsible solid waste management a priority on reservations and in communities. One of TSWAN's primary goals is to work towards sharing technical expertise, information, and opportunities with one another.

TSWAN developed an Integrated Waste Management Plan (IWMP) Information Checklist to assist tribes with the development of a Plan. The checklist reviews and provides tribes with a foundation on how to address and develop components of an Integrated Waste Management Plan.

For more information about the TSWAN, visit: <http://tswan.org/network/>.

The TSWAN IWMP is available in Appendix A.

6.4 Integrated Waste Management Plan Template

Planning is the first step in designing or improving a waste management system. Waste management planners should take into consideration institutional, social, financial, economic, technical, and environmental factors. Based on these factors, a selection of waste management activities and community outreach can be designed that best suits the system's needs.

For additional information on integrated waste management planning, visit [EPA's Developing Integrated Waste Management Plans webpage](https://www.epa.gov/tribal-lands/developing-tribal-integrated-waste-management-plans) (<https://www.epa.gov/tribal-lands/developing-tribal-integrated-waste-management-plans>).

For information and a sample Integrated Solid Waste Plan Template for a tribal village in Alaska, visit: <http://www.zendergroup.org/plan.htm>.

6.5 Leaflets/Posters/Signs Resources

Leaflets, posters, and/or signs are a valuable tool to increase knowledge or share information about an integrated waste management program.

For additional information and tips on creating community engagement signage, visit: http://www.zendergroup.org/docs/Flyers_Poster.pdf

6.6 Newsletter Article Template

Below are examples of tribal newsletters used for community outreach and engagement:

- The Tuscarora Nation Environment Program has published *Tuscarora Environment News* continuously since 1997. In recent years, the Environment Program's Facebook page has extended the reach of the *Environment News*.

For a sample of the *Tuscarora Environmental News*, visit:

http://www.tuscaroraenvironment.org/images/newsletters/2015/skarure_monthly-august2015_online.pdf.

- The St. Regis Mohawk Tribe developed a reoccurring cartoon strip featuring *Kwis and Tiio*, two fictional young members of the community. Kwis is the naughty character, with bad recycling and waste practices; Tiio sets the better example, and continuously chides his friend. Their images are used as the logo on SRMT collection vehicles, and on the bags of the pay-as-you-throw program.

For additional information and a sample of the Kwis and Tiio cartoon, visit:

<http://www.srmtenv.org/index.php?spec=srmtswkt>

Courtesy of St. Regis Mohawk Tribe

For additional information and tips on writing effective newsletter articles, visit:

<http://www.zendergroup.org/samplenewsletters.htm>

Courtesy of St. Regis Mohawk Tribe

6.7 Sample Social Media Posts (Web-based Announcement)

Social media (including, Facebook, Twitter, Instagram, etc.) is an effective method to share information, engage discussions, and/or post announcements. Social media also connects groups and is a valuable asset for networking.

For additional information and tips on using social media, visit:

<http://www.zendergroup.org/docs/facebook.pdf>

6.8 Sample Public Service Announcement (PSA)

A public service announcement or public service ad, are messages in the public interest disseminated by radio or television without charge, with the objective of raising awareness, changing public attitudes and behavior towards a waste management issue.

For additional information and tips on broadcasting a message, visit:

<http://www.zendergroup.org/docs/psa.pdf>.

6.9 Sample Surveys and Questionnaires Template

Surveys are an effective approach for receiving feedback and input from a wide-range of community members and stakeholders regarding a waste management issue.

For additional information and tips on developing sample surveys and questionnaires, visit:

<http://www.zendergroup.org/survey.html>

6.10 Public Meeting Resources

Holding a community meeting is an ideal way to bring together community members and stakeholders with a variety of viewpoints to exchange ideas and information, and establish goals and action plans.

For additional resources for planning a public meeting, visit:

<http://www2.epa.gov/international-cooperation/public-participation-guide-public-meetings>.

For additional information and tips on developing a public meeting, visit:

<http://www.zendergroup.org/docs/meetings.pdf>.

6.11 Sample Interview Questions

Providing opportunities for community members to act as interviewers can be an important capacity and relationship building strategy. More in-depth interviewing, carried out on a one-to-one basis over a period of one to two hours, can provide a more detailed understanding of people's thoughts, feelings, and behavior on important issues.

For additional information and tips on developing interview questions (adapting survey questions), visit: http://www.zendergroup.org/docs/sample_survey.pdf

6.12 Open Day and/or "Drop-in" Sessions Examples

Open day sessions can be as simple or as complicated as budget and resources allow. Regardless of the operation, here are some important considerations during planning of a drop-in session event.

- Think safety! You may need to take extra precautions and use volunteers to assist.
- Train staff or volunteers how to answer commonly asked questions.
- Hand out printed material about the waste and/or recycling program that can be read and reviewed by visitors after the session.
- Snacks, prizes, or other motivations can be used to encourage attendance for large Open Day events.

6.13 Community Fairs / Events Examples

Colville Tribal Recycling Program – Earth Day Event

Since 2010, the Colville Tribal Recycling Program, in Washington State, has organized an Earth Day event on April 22nd. In 2014, the event drew over 1,400 attendees (community population is roughly 600) and included a free luncheon, free giveaways, over 50 informational booths, entertainment and games. The tribe's recycling program continuously conducts outreach for sponsorships and donations throughout the year. The event is a fun way to bring people together, get the community to think about waste and recycling, and build community pride.

For more information about the Colville Earth Day Community Event, visit:

<https://www.facebook.com/CCTrecycling/>.

Example Earth Day Event Flyer: <http://www.nvec.org/uploads/2012earthday.pdf>.

Outreach Components

- Incorporates part of the culture into the outreach. Sharing a meal with the community
- Free event – there is no charge for attendees or vendors
- Over 50 informational booths and vendors
- Free giveaways and prizes donated from vendors, sponsors, and supporters
- Entertainment, including kid’s dances and drum circles
- Local schools in the district attend and participate
- Tribal newspaper runs a story before and after the event
- Conduct outreach the entire year
- No politics at the Earth Day event
- Promotes awareness about waste management/ recycling and builds community pride

6.14 Community Outreach Material

New Mexico Recycling Coalition (NMRC) Community Outreach Materials

The New Mexico Recycling Coalition (NMRC) serves as a member-based association that provides services to recycling professionals around the state. NMRC also provide public outreach/education and industry-specific advocacy. NMRC conducts ongoing work to help tribes and rural communities address integrated waste management program outreach issues.

For information about NMRC’s programs and resources, visit:

<http://www.recyclenewmexico.com/>.

6.15 EPA Public Participation Guide

EPA's Public Participation Guide provides tools for public participation and public outreach in environmental decision-making. Although this guide is designed with government agencies in mind, it is a helpful resource to assist with managing the process where public participation is important for decision-making.

The guide can assist with identifying some of the best practices for planning, skills and behaviors that can be used to design and implement a meaningful public participation program.

For more information about EPA’s Public Participation Guide, visit:

<http://www2.epa.gov/international-cooperation/public-participation-guide>.

6.16 EPA’s Office of Land and Emergency Management (OLEM)

Communications Strategies Tool – Community Outreach

This resource is geared towards Superfund; however, it provides a high level view of community outreach, strategic planning, and community awareness. In addition, it provides an example of how to lay out a communications strategy.

ORCR is currently developing an updated public participation manual geared toward hazard waste treatment, storage, and disposal facilities (TSDF).

6.17 Tribal Solid Waste Advisory Network - Tribal Strategic Planning for Environmental Management Sustainability Template

The Strategic Plan for Environmental Management Sustainability Template for tribes is a set of tools used to assist individual tribes in developing a strategic plan for environmental management sustainability that is effective and user-friendly. The template can help sustain and improve tribal

environmental management systems and practices beyond the limits and changes in funding sources, tribal administration, organizational structures, and policy. That is, the template encourages the user to consider adaptability to rapid change, broad-based strategic funding, and sustainability.

The template includes a preliminary planning readiness assessment to determine whether an organization is ready to launch a planning initiative. It also includes a set of strategic self-assessment and analysis tools that support strategic analysis activities. Completing these tools will allow the user to generate valuable information for a strong strategic plan.

For more information about the Tribal Strategic Planning for Environmental Management Sustainability Template visit:

<http://www.nijc.org/pdfs/Solid%20Waste/TSWAN%20Environmental%20Management%20Template%20final%20doc.pdf>.

6.18 National Tribal Waste Management Peer Matching Program

The EPA is authorized by the Resource Conservation and Recovery Act (RCRA) and the Indian Environmental General Assistance Program (GAP) to provide technical and financial assistance to tribes in developing and implementing tribal waste management programs. In the Environmental Protection Agency-Wide Plan to Provide Solid Waste Management Capacity Assistance to Tribes, the Office of Resource Conservation and Recovery (ORCR) committed to implementing a National Tribal Waste Management Peer Matching Program. To promote the benefits of peer matching, ORCR, in collaboration with the EPA Regions and the American Indian Environmental Office (AIEO), established the National Tribal Waste Management Peer Matching Program in FY 2015. Under this program, a peer match is a voluntary exchange of information and best practices between tribes. A tribe with expertise provides technical assistance to a tribe with defined program development or implementation technical assistance needs in that same subject area. Upon agreeing to participate in a match, the tribe with technical expertise (the “mentoring tribe”) mentors the tribe(s) requesting the assistance (the “mentee tribe”).

For more information about EPA’s National Tribal Waste Management Peer Matching Program visit: <https://www.epa.gov/tribal-lands/forms/national-tribal-waste-management-peer-matching-program>.

Appendix A

Tribal Solid Waste Advisory Network (TSWAN)



TSWAN IWMP
Template.pdf

Please note: There are additional ancillary documents to this template and users/interested parties should contact TSWAN directly for all available templates and documents that complement the IWMP template. TSWAN will share these at no cost to tribes. Contact should be made through ksnowden@tswan.org.

Integrated Waste Management Plan Information Checklist



Information
Checklists.pdf