Roadmaps to Health
Action Awards Convening
Building Networks, Advancing Community Health Improvement
Community and Partner Engagement
March 3, 2016

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PolicyLink is a research and action institute dedicated to fostering equitable communities of opportunity by *lifting up what works*.

What Equity Is?

- Full inclusion of all residents in the economic, social, and political life of the region, regardless of race, ethnicity, age, gender, neighborhood of residence, or other characteristics

- Achieving equity requires a strong commitment to partnerships that result in real change for the better, in the lives of people.

- Theory of Change - equity investments are not 'charity'. Equity is smart strategic investments in our most valuable capital – human beings.

What is the Difference Between Equity and Diversity?

Equity is just and fair inclusion into a society in which all can participate, prosper and reach their full potential.

Diversity focuses on *participation*…

- In November 2012 we were reminded of this when President Barack Obama was re-elected by the most diverse electorate in U.S. history,

But what about *prosper* and *reach their full potential*

- In the same period, nationwide unemployment rates were 6.3 percent for whites, 9.8 percent for Hispanics, and 14.0 percent for blacks.

What is the Difference Between Equity and Equality?

Do you need shoes? Of course you do!

Here take mine! Thank you – They don't fit….Awww cmon! I thought you needed shoes……

What can happens when you have to wear shoes that don't fit?

Characteristics of Equitable Communities and Neighborhoods

All residents:

- feel safe and possess a sense of belonging
- are fully able to participate in the economy
- contribute to the readiness for the future
- connect to assets and resources and opportunities

Strong equitable neighborhoods and regions:

- **Foster** economic vitality

- **Offer** access through place-base investments and connectivity
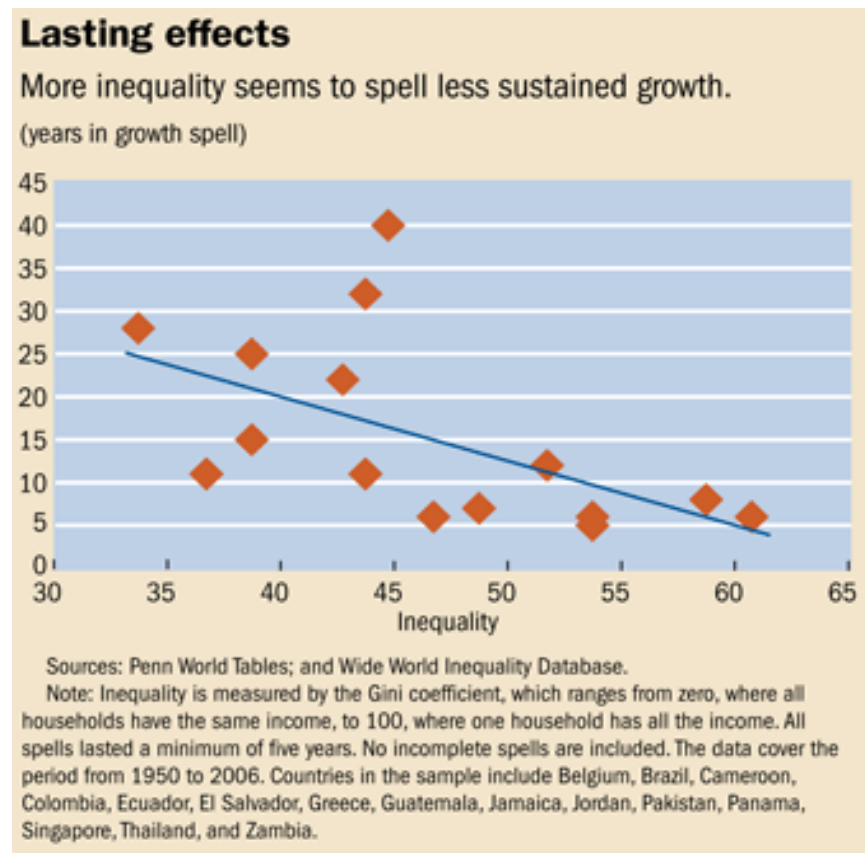
- **Cultivate** readiness for the future

MARTIN LUTHER KING, JR.
WAS BORN IN THIS HOUSE
JANUARY 15, 1929

Equity is the Superior Economic Growth Model for our Nation

Inequality is bad for the economy

According to the IMF, lower inequality results in faster and more sustained economic growth.

- A 2011 study analyzed over 100 countries and found that every 10 percent increase in income inequality increased the length of a country's growth cycle by 50 percent.

- A 2014 study found lower inequality is correlated with faster economic growth.

Lasting effects

More inequality seems to spell less sustained growth.

(years in growth spell)

Sources: Penn World Tables; and Wide World Inequality Database.
Note: Inequality is measured by the Gini coefficient, which ranges from zero, where all households have the same income, to 100, where one household has all the income. All spells lasted a minimum of five years. No incomplete spells are included. The data cover the period from 1950 to 2006. Countries in the sample include Belgium, Brazil, Cameroon, Colombia, Ecuador, El Salvador, Greece, Guatemala, Jamaica, Jordan, Pakistan, Panama, Singapore, Thailand, and Zambia.

Source: Andrew Berg & Jonathan Ostry, International Monetary Fund

Equity is the Superior Economic Growth Model for our Nation

A growing consensus

The Washington Post   "Income inequality hurts economic growth, researchers say"

The New York Times   "Income Inequality May Take Toll on Growth"
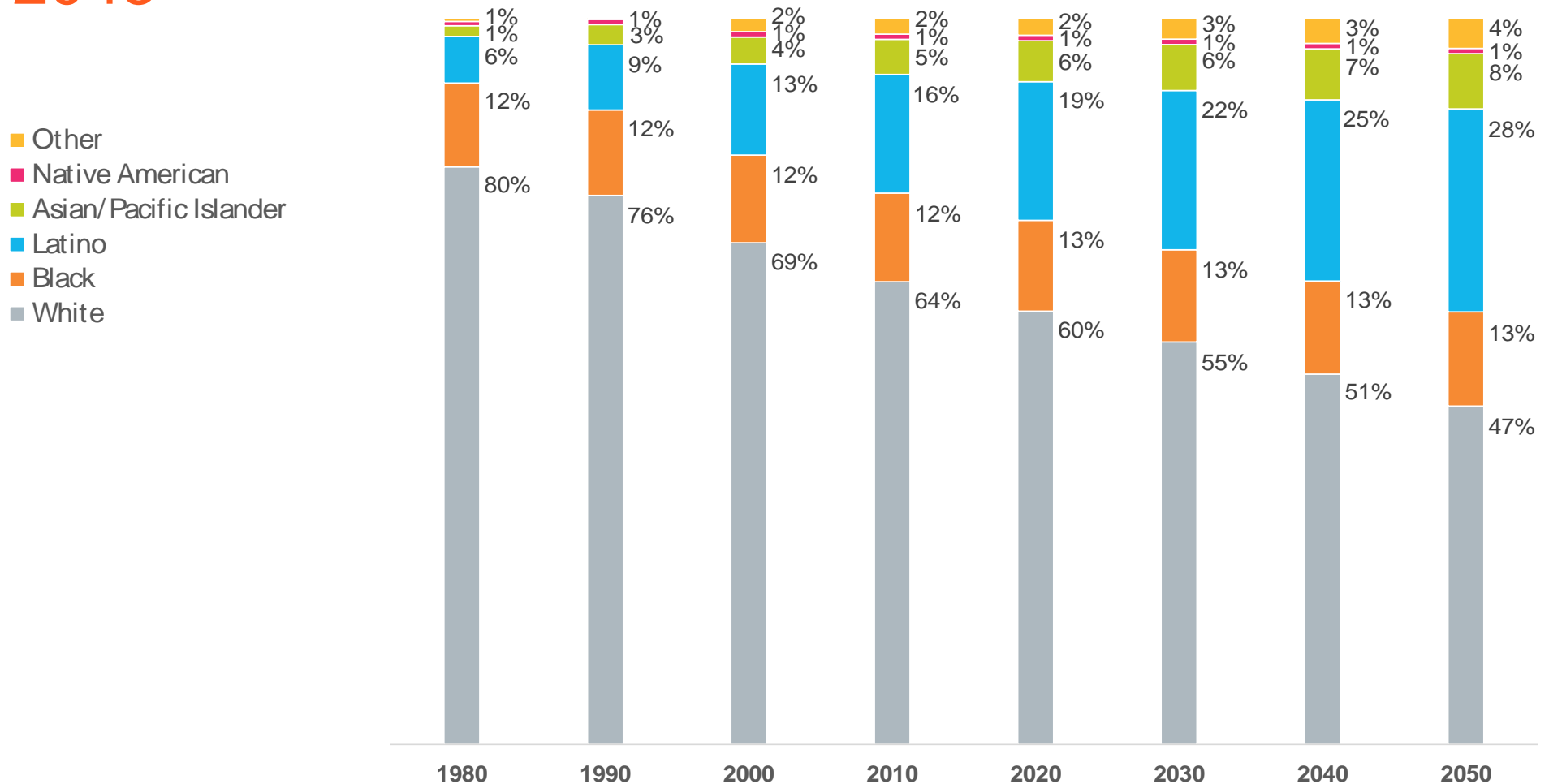
theguardian   "IMF study finds inequality is damaging to economic growth"

The Economist   "Inequality v growth. Up to a point, redistributing income to fight inequality can lift growth"
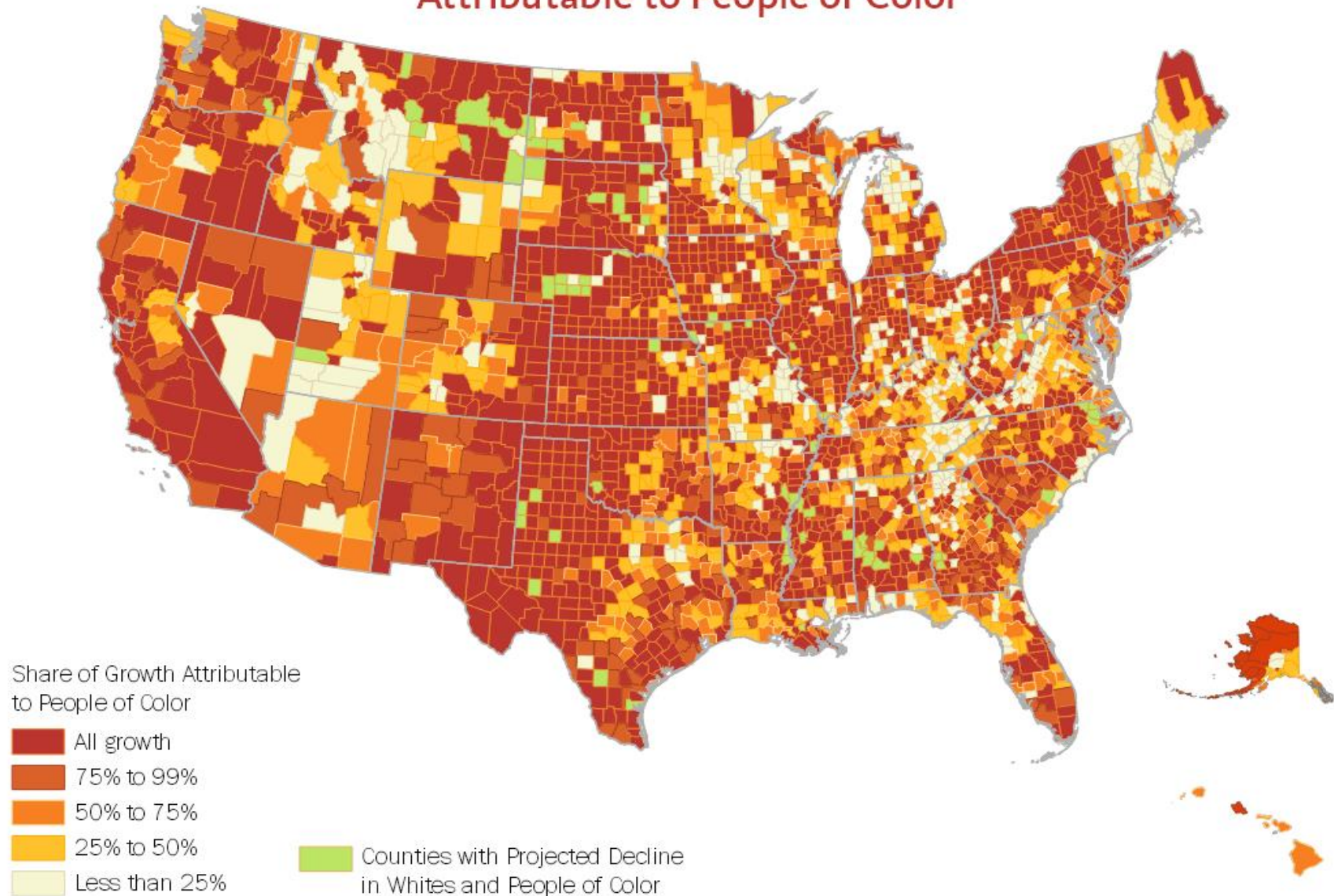
Source: Washington Post, New York Times, The Guardian, and The Economist.

American will be Majority People-of-Color Nation by 2043

Legend:
- ■ Other
- ■ Native American
- ■ Asian/Pacific Islander
- ■ Latino
- ■ Black
- ■ White

1980
- 1%
- 1%
- 6%
- 12%
- 80%

1990
- 1%
- 3%
- 9%
- 12%
- 76%

2000
- 2%
- 1%
- 4%
- 13%
- 12%
- 69%

2010
- 2%
- 1%
- 5%
- 16%
- 12%
- 64%

2020
- 2%
- 1%
- 6%
- 19%
- 13%
- 60%

2030
- 3%
- 1%
- 6%
- 22%
- 13%
- 55%

2040
- 3%
- 1%
- 7%
- 25%
- 13%
- 51%

2050
- 4%
- 1%
- 8%
- 28%
- 13%
- 47%

Source: 1980-2010 decennial censuses; U.S. Census Bureau, 2012 National Population Projections.

The Face of America is Changing

Projected Population Growth from 2010 to 2040
Attributable to People of Color

Share of Growth Attributable
to People of Color

- All growth
- 75% to 99%
- 50% to 75%
- 25% to 50%
- Less than 25%

- Counties with Projected Decline in Whites and People of Color

Map created by PolicyLink and the Program for Environmental and Regional Equity (PERE) using data from the 2010 Decennial Census, Woods & Poole Economics projections data (adjusted using 2010 census data), Census TIGER/Line, NHGIS, and ESRI.

What is Cost of Inequities to our Nation?

Share of workers earning at least $15/hour by race/ethnicity: United States, 1980-2012

▢ White
▬ People of color

78%
76%
74%
72%
70%
68%
66%
64%
62%
60%
58%
56%
54%
52%
50%

73%   72%   73%   69%

57%   58%   59%   52%

1980   1990   2000   2012
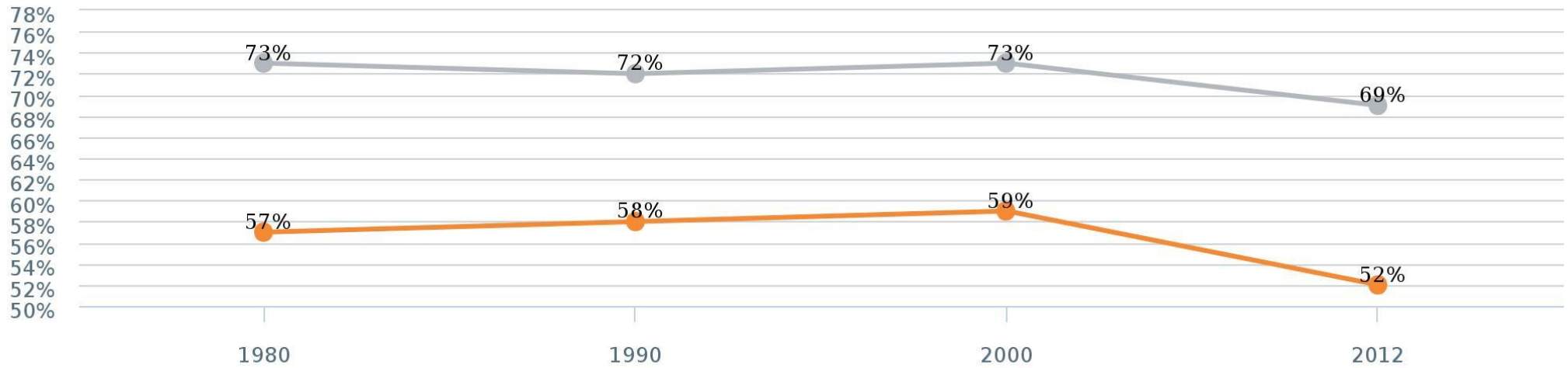
IPUMS
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

What is Cost of Inequities to our Nation?

Unemployment rate by race/ethnicity and education: United States, 2012

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What is Cost of Inequities to our Nation?

Actual GDP and estimated GDP with racial equity in income (billions): United States, 2012
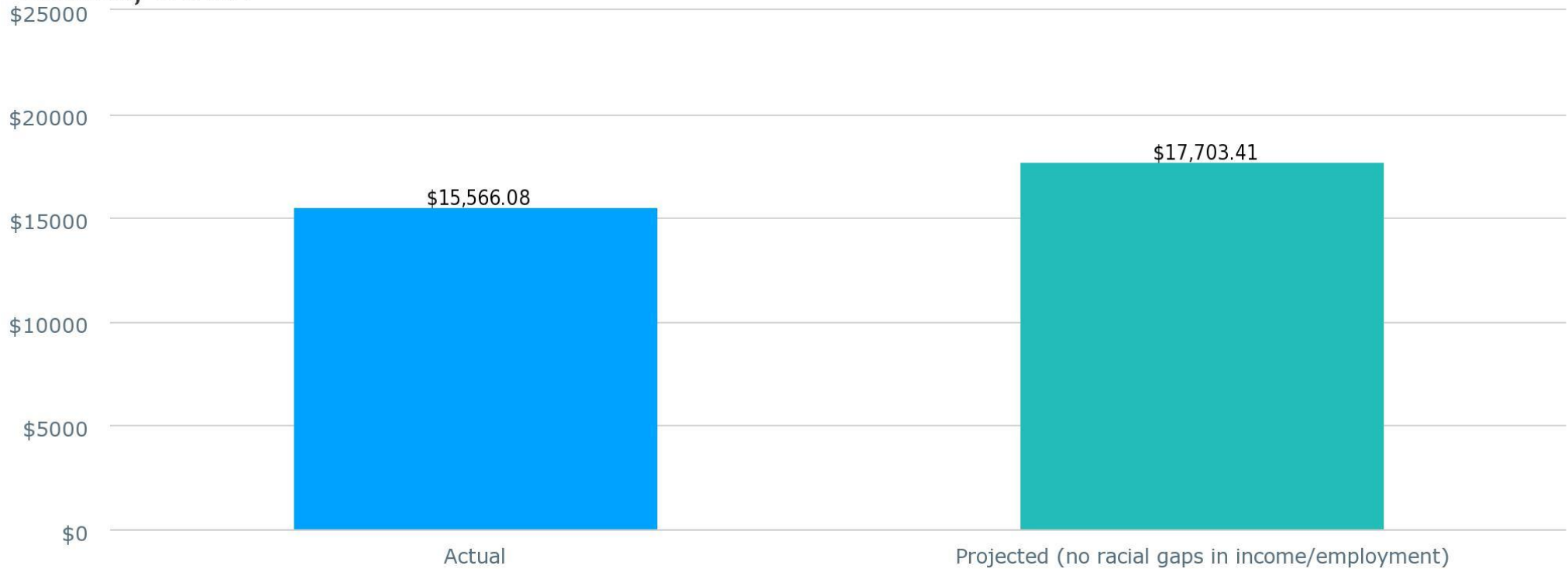
Bureau of Economic Analysis; IPUMS
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

United States: In 2012, the economy would have been
$2,137.33 billion larger if there had been no racial gaps in income.

What is Cost of Inequities to our Nation?

GDP gains with racial equity ❷ Flint, MI Metro Area

Breakdown:

Actual GDP and estimated GDP with racial equity in income (billions): Flint, MI Metro Area, 2012
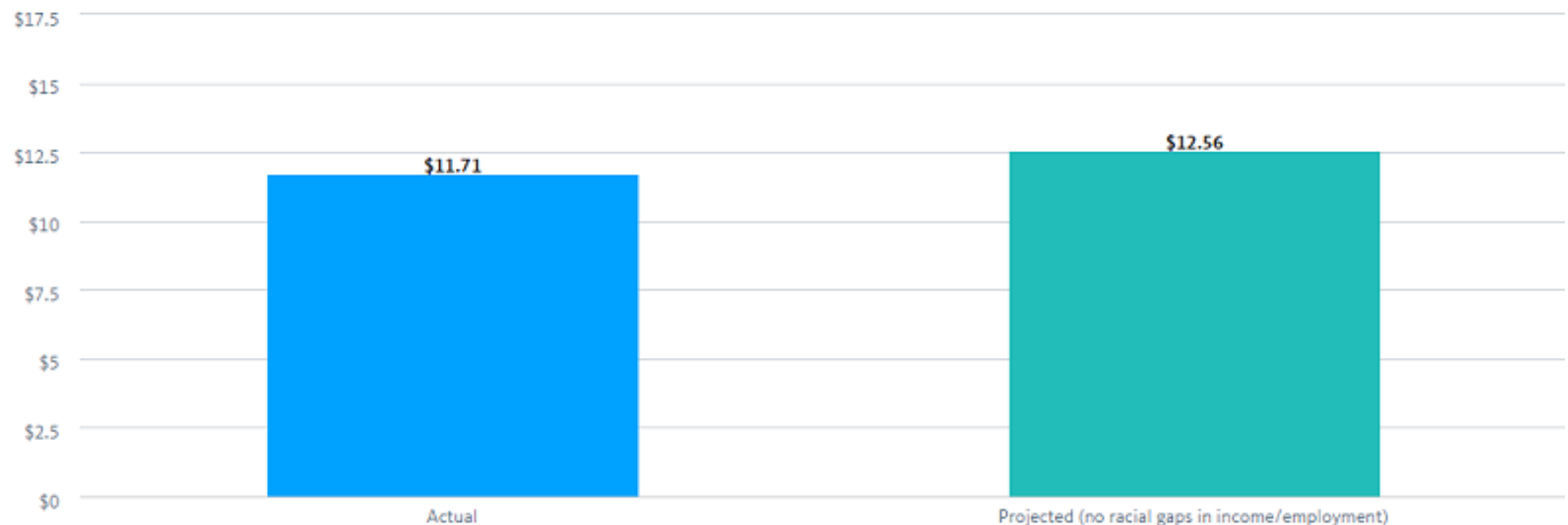
Bureau of Economic Analysis; IPUMS

Flint, MI Metro Area: In 2012, the economy would have been
$0.85 billion larger if there had been no racial gaps in income.

Putting it into Context
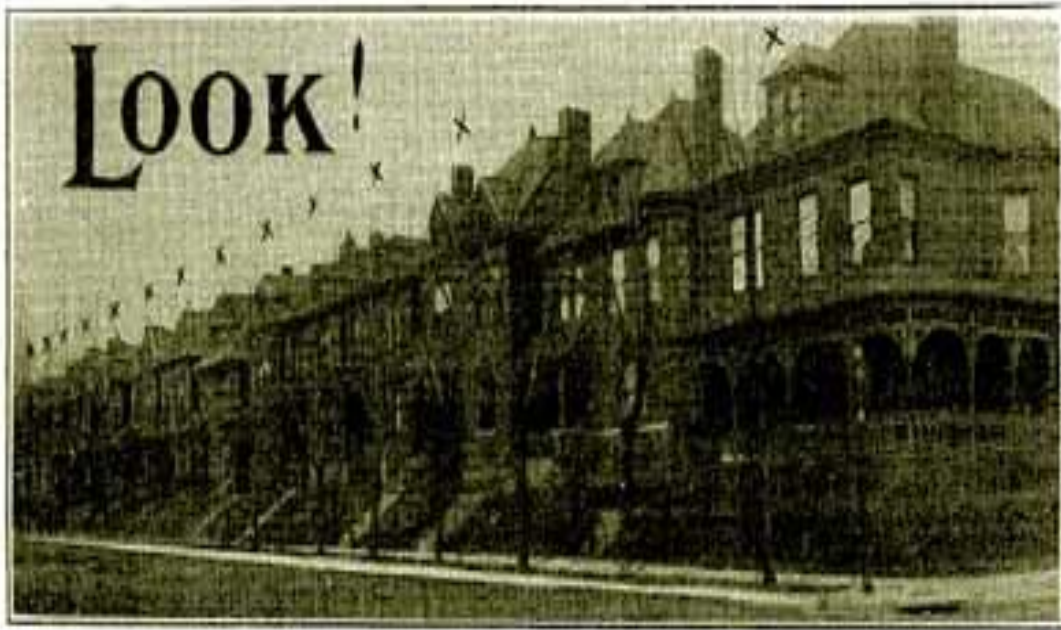
The Ghost of History

Putting it into Context

The Ghost of History
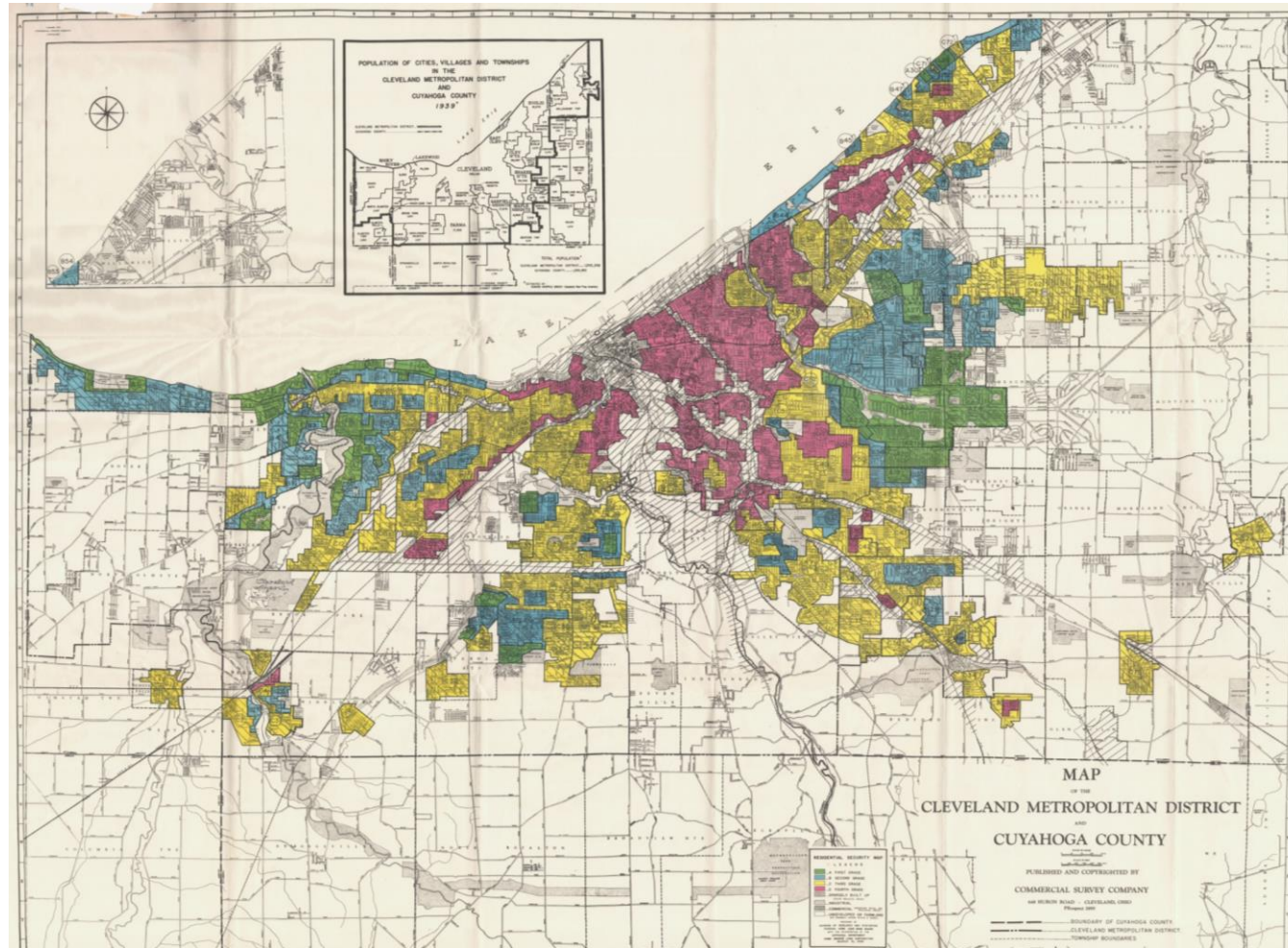
red·line /red līn/ *v* : to deny loans to certain neighborhoods based on the race and/or ethnicity of its occupants. The impact of which is still evident in American cities today.
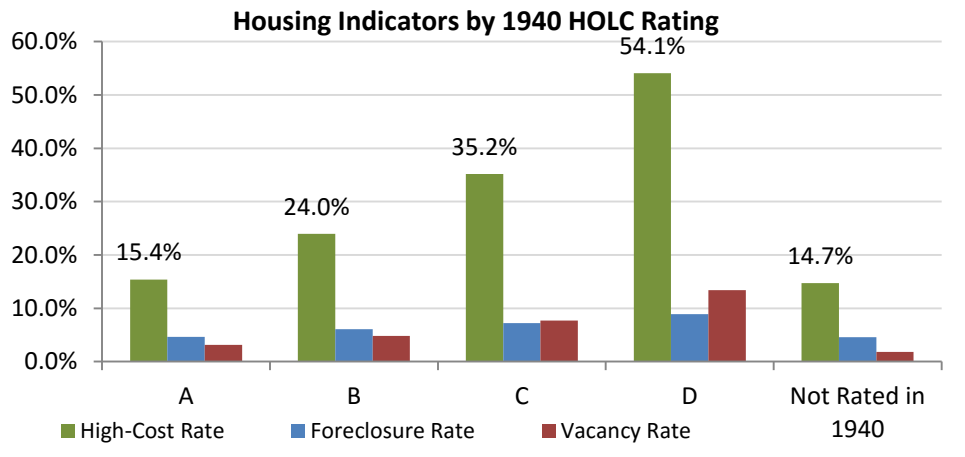
1. The **Home Owners' Loan Corporation (HOLC)** was created in the wake of the Great Depression to help refinance homes at risk of foreclosure. However, the HOLC is best known for creating residential security maps, better known as "redlining maps," to guide investment in American cities. These maps assigned grades of 'A' through 'D' to neighborhoods to indicate their desirability in terms of investment. Black and Immigrant neighborhoods were often given grades of 'C' or 'D', resulting in little or no access to mortgage insurance or credit for decades. Though the HOLC was discontinued in 1951, the impact of disinvestment as a result of redlining is still evident in many American cities today.

Putting it into Context

Not Really Ghosts - History Continues Today

Redlining & Recent Subprime Lending in Cleveland

Housing Indicators by 1940 HOLC Rating

Legend:
- High-Cost Rate
- Foreclosure Rate
- Vacancy Rate

Values shown: A: 15.4%, B: 24.0%, C: 35.2%, D: 54.1%, Not Rated in 1940: 14.7%

High-Cost Loan Rate
- ● 60.1% - 81.4%
- ● 40.1% - 60%
- ● 20.1% - 40%
- · 0% - 20%

1940 HOLC Map Security Ratings
- A
- B
- C
- D
- Industrial
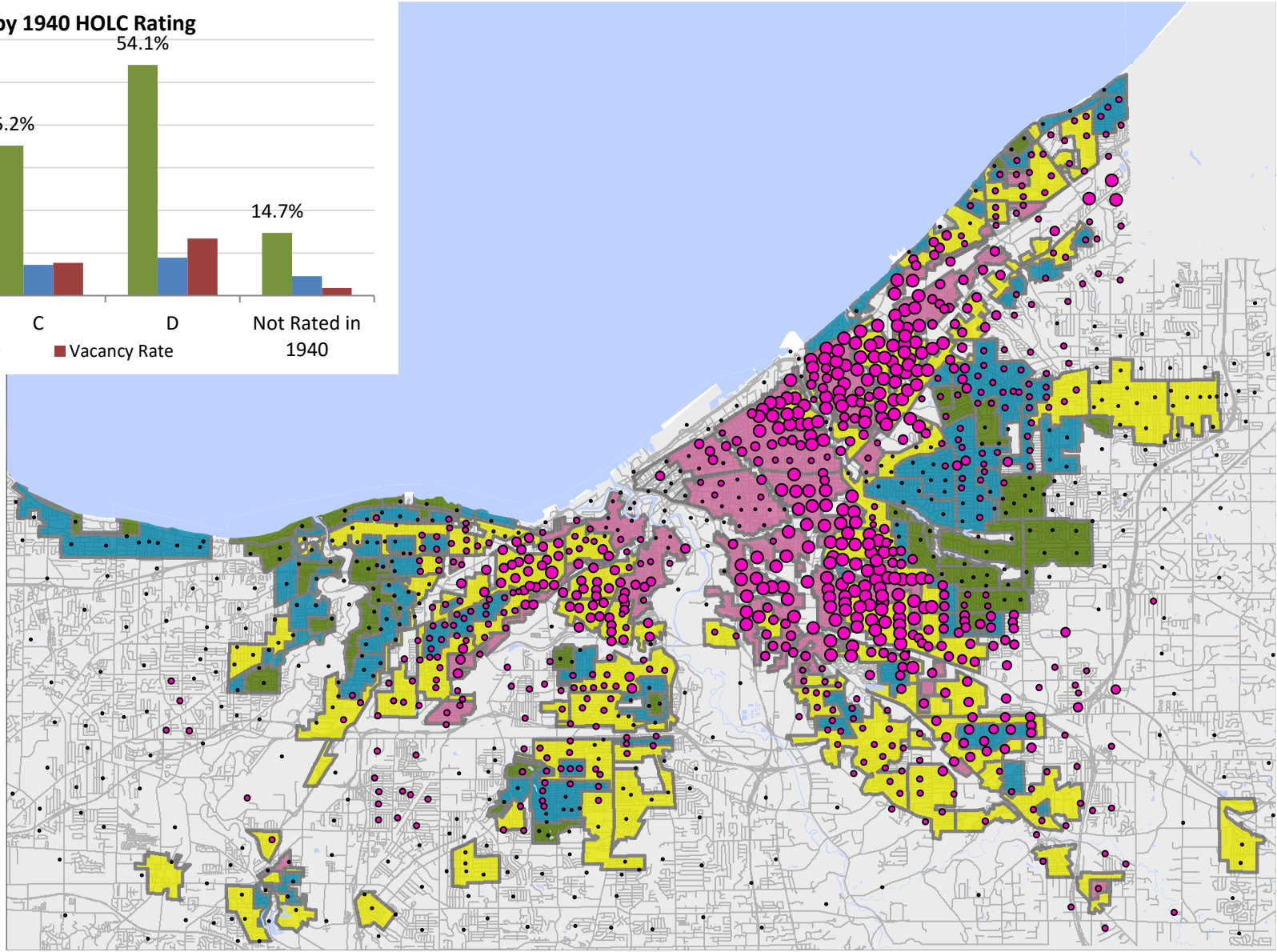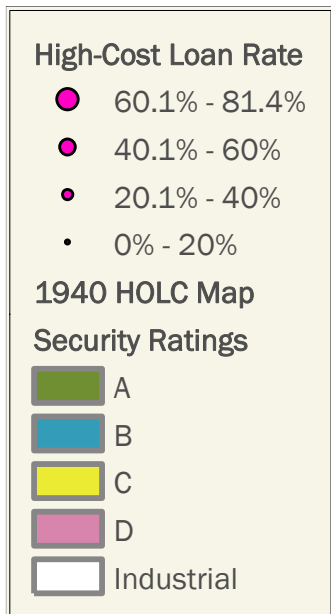
What does community history tell us?

Putting it into Context

Not Really Ghosts - History Continues Today
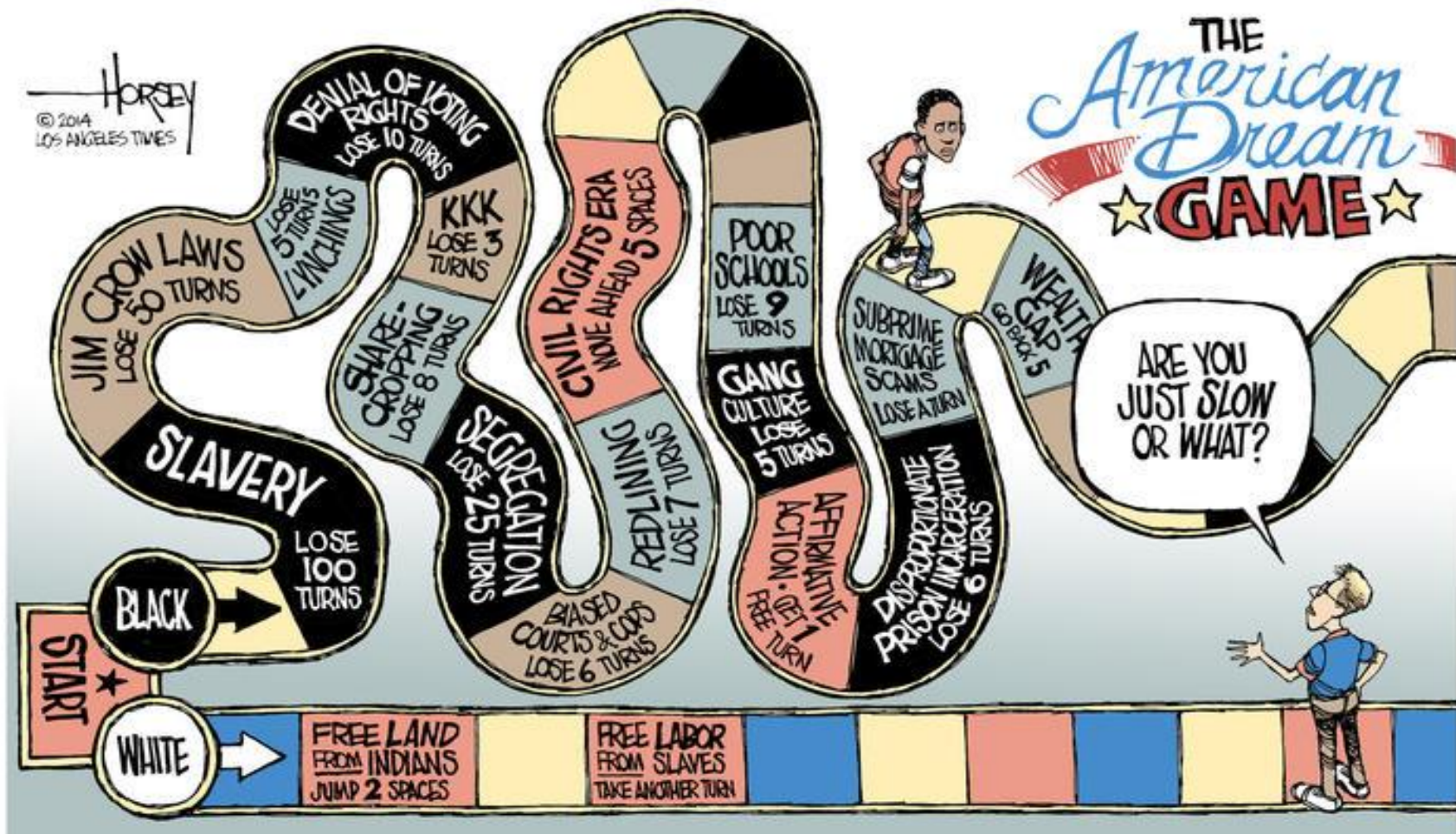
Why equity is important for the nation

- The face of America is changing.

- Yet racial and income inequality is high and persistent.

- The nation is bouncing back from the recession – but the bounce back is uneven. Those suffering the most are recovering the least.

- Strong communities of color are necessary for America's economic growth and prosperity.

- The way forward is an equity-driven growth model.

Government's Responsibility to
Foster Equitable Communities for All of Its Residents

"We shall seek social justice by working to expand choice and opportunity for all persons, *recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration*. We shall urge the alteration of policies, institutions, and decisions that oppose such needs."

Part One the American Institute of Certified Planners Code of Ethics, "Our Overall Responsibility to the Public," section F

Consequences of……

Partners not Participants – Getting Equity Results

We really do want to help...

Last time somebody came by here to help...

Gathering information vs Engagement

Community engagement is the process of working collaboratively with **community** groups to address issues that impact the well-being of those groups. Activities that help firms engage the **community** include credible and transparent reporting, town hall meetings and collaborative decision making.

[Community Engagement Definition from Financial Times ...](#)

Community engagement refers to the process by which **community** benefit organizations and individuals build ongoing, permanent relationships for the purpose of applying a collective vision for the benefit of a **community**.

Community engagement - Wikipedia

Achieving Equity –Community as Partners not Participants

Community Engagement and Inclusive Governance

Community engagement, partnerships and inclusive governance are necessary vehicles towards achieving equity, but in and of themselves, do not achieve equity.

Achieving equity requires *shared decision-making* that is rooted in transparency with commitment to changing inequitable policies and practices

Principles for Successful Community Engagement

- Understand History and Current Context

- Foster meaningful inclusion and partnerships

- Build capacity of communities to engage

- Prioritize community knowledge and concerns

- Target/share resources to support ongoing engagement

- Facilitate mechanisms that encourage mutual learning

*PolicyLink Community Engagement Guide: http://www.policylink.org/find-resources/library/community-engagement-guide-for-sustainable-communities

Acknowledge and pay attention to difference

- Disabilities

- Varying Linguistics

- Age

- Prioritize community knowledge and concerns

- Target/share resources to support ongoing engagement

- Facilitate mechanisms that encourage mutual learning

*PolicyLink Community Engagement Guide: http://www.policylink.org/find-resources/library/community-engagement-guide-for-sustainable-communities

Talking about Race and Inequality

- Productive conversations about race and inequality are difficult to have

- Focus on building understanding of historic and systemic nature of racial disparities

- Acknowledge that increasing opportunity for all will help strengthen country overall

- Promote importance of connectivity and intentionality

Understand History and Current Context

Building and Maintaining Trust

- Transparency is a MUST
- Don't take it personal
- Don't be defensive
- Acknowledge harms
- Don't make promises you can't keep
- Be clear about how input will be used to influence decision-making
- Respect community experience, leadership, resilience, fortitude and tenacity

Building a Successful Engagement Process

- SHARE RESOURCES
- Convene local leaders to develop partnerships and a targeted participation strategy
- Meet with and invite a diversity of groups representing communities of color and low-income communities
- Make the case for the potential benefits of engagement
- Defer leadership - ask leaders from these organizations to facilitate meetings
- Set goals agreed on goals to ensure a critical mass of people from are represented
- Approach each and every project with the goal of building and leaving capacity in the community

They Already Know the Community!

Civil rights organizations: NAACP, Urban League, ACLU, and culturally specific focused groups and organizations.

Youth and Senior serving organizations that target underserved populations

Faith-based organizations: interfaith networks, key neighborhood churches and mosques, and faith-based community services

Community based organizations: neighborhood and social services and environmental justice organizations; community development corporations, other issue focused organizations.

Public health organizations: community or regional associations focused on health

Workforce development & labor organizations: job training organizations, groups that work with incarcerated and formerly incarcerated.

Neighborhood led organizations visioning and planning; small business membership and other neighborhood run and led membership organizations

******Test for equity – who is leading and setting the agenda in and for these organizations?

Example: Twin Cities
from Engagement to Inclusive Governance
Project: Corridors of Opportunity

- Formed a Community Engagement Team (CET) of 3 community-focused intermediaries to design engagement strategies

- CET worked with the Policy Board to broaden membership to include equity leaders in the decision-making

- Implemented a sub-granting for funding community-based organizations to conduct engagement, outreach, visioning, and planning activities.

- Developed implementation structure with broader equity leader participation through relationships cultivated during engagement phase

*PolicyLink Community Engagement Guide: http://www.policylink.org/find-resources/library/community-engagement-guide-for-sustainable-communities

Example: Greater Kansas City
from Engagement to Inclusive Governance
Project: Creating Sustainable Places

- Invited equity partners onto decision-making body

- Supported capacity-building of equity partners to engage in sustainability planning

- Made small grants to community partners and funded neighborhood pilot planning projects

- Developed and adopted equity "lens" to guide the incorporation of equity outcomes in each component of the final/adopted plan

- Creating peer exchange with regional equity advocates

- Worked to develop a tailored community engagement model along transportation corridors and across region

- Supported the development of a regional equity network geared to inform and influence the process

*PolicyLink Community Engagement Guide: http://www.policylink.org/find-resources/library/community-engagement-guide-for-sustainable-communities
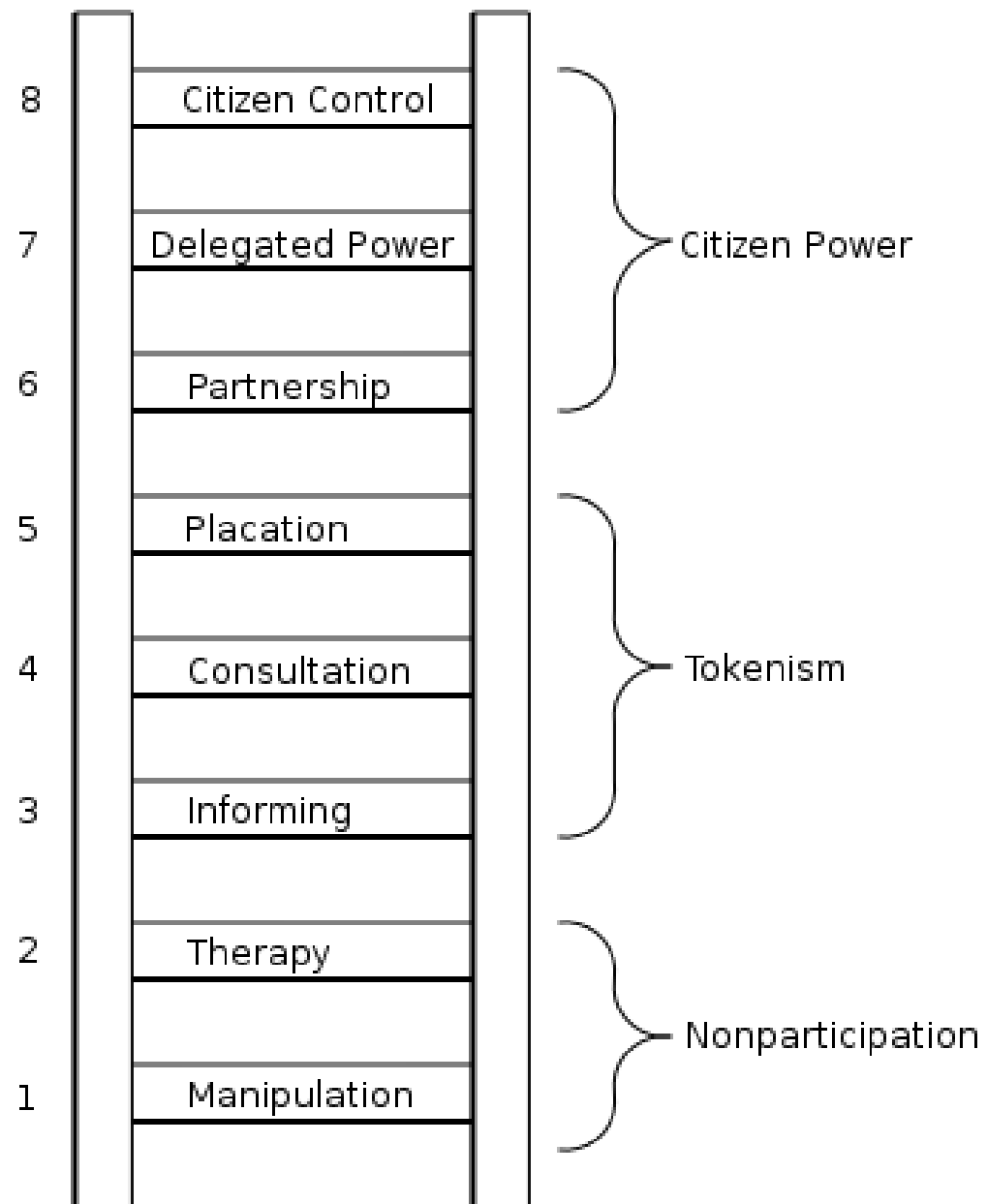
Gathering Input Not Enough

Data (gathering input) What is going on here? Where do racial and income disparities exist?

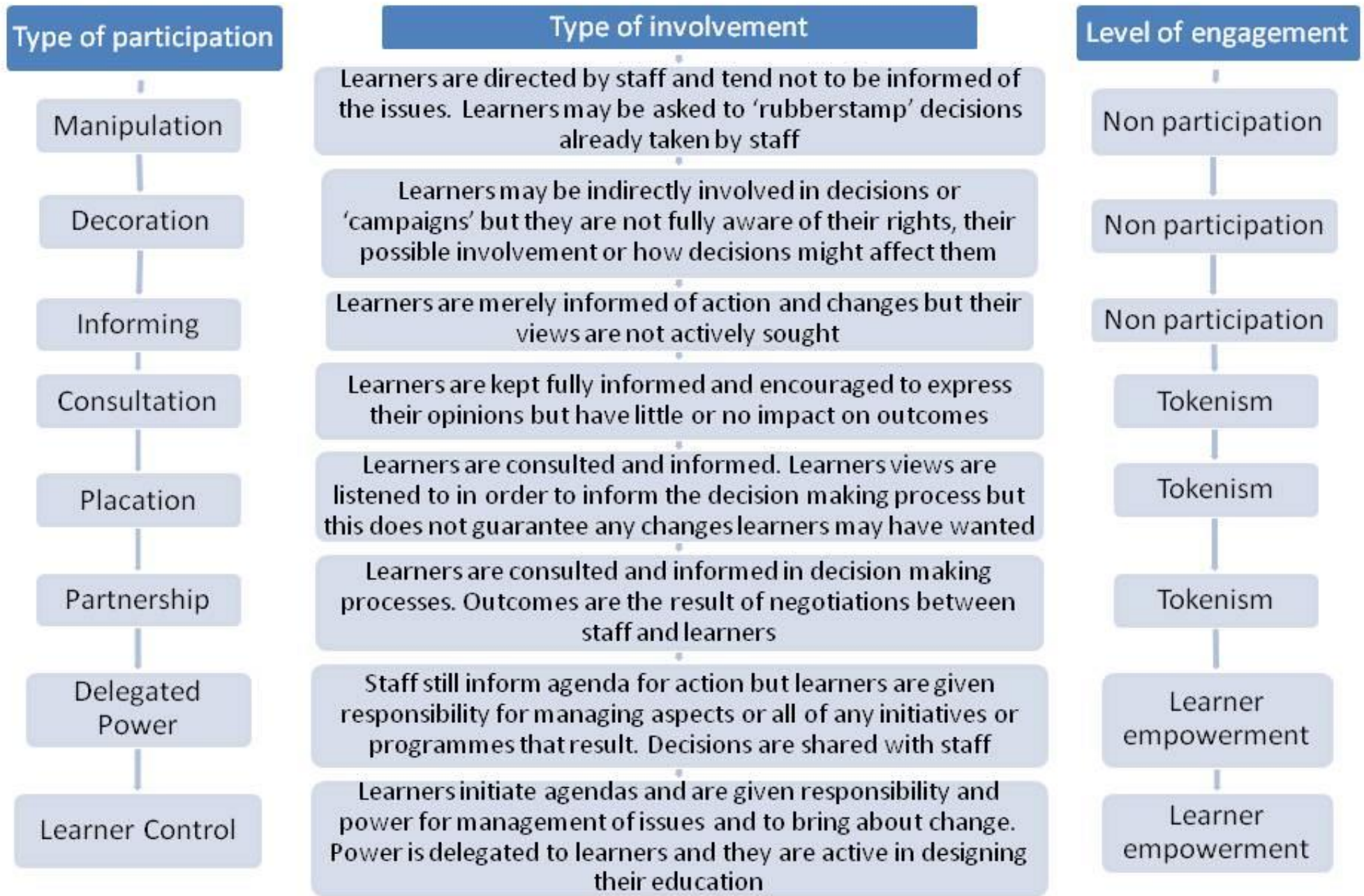**Deliberation** Ground truth the data - How did we get here? What does this data mean?

Decision Making How does this information inform decisions? Who needs to weigh-in on/make decisions?

8	Citizen Control	} Citizen Power
7	Delegated Power	
6	Partnership	
5	Placation	} Tokenism
4	Consultation	
3	Informing	
2	Therapy	} Nonparticipation
1	Manipulation	

Your Engagement Agenda

'LADDER' OF PARTICIPATION

Type of participation	Type of involvement	Level of engagement
Manipulation	Learners are directed by staff and tend not to be informed of the issues. Learners may be asked to 'rubberstamp' decisions already taken by staff	Non participation
Decoration	Learners may be indirectly involved in decisions or 'campaigns' but they are not fully aware of their rights, their possible involvement or how decisions might affect them	Non participation
Informing	Learners are merely informed of action and changes but their views are not actively sought	Non participation
Consultation	Learners are kept fully informed and encouraged to express their opinions but have little or no impact on outcomes	Tokenism
Placation	Learners are consulted and informed. Learners views are listened to in order to inform the decision making process but this does not guarantee any changes learners may have wanted	Tokenism
Partnership	Learners are consulted and informed in decision making processes. Outcomes are the result of negotiations between staff and learners	Tokenism
Delegated Power	Staff still inform agenda for action but learners are given responsibility for managing aspects or all of any initiatives or programmes that result. Decisions are shared with staff	Learner empowerment
Learner Control	Learners initiate agendas and are given responsibility and power for management of issues and to bring about change. Power is delegated to learners and they are active in designing their education	Learner empowerment

Your Engagement Agenda

King County Model for Community Engagement

Levels of Community Engagement

We inform	We consult	We engage in dialogue	We and community work together	Community directs action
Characteristics of Engagement				
• Primarily one-way channel of communication • One interaction • Term-limited to event • Addresses immediate need of county and community	• Primarily one-way channel of communication • One to multiple interactions • Short to medium-term • Shapes and informs county programs	• Two-way channel of communication • Multiple interactions • Medium to long-term • Advancement of solutions to complex problems	• Two-way channel of communication • Multiple interactions • Medium to long-term • Advancement of solutions to complex problems	• Two-way channel of communication • Multiple interactions • Medium to long-term • Advancement of solutions to complex problems
Strategies				
Media releases, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums, advisory boards, stakeholder involvement, coalitions, policy development and advocacy, including legislative briefings and testimony, workshops, community-wide events	Co-led community meetings, advisory boards, coalitions, and partnerships, policy development and advocacy, including legislative briefings and testimony	Community-led planning efforts, community-hosted forums, collaborative partnerships, coalitions, policy development and advocacy including legislative briefings and testimony

Getting Beyond Engagement: Creating inclusive governance structures

Key Questions:

To ensure equity outcomes: what additional people and resources does our advisory and/or decision-making body need to create and sustain an inclusive governance system?

If the team does not currently have the people and resources, what steps need to be taken to bring those people and resources into the process?

Inclusive Governance	
	Establish systems of engagement
	Resource community participation
	Translate input into results
	Establish governance inclusion goals
	Staff agencies for strong community liaison
	Appoint representatives to boards & commissions

RECOMMENDATIONS

More than education and jobs....

Reduce racial barriers and increase access to opportunity

Implicit Bias Insights as Preconditions to Structural Change

What is Cost of Inequities to our Nation?

Unemployment rate by race/ethnicity and education: United States, 2012

Legend:
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- Asian
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- Black
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- People of color

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Data Driven Decision Making

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Data to Build an Equitable Economy
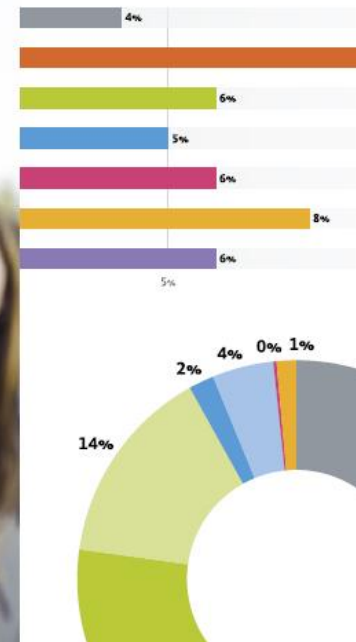
Resources
www.PolicyLink.org

Thank You!

Questions:

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