

# Operationalizing Equity in Adaptation Planning

*An online training brought to you  
by the BayCAN Equity Work Group*

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# Welcome!

## Please type the following:

1. Name / Pronoun / Organization into your name tag
2. What brought you to this training into the chat box

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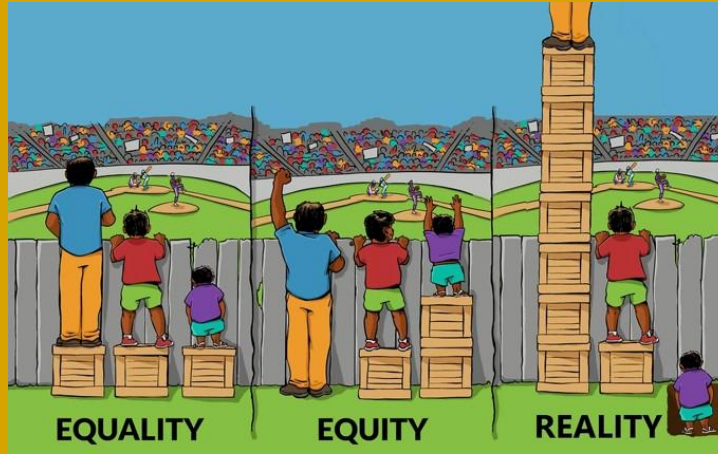
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## Equity Work Group (EWG) “Community of Practice”

1. Sharing of best practices
2. Finding alignment through language



# Defining Equity Concepts



- **Equity** (Defined here in the context of social and racial equity)
  - Equity ensures fair outcomes, treatment, and opportunities for all people, ensuring everyone gets what they need to enjoy full, healthy lives. It is the process of reducing disparities that are systematically associated with social advantage/disadvantage.

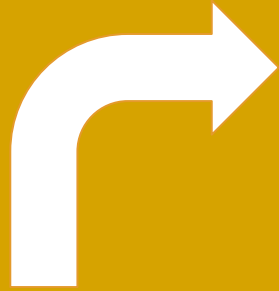


# DISMANTLE SYSTEMS OF OPPRESSION IN THE ENVIRONMENTAL MOVEMENT.



<https://www.greengirlleah.com/>

Engineers and planners  
come from community,  
with some outside hires



Government  
Representative of  
community and responsive  
to community needs

Coordination easy and frequent



CBO's Well Resourced and in  
constant communication  
with both government and  
community

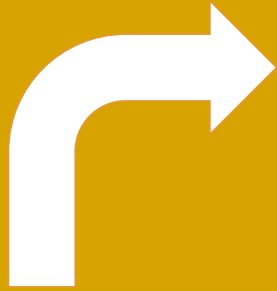
Community  
Empowered and Well  
Resourced

Community is valued for their  
expertise, compensated for their  
active involvement



**Planning in an  
Equitable  
World**

Engineers and planners  
come from outside of the  
community



Government  
Not representative of  
community

Poor communication,  
condescension, distrust



CBO's under resourced and  
pitted against government,  
may or may not be  
representative of community

Community  
Disempowered and Poorly  
Resources

Poor engagement, small numbers of  
people represent larger community  
outcomes. Unfair policies ensue.



**Planning in Our  
Current  
(Inequitable)  
World**

# THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP

STANCE TOWARDS COMMUNITY	0	1	2	3	4	5
IMPACT	<b>Marginalization</b>	<b>Placation</b>	<b>Tokenization</b>	<b>Voice</b>	<b>Delegated Power</b>	<b>Community Ownership</b>
COMMUNITY ENGAGEMENT GOALS	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community needs and assets are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity through community-driven decision-making; Bridge divide between community & governance
MESSAGE TO COMMUNITY	<i>Your voice, needs &amp; interests do not matter</i>	<i>We will keep you informed</i>	<i>We care what you think</i>	<i>You are making us think, (and therefore act) differently about the issue</i>	<i>Your leadership and expertise are critical to how we address the issue</i>	<i>It's time to unlock collective power and capacity for transformative solutions</i>
ACTIVITIES	Closed door meeting Misinformation Systematic	Fact sheets Open Houses Presentations Billboards Videos	Public Comment Focus Groups Community Forums Surveys	Community organizing & advocacy House meetings Interactive workshops Polling Community forums	MOUs with Community-based organizations Community organizing Citizen advisory committees Open Planning Forums with Citizen Polling	Community-driven planning Consensus building Participatory action research Participatory budgeting Cooperatives
RESOURCE ALLOCATION RATIOS	<b>100%</b> Systems Admin	<b>70-90%</b> Systems Admin  <b>10-30%</b> Promotions and Publicity	<b>60-80%</b> Systems Admin  <b>20-40%</b> Consultation Activities	<b>50-60%</b> Systems Admin  <b>40-50%</b> Community Involvement	<b>20-50%</b> Systems Admin  <b>50-70%</b> Community Partners	<b>80-100%</b> Community partners and community-driven processes ideally generate new value and resources that can be invested in solutions

# The Spectrum of Community Engagement to Ownership

## Stance Towards Community: Ignore

**Impact:** Marginalization

**Activities:** Closed Door Meetings,  
Misinformation, Systematic

### Community Engagement Goals:

Deny Access to Decision Making Process

**Resource Allocation Ratios:** 100% Systems  
Admin

**Message to Community:** Your voice, needs,  
& interests do not matter



# The Spectrum of Community Engagement to Ownership

## Stance Towards Community: Inform

**Impact:** Placation

**Activities:** Facts Sheets, Open Houses, Presentations, Video, Billboards

**Community engagement goals:** Provide the community with relevant information

**Resource Allocation Ratios:**

70-90% Systems Admin

10-30% Publicity and Promotion

**Message to Community:** We will keep you informed

# The Spectrum of Community Engagement to Ownership

## Stance Towards Community: Consult

**Impact:** Tokenization

**Community Engagement Goals:** Gather  
Input from the community

**Message to Community:** We care about  
what you think

**Activities:** Public Comment, Focus Groups,  
Community Forums, Surveys

**Resource Allocation Ratios:**  
60-80% Systems Admin  
20-40% Consultation Activities

# The Spectrum of Community Engagement to Ownership

## Stance Towards Community: Involve

**Impact:** Voice

**Community Engagement Goals:** Ensure community needs and assets are integrated into the process and inform planning

**Message to Community:** You are making us think (and therefore act) differently about an issue.

**Activities:** Community Organizing and Advocacy, House Meetings, Interactive Workshops, Polling, and Community Forums

**Resource Allocation Ratios:**  
50-60% Systems Admin  
40-50% Community Involvement

# The Spectrum of Community Engagement to Ownership

## Stance Towards Community: Collaborate

**Impact:** Delegated Power

### **Community Engagement Goals:**

Ensure Community capacity to play a leadership role in implementation of decisions

**Message to Community:** Your leadership and expertise are critical to how we address the issue.

**Activities:** MOU's with CBOs, Community Organizing, Citizen Advisory Committees, Open Planning Forums with Citizen Polling

### **Resource Allocation Ratios:**

20-50% Systems Admin

50-70% Community Partners

# The Spectrum of Community Engagement to Ownership

## Stance Towards Community: Defer To

**Impact:** Community Ownership

**Community Engagement Goals:** Foster democratic participation and equity through community driven decision making. Bridge divide between community and governance.

**Message to Community:** It's time to unlock collective power and capacity for transformative solutions.

**Activities:** Community Driven Planning, Consensus Building, Participatory Budgeting, Participatory Action Research, Cooperatives

**Resource Allocation Ratios:**  
80-100% Community Partners and community driven processes ideally generate new value and resources that can be invested in solutions





## **USING THE SPECTRUM AS A TOOL FOR PLANNING AND GOAL SETTING**

### **APPLY TO LOCAL CONTEXT**

**Review the spectrum - What stands out to you? How does it apply to your local context?**

### **ASSES AND REFLECT**

**How does the spectrum apply to your current work or the general state of community engagement in your region? If you came with a specific project, place your project on the spectrum.**

### **SET GOALS**

**Discuss where along the spectrum they think the work should be within a given time frame or as the result of a given campaign/project, and why. Build consensus on a goal and discuss what it will takes to reach the goal.**

# Equitable, Community-Driven Climate Preparedness Planning Framework



“Guide to Equitable,  
Community-Driven Climate  
Preparedness Planning,” USDN

## COMMUNITY AND LOCAL GOVERNMENT READINESS

Develop community and local government readiness. Build social cohesion, greater understanding of the topic, and power within the community before the project begins. Public agencies should also examine organizational readiness and commit time and resources towards building trust with the community. Strategies include establishing transparent government processes and embedding racial equity into broader organizational practices.

## PROJECT INITIATION

Co-create a project plan with the community, especially communities of color or lower-income communities that will be impacted by the outcomes of the plan. Strategies include involving community (or representatives of the community) on the leadership team or steering committee, which sets the goals of the plan and makes decisions. Co-create the engagement strategy, which could include non-traditional engagement techniques.

## DATA COLLECTION AND ANALYSIS

Collaborate with community to identify neighborhood strengths, assets, and climate hazards, including an assessment of social and environmental vulnerabilities, adaptive capacity, climate risks, and the underlying causes of increased climate risks.

## VISIONING AND ALTERNATIVES

Collaborate with community to determine the guiding principles and vision for the plan's development. Include an understanding of unintended consequences of actions and potential impacts on equity in the alternatives analysis (i.e. creation of new inequities, or worsening, improvement, or neutral impacts on existing inequities).

## PLAN DEVELOPMENT

Design and prioritize strategies to benefit communities and populations impacted by climate change and mitigate potential negative impacts. Also consider opportunities for enhancing co-benefits across sectors. For example, weatherizing older homes would also decrease energy costs and improve housing quality, which can also generate equity benefits when actions prioritize communities of color and lower-income households.

## PLAN AND PROJECT IMPLEMENTATION

Partner with community during implementation to reduce the risk of creating new inequities or worsening existing ones. Prioritize actions that focus on communities and populations with the greatest climate risk and geared towards addressing the contributing causes of increased climate risk. Involve community in the implementation and communication of the plan. Strategies include working with trusted service providers to implement programs.

## MONITORING AND REVIEW

Monitor and review plan implementation to ensure that actions are implemented as planned and with the desired outcomes. Engage community in monitoring to help maintain accountability as part of a review board or advisory panel. Update strategies in collaboration with the community based on information gathered regarding implementation, outcomes, and feedback from stakeholders. Share data and information regarding ongoing monitoring of the plan's implementation and outcomes with the community.

# Phase 1: Community and Local Government Readiness

**Develop community readiness:** Build social cohesion, greater understanding of the topic, and power within the community before the project begins.

**Develop government readiness:** Public agencies should also examine organizational readiness and commit time and resources towards building trust with the community.



## STRATEGIES INCLUDE:

- Establishing transparent government processes
- Embedding racial equity into broader organizational practices

## TOOLS:

- “Building the We: Healing-Informed Governing for Racial Equity in Salinas, California” by Race Forward
- “The Racial Equity Evaluation Tool” by Equity Matters

# Phase 2: Project Initiation

*Co-create a project plan with the community, especially communities of color or lower-income communities that will be impacted by the outcomes of the plan.*

## STRATEGIES INCLUDE:

- Involving the community on the leadership team or steering committee, which sets the goals of the plan and makes decisions.
- Co-create the engagement strategy, which could include nontraditional engagement techniques.
- Compensating community partners



## TOOLS:

- RCI Equity Checklist
- WOEIP Partnering Agreement

# Phase 3: Data Collection and Analysis

## STRATEGIES INCLUDE:

- Work with the community to understand historic hazards and community assets
- Understand specific exposures of residents, businesses and community assets to climate change
- Identify social vulnerabilities, adaptive capacity and disproportionate climate risks



## TOOLS and METHODS:

- Community Vulnerability Mapping tool (BCDC)
- Community Based Participatory Research





# Phase 5: Plan Development

*Design and prioritize strategies to benefit communities and populations impacted by climate change and mitigate potential negative impacts. Also consider opportunities for enhancing co-benefits across sectors.*

## STRATEGIES INCLUDE:

- Identify potential equity considerations / concerns in the implementation of climate solutions and adjust the solution to address those considerations
- Develop strategies to lessen the unintended consequences of climate action



## TOOLS:

- “Climate Solutions” section of USDN guide

# Phase 6: Plan and Project Implementation

→ *Partner with community during implementation to reduce the risk of creating new inequities or worsening existing ones.*

→ *Prioritize actions that focus on communities and populations with the greatest climate risk and geared towards addressing the contributing causes of increased climate risk.*

→ *Involve community in the implementation and communication of the plan.*

## STRATEGIES INCLUDE:

- Prioritize contracts with local organizations, firms, and people of color to implement climate projects and programs
- Implement a community advisory board to help guide plan and project implementation and communication of initiatives



Photo Credit: City of Richmond, CA

# Phase 7: Monitoring and Review

*Monitor and review plan implementation to ensure that actions are implemented as planned and with the desired outcomes.*

## **STRATEGIES INCLUDE:**

- Engage community in monitoring to help maintain accountability through a review board or panel.
- Update strategies in collaboration with the community
- Share data and information regarding ongoing monitoring of the plan's implementation and outcomes with the community.



Photo Credit: City of Seattle

# Asking Again...

## **APPLY TO LOCAL CONTEXT**

**Review the spectrum - What stands out to you? How does it apply to your local context?**

## **ASSES AND REFLECT**

**How does the spectrum apply to your current work or the general state of community engagement in your region? If you came with a specific project, place your project on the spectrum.**

## **SET GOALS**

**Discuss where along the spectrum they think the work should be within a given time frame or as the result of a given campaign/project, and why. Build consensus on a goal and discuss what it will takes to reach the goal.**



# RCI Equity Checklist

Project Element	Points
<b>1. Project Impact Demographics</b>	
a) Project clearly describes socially vulnerable populations in the area that it will directly impact based on census, public health, or similar data sources:*	
i) Median household income of census tracts	
ii) Percentage of residents identifying as non-white or Latino	
iii) Percentage of households where language other than English is primary	
iv) All primary languages spoken by 5% or more of population	
v) Percentage of renters	
vi) Percentage of households headed by adults over age 65	
vii) Percentage of households with children under age five	
viii) Institutions where residents may have limited mobility in an emergency (e.g. hospitals, nursing homes, senior housing, schools, prisons)	
b) Project clearly describes which, if any, of these populations it intends to address in its goals and evaluation (see below)	
<b>2. Project Goals and Evaluation</b>	
a) Project identifies specific measures of safety, health, and well-being of people it will address, focusing on populations of concern listed above	
b) Project sets clear goals for improvement in these areas	
c) Project sets clear and realistic processes for how improvement will be measured	
<b>3. Community Leadership in Project Design and Implementation</b>	
a) Before project development begins, conduct thorough public outreach to community groups to invite leadership in developing project	
b) Project has leadership and/or implementation roles with defined decision making power for these communities groups/leaders, described in an attached MOU	
c) Project has letters of support from at least two long-standing community groups that represents people impacted**, clearly describing their role in project design	
d) Provide translation of project outreach materials and meetings in major languages used in area of focus, or contract with community groups to provide this.	

## Bay Area Demographics:

<b>White</b>	<b>42.4%</b>
<b>Black or AA</b>	<b>6.4%</b>
<b>Hispanic or Latino</b>	<b>23.5%</b>
<b>Asian</b>	<b>23.0%</b>
<b>American Indian</b>	<b>0.3%</b>
<b>Pacific Islander</b>	<b>0.6%</b>
<b>Other</b>	<b>0.3%</b>
<b>2 or more races</b>	<b>3.5%</b>

# WOEIP Partnering Agreement

## Partnering Agreement

Project Name

### I. The Partnering Agreement

This document is not legally binding. This document is an agreement amongst participating parties. Participation in this process and the values articulated therein is intended to build equitable working partnership, balance power differentials, and support synergy across sectors, silos, organizational models, capacities, and political interests. By participating in this process, the lead parties commit to conflict resolution and shared decision-making with sensitivity to the positionality of each party named in the Agreement.

The Resilient Communities Initiative addresses equity in climate resilience planning and policy. This Agreement is a tool towards the development of culturally and linguistically competent community engagement and collaborative approaches to policy and funding for organizations of all forms.

- II. **Background:** *Provide a background of the project, each party in the Agreement, and any actions taken on the project thus far. Identify available assets and strengths of each party in the Agreement.*

- III. **Goal Statement:** *What is the broader goal of the project? Identify achievable long-term outcomes.*



## Template Components:

1. Background
2. Goals
3. Roles of Co-Leads
4. Role of the Steering Committee
5. Roles of Partners
6. Workgroups
7. Facilitation
8. Duration
9. Decision-Making and Conflict-Resolution

# Equitable Hiring Toolkit



## A TOOLKIT TO MITIGATE BIAS IN RECRUITMENT AND HIRING

(updated March 15, 2018)

This toolkit is designed to help organizations and individuals mitigate gender, racial, and other hidden biases in your institutional recruiting and hiring processes. It provides tips on structural pieces you can implement to recruit, retain, and promote a broader range of talented people. This is an organic document that continues to grow as we become aware of new research and ideas, so please keep checking in for future (more improved) versions.

### The Big Picture

- ☐ **Identify the criteria for a successful search:** Institute recruitment targets for hiring across identities. For example, after the National Football League mandated that any team with a head coaching vacancy must interview at least one person of color before making a hire, candidates of color were 19% to 21% more likely to fill a head coaching vacancy.<sup>1</sup>
- ☐ **Institute accountability:** Create institutional processes that hold managers accountable for fair and inclusive hiring practices.
- ☐ **Recruit intentionally and often:** Post the call for applications on a variety of job sites. Recruit outside your traditional network or even the sector (e.g., outdoor, conservation). Consider building a relationship with and recruiting from affinity groups, historically black colleges, and identity-specific professional associations.
- ☐ **Hire in clusters:** Research shows that cluster hiring—hiring multiple employees into one or more departments who share interests and identities—increases both the diversity of the incoming talent pool as well as retention of female staff and staff of color.<sup>2</sup>

### Employee Marketing<sup>3</sup>

- ☐ **Ensure a diversity of prospective candidates can see themselves reflected in your materials, such as your website and printed marketing materials:** Aspirational advertising is not misrepresentational as long your materials authentically

<sup>1</sup> Maya A. Beasley, *Diversity Derailed: Limited Demand, Effort, and Results in Environmental C-Suite Searches*, (October 2016), available online at <http://www.diversisgreen.org/diversity-derailed/>.

<sup>2</sup> Colleen Flaherty, *Cluster Hiring and Diversity*, Inside Hiring Ed (May 1, 2015), available online at <http://bit.ly/1FC8bIZ>

<sup>3</sup> Some of these tips are adaptive, and not technical, meaning that they require introspection and deep work of culture change. Merely diversifying your image will be ineffective without adaptive work. For assistance on how you can complement these technical fixes with adaptive work, contact us for a consultation.

represent who you reasonably aspire to be, and you are putting money where your mouth is to expand recruiting efforts and cultivate an inclusive culture.

- ☐ **Ensure your materials reflect myriad identities that your candidates may have, including race, gender expression, age, sexual orientation, gender expression, and disability.**
- ☐ **Ensure the activities portrayed in your materials speak to all audiences.** Often conservation, environmental, and outdoor organizations' optics feature individuals engaging in activities such as hiking, backpacking, kayaking, and rock climbing that don't speak to every person's relationship with outdoor recreation. Try to include imagery of groups of people (not just individuals) engaging in a broad range of activities, including fishing, picnics, walking, etc.
- ☐ **Make your commitment to diversity, inclusion, and equity clear to candidates.** Make sure you have a diversity, equity, and inclusion statement that declares your organization's commitment and values, and that this statement not only is in every job posting but is featured prominently on your website or jobs landing page.

### Job Descriptions

- ☐ **Include only the bare necessities:** Job descriptions should be succinct. Potential applicants can be dissuaded from applying if they feel they do not meet all qualifications. For example, one study shows men apply for jobs when they can check off 6 out of 10 boxes on the list of qualifications; women only apply when they can check off all 10.<sup>4</sup> Take out anything that is not required of the candidate. In particular:
  - Do not require English language skills (which can be illegal unless English speaking skills are necessary for safety).
  - Eliminate all preferred qualifications, including specific degrees, prior outdoor or non-profit experience, or that the candidate be a prior participant in your program. You can ask about these skills in an interview.
- ☐ **Separate required and desired/preferred skills:** And mean it. If you do decide that you need a separate "preferred" skills section, make it clear. Conflating required and desired skills can deter some people from even applying, especially women. Being clear about required and desired skills will also help you create a clearer rubric for selecting candidates for interviews.
- ☐ **Include less of the teachable skills and more non-teachable skills.** Organizations often overvalue skills and qualifications that are teachable (e.g., familiarity with a specific environmental law or experience backpacking) and undervalue skills that are less teachable (e.g., ability to work well on a team, ability to accept feedback graciously and integrate it, communication skills). In fact, those skills that are typically labeled "soft" are in fact some of the most technical skills a person will need to learn.
- ☐ **Honor multiple types of education and knowledge sets:** Many jobs in the conservation space require a particular type of education, such as a bachelor's degree in

<sup>4</sup> Tara Sophia Mohr, *Why Women Don't Apply for Jobs Unless They're 100% Qualified*, (Harvard Business Review Aug. 25, 2014).





Natural Resources Management, or require someone to have a particular type of knowledge. Know that dominant culture values and elevates Eurocentric knowledge over non-White, Indigenous, and non-European knowledges. So as you think about job requirements, instead of listing degrees or fields, think about listing both the ability to think critically about the validity of certain knowledge sets as well as the ability to situate one's own knowledge in the field (i.e. the ability to speak to how knowledge is institutionalized and validated in their field.)<sup>5</sup>


- ☐ **Cast a wider net with fair and balanced wording:** Job description language should be balanced language to make your organization attractive to everybody. Certain wording may signal to someone that they may not fit or belong in that job. For example, a study of 4,000 job descriptions found that that postings for jobs dominated by men had a high frequency of words such as *lead, head, direct, determined, and superior*, and postings for jobs dominated by women had a balance of these words and complementary words such as *collaborate, committed, responsive, and self-aware*.<sup>6</sup> The chart below provides more examples of these words. Researchers also found women were more interested in jobs when the description had a balance of words (even when the job was male-dominated, like engineering).

<sup>5</sup> Ozlem Sensoy & Robin DiAngelo, "We Are All for Diversity, but . . .": How Faculty Hiring Committees Reproduce Whiteness and Practical Suggestions for How They Can Change (Harvard Educational Review Vol 87 No. 4 Winter 2017)

<sup>6</sup> Danielle Gaucher, Justin Friesen, & Aaron Kay, *Evidence that Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality*, Journal of Personality and Social Psychology, Vol. 101, No. 1, pp. 109-128 (2011).


# BCDC's Community Vulnerability Mapping Tool


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an interactive map of community vulnerability in the Bay Area.



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maps and data for further analysis (Coming Soon!)

<https://www.bcdc.ca.gov/data/community.html>

# Do You Have Any Questions For Us?

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