EQUITY & COVID-19: A LANDSCAPE SCAN

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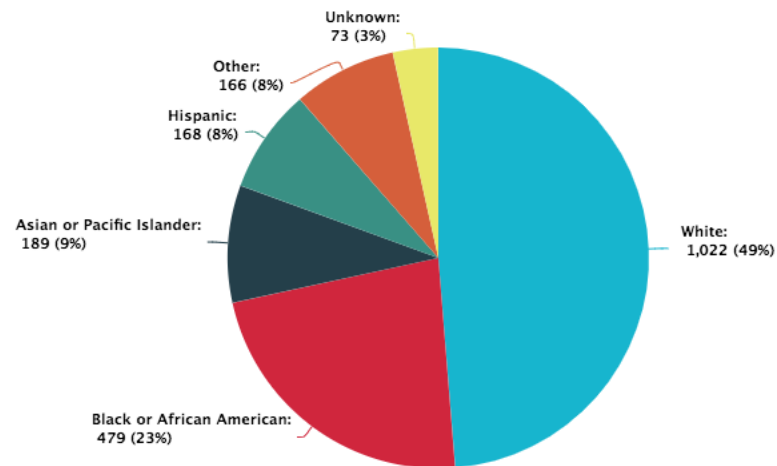DR. DORCEY APPLYRS, DrPH, MPH, CHIEF CITY AUDITOR

July 20, 2020

OVERVIEW

- The Albany Context

- Literature Review

  1. How are cities, counties, and/or states targeting their COVID-19 response to address the needs of communities of color?

  2. How are cities, counties, and/or states evaluating their COVID-19 response among communities of color?

  3. How are cities, counties, and/or states evaluating their implementation of equity agendas?
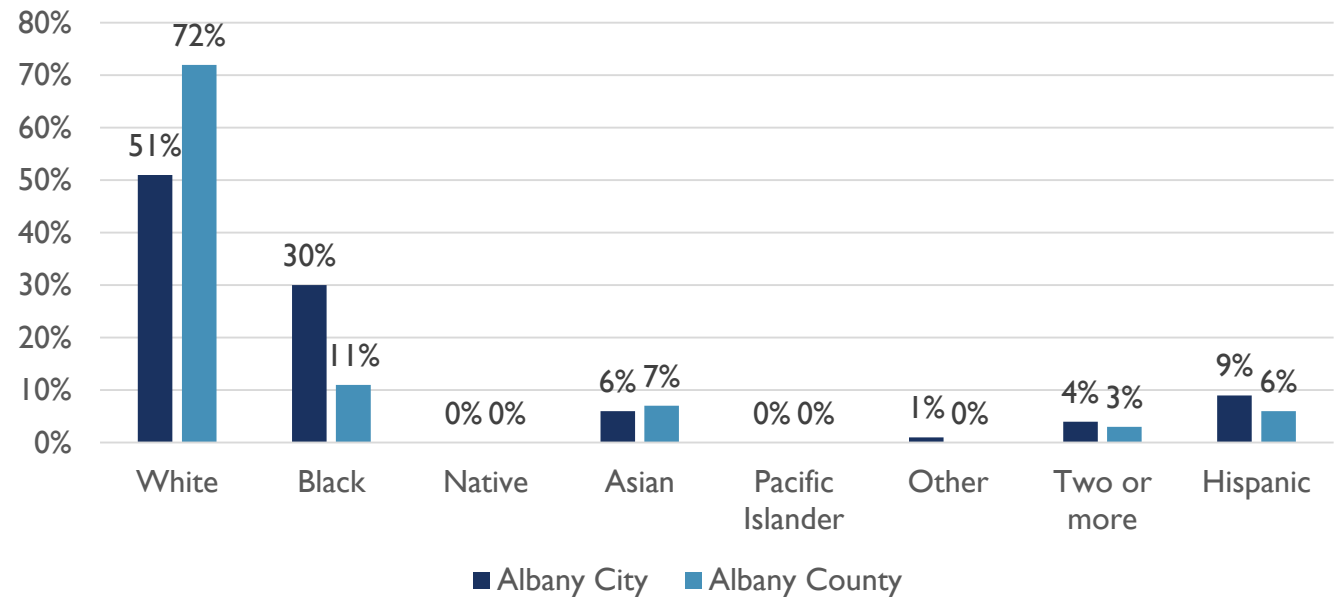
- Proposed Next Steps

THE ALBANY CONTEXT – COVID-19

Total Positive COVID-19 Cases by Race/Ethnicity in Albany County, NY

Source: Albany County Department of Health

Unknown: 73 (3%)

Other: 166 (8%)

Hispanic: 168 (8%)

Asian or Pacific Islander: 189 (9%)

White: 1,022 (49%)

Black or African American: 479 (23%)

Race and Ethnicity for Albany City vs. Albany County (2018)

- White: Albany City 51%, Albany County 72%
- Black: Albany City 30%, Albany County 11%
- Native: Albany City 0%, Albany County 0%
- Asian: Albany City 6%, Albany County 7%
- Pacific Islander: Albany City 0%, Albany County 0%
- Other: Albany City 1%, Albany County 0%
- Two or more: Albany City 4%, Albany County 3%
- Hispanic: Albany City 9%, Albany County 6%

■ Albany City   ■ Albany County

*Hispanic includes respondents of any race. Other categories are non-Hispanic.

Source: U.S. Census Bureau 2018 American Community Survey 1-year estimates.
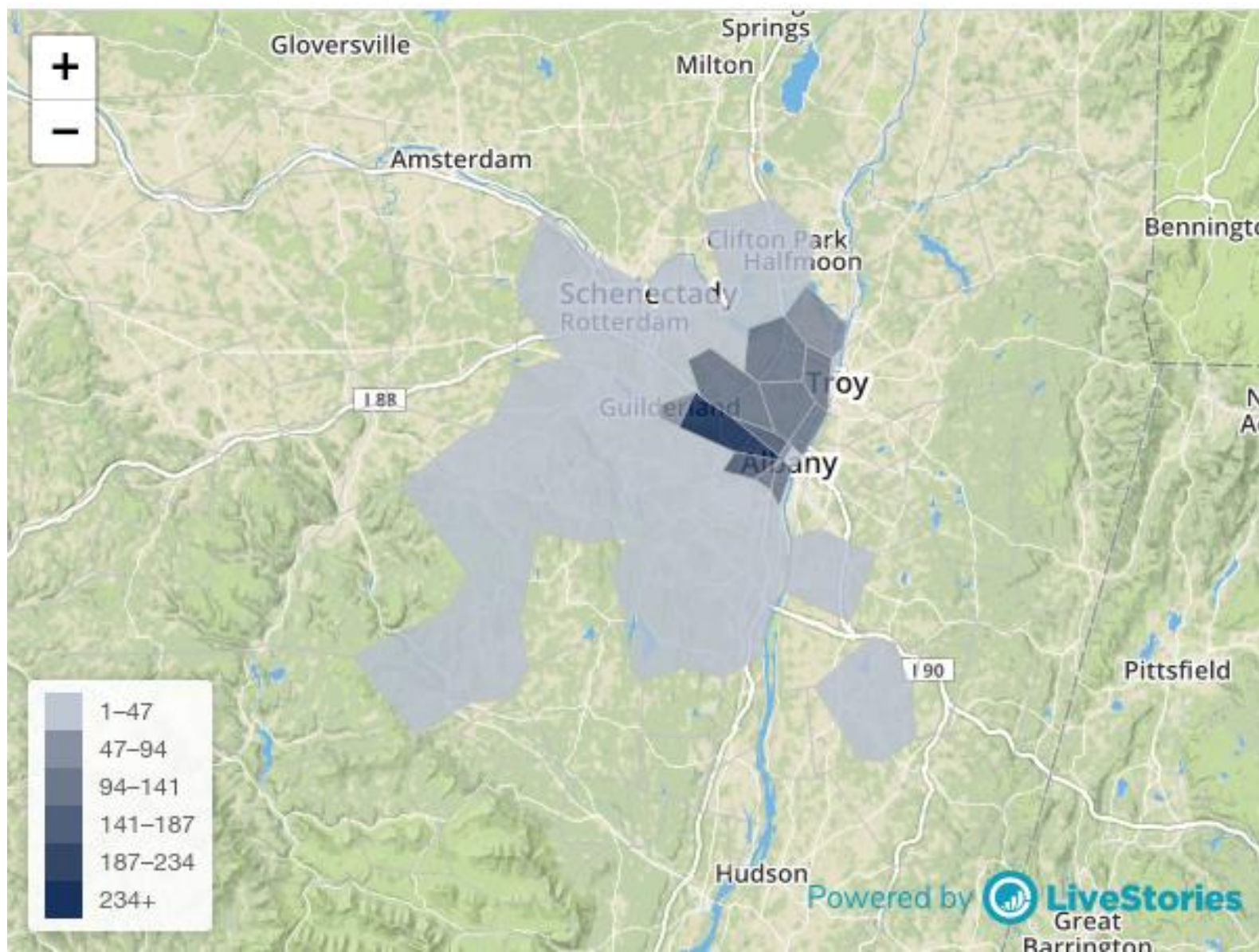
COVID-19 CASES BY GEOGRAPHY

Data Last Updated: July 19, 2020 at 4pm

Current Mandatory Quarantines = 590
Current Precautionary Quarantines = 0
% Cases in Healthcare Occupations = 25.45%

|	Deaths		Current hospitalized		Ever hospitalized		Ever ICU		County demographics***
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Percent
Total	**122**	**100.0%**	**3**	**100.0%**	**284**	**100.0%**	**78**	**100.0%**	**100.0%**
Male	47	38.5%	1	33.3%	141	49.6%	40	51.3%	50.0%
Female	75	61.5%	2	66.7%	143	50.4%	38	48.7%	50.0%
<25	0	0.0%	0	0.00%	5	1.8%	<5	NA	33.0%
25-49	<5	NA	<5	NA	37	13.0%	6	7.70%	30.2%
50-74	33	27.0%	0	0.00%	151	53.2%	46	59.0%	29.3%
75+	87	71.3%	<5	NA	91	32.0%	23	29.5%	7.2%
Hispanic or Latino	<5	NA	0	0.00%	18	6.3%	<5	NA	6.1%
White	106	86.9%	<5	NA	169	59.5%	45	57.7%	71.6%
Black or African American	15	12.3%	<5	NA	75	26.4%	24	30.8%	11.4%
Asian	0	0.0%	0	0.0%	14	4.9%	4	5.10%	7.0%
AI/AN*	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.1%
NH/OPI**	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.3%
Other	0	0.0%	0	0.0%	<5	NA	0	0.0%	3.50%
Unknown	<5	NA	0	0.0%	<5	NA	<5	NA	NA

* American Indian and Alaska Native

** Native Hawaiian and Other Pacific Islander

***Demographics obtained from the 2018 ACS 1-Year Estimates

OTHER COVID-19 DATA BY RACE & ETHNICITY

UALBANY/NYSDOH STUDY ASSESSING RACIAL AND ETHNIC DISPARITIES IN COVID-19 OUTCOMES FOR NEW YORK STATE

- Estimated per-population COVID-19 fatality rates were 0.03%, 0.18%, and 0.12% for white non-Hispanic, Black non-Hispanic, and Hispanic adults, respectively.

- The 3.48-fold disparity for Hispanic, relative to white, communities was explained by **differences in infection experience.**

- The 5.38-fold disparity for non-Hispanic Black, relative to white, communities was primarily driven by **differences in both infection experience and in the need for hospitalization, given infection**.
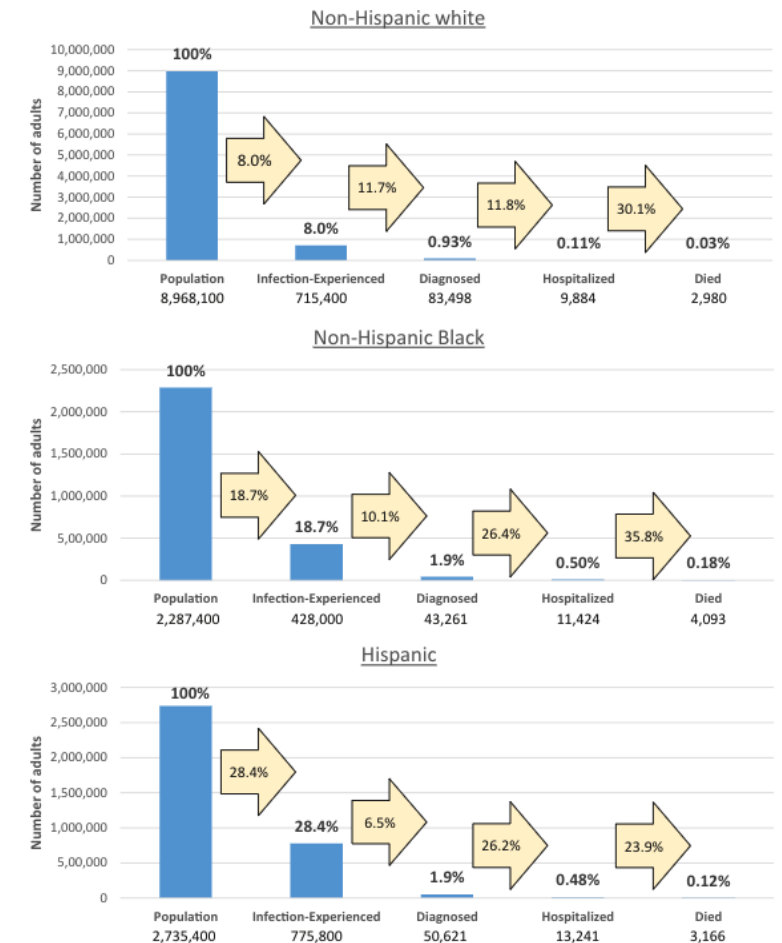
FINANCIAL IMPACTS OF COVID-19 BY RACE AND ETHNICITY (U.S.)

- Job and wage losses due to COVID-19 have hit Hispanic adults the hardest

- Most Black and Hispanic Americans do not have financial reserves to cover expenses in case of an emergency

- The COVID-19 economic downturn has made it harder for Black and Hispanic Americans to pay their monthly bills

**Blacks and Hispanics most likely to have trouble paying bills**

% who said in April that they cannot pay all of their bills in full ...

	In a **typical** month	**This** month
Black	46%	48
Hispanic	28	44
White	20	26
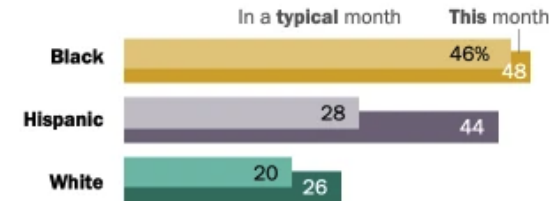
*% of smartphone and home broadband users who said in April they worry **a lot** or **some** about paying their bills over the next few months for ...*

■ Hispanic ■ Black ■ White

Smartphone users worried about paying cellphone bill

- Hispanic: 56%
- Black: 39
- White: 22
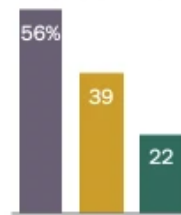
Broadband users worried about paying home broadband bill
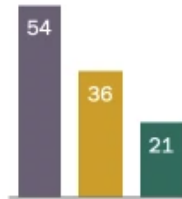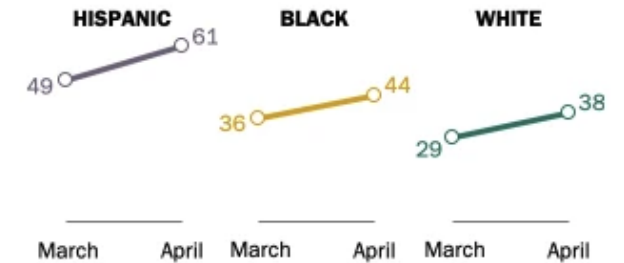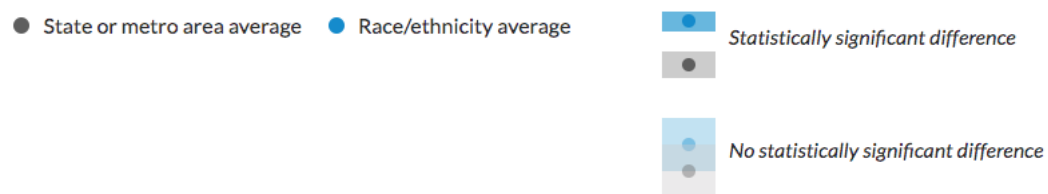
- Hispanic: 54
- Black: 36
- White: 21

Note: Whites and blacks include those who report being only one race and are non-Hispanic. Hispanics are of any race. Share of respondents who didn't provide an answer not shown.
Source: Surveys of U.S. adults conducted March 19-24 and April 7-12, 2020.

PEW RESEARCH CENTER

Hispanic and black Americans have been hardest hit in COVID-19 wage, job losses; most do not have rainy day funds

% saying they or someone in their household has lost a job or taken a pay cut due to the corona virus outbreak

	HISPANIC	BLACK	WHITE
March	49	36	29
April	61	44	38

% who said in April they do not have rainy day funds to cover expenses for three months in case of emergency

White **47**   Black **73**   Hispanic **70**

20% ——————————— 90%

Note: Whites and blacks include those who report being only one race and are non-Hispanic. Hispanics are of any race. Share of respondents who didn't provide an answer not shown.
Source: Surveys of U.S. adults conducted March 19-24 and April 7-12, 2020.

PEW RESEARCH CENTER

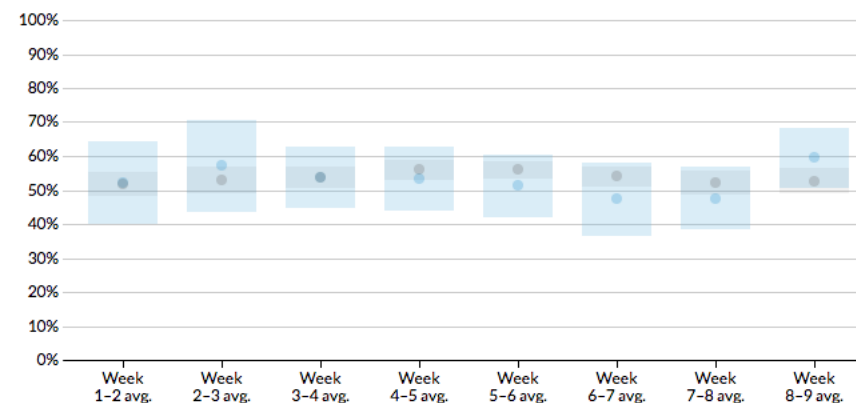# RACIAL/ETHNIC DISPARITIES IN INCOME LOSS

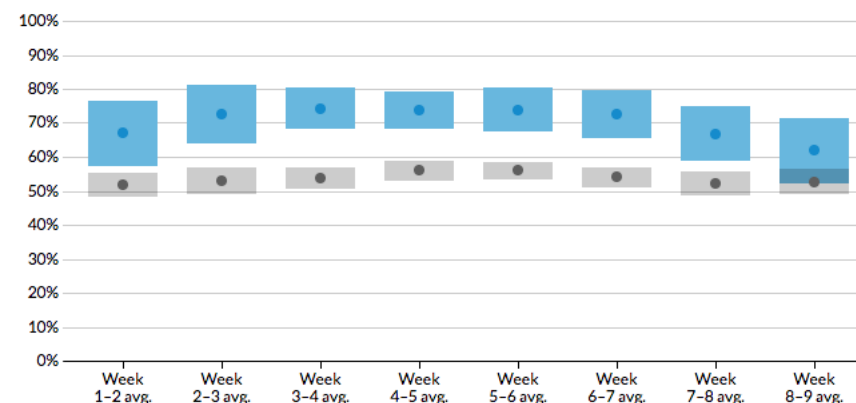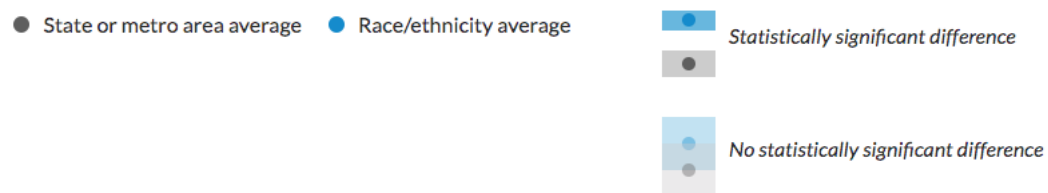Share of adults in households where at least one person has lost employment income since March 13 (New York)
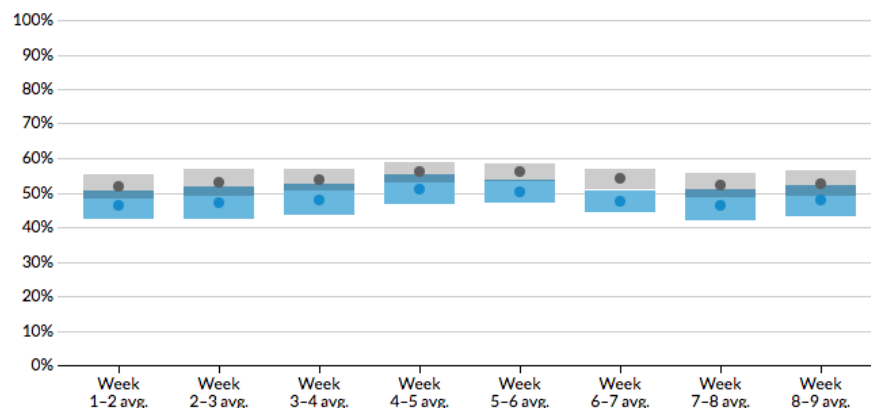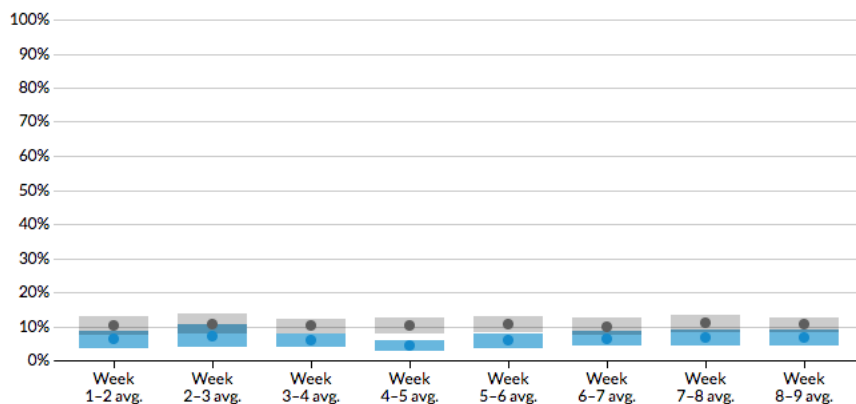

Source: U.S. Census Bureau Household Pulse Survey

RACIAL/ETHNIC DISPARITIES IN FOOD INSUFFICIENCY

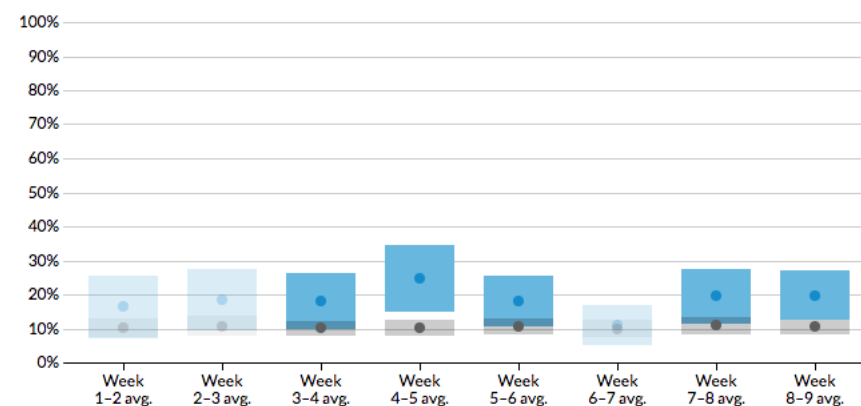Share of adults in households where there was often or sometimes not enough food in the past week (New York)
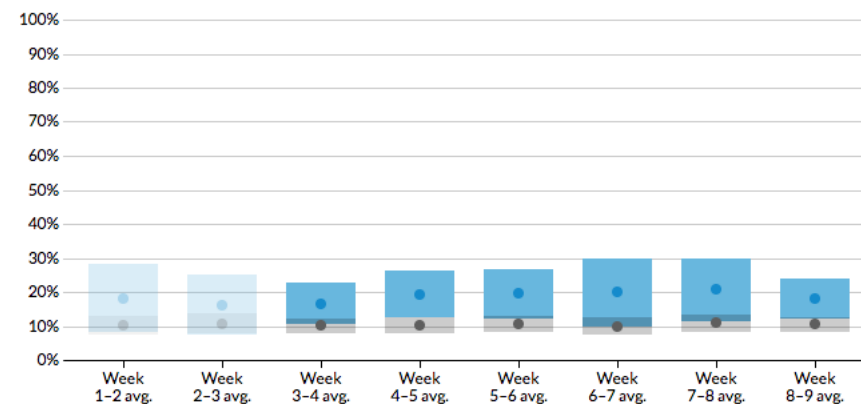

Source: U.S. Census Bureau Household Pulse Survey

LITERATURE REVIEW

1. HOW ARE CITIES, COUNTIES, AND/OR STATES TARGETING THEIR COVID-19 RESPONSE TO ADDRESS THE NEEDS OF COMMUNITIES OF COLOR?

Outreach, Prevention, & Communication

- Develop culturally informed messaging
- Engage trusted community partners and local media outlets in outreach
- Proactively distribute PPE

Testing & Contact Tracing

- Target testing to communities of color, addressing potential barriers (transportation, financial, language)
- Hire and train culturally diverse and sensitive contact tracers

Access to Quality Clinical Resources

- Provide sites for safe isolation for at-risk populations
- Promote timely access to medical and mental health care
- Mandate implicit bias training for health workers

Economic & Employment Support

- Create workforce development programs
- Provide hazard pay to essential workers
- Ensure workplace protections for essential workers
- Invest in BIPOC-owned businesses
- Place a moratorium on evictions
- Ensure access to food

Equity-Focused Governance & Data Collection

OUTREACH, PREVENTION, & COMMUNICATION

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Develop culturally informed messaging	Oregon	• Oregon Health Authority interviewed organizations representing diverse communities across the state • Developed the "Safe + Strong" campaign, including culturally competent materials and messaging in 12 languages	• LA County, CA • Austin, TX
Engage trusted community partners and local media outlets in outreach	Chicago, IL	• Racial Equity Rapid Response Team (partnership between the City and local nonprofits) implements COVID-19 Regional Briefings with local stakeholders in targeted communities • Street outreach workers provide targeted information and education and conduct well-being checks on residents in the West and South Sides of the city	• Ohio • North Carolina • South Carolina
Proactively distribute PPE	Richmond, VA	• Richmond Fire Department went door-to-door to distribute face masks and hand sanitizer to underserved communities, along with public health information in various languages	• New York • Chicago, IL

TESTING & CONTACT TRACING

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Target testing to communities of color, addressing potential barriers (transportation, financial, language)	Massachusetts	• Free testing sites in eight communities with high minority populations and evidence of COVID-19 transmission • Easy-to-access community locations • Includes drive-up, walk-up, and mobile testing sites	• Michigan • New York • West Virginia • Wisconsin • Utah • LA County
Hire and train culturally diverse and sensitive contact tracers	New Jersey	• Intentional integration of equity and patient privacy into the program's public outreach and training processes • Outreach emphasizes that information collected will never be used for immigrant enforcement or public charge assessments to deny people access to services • Contact tracing training curriculum focuses on cultural sensitivity and bias, as well as the historical context of existing disparities	• New York City • Tennessee

ACCESS TO QUALITY CLINICAL RESOURCES

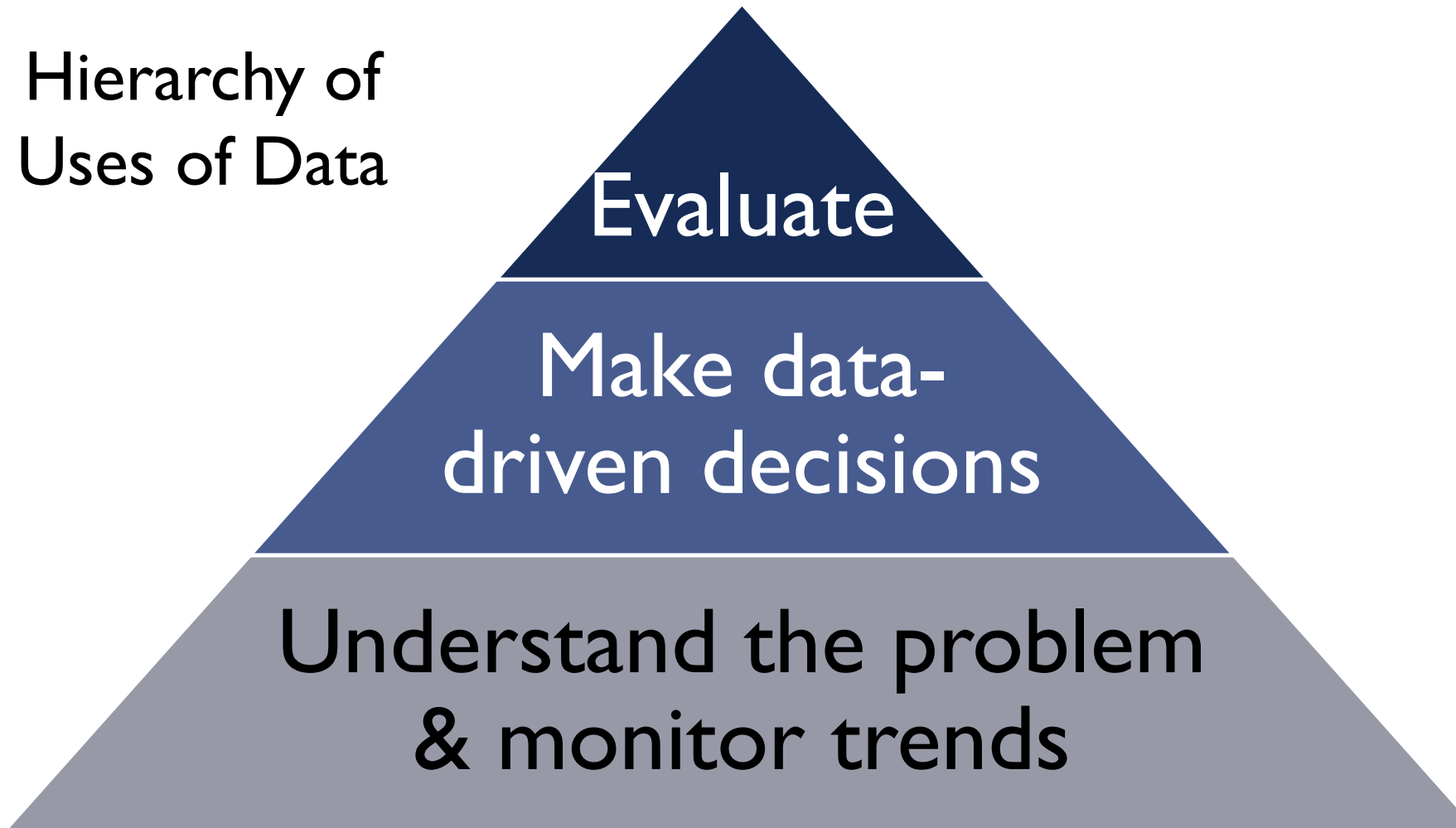| Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Provide sites for safe isolation for at-risk populations	New York City, NY - "Take Care Initiative"	• Provide free hotel rooms with wraparound services to individuals who have tested positive for COVID-19 and are unable to safely separate in their own homes	• Massachusetts & Boston • King County, WA • Chicago, IL • California
Promote timely access to medical and mental health care	North Carolina	• Send CHWs to historically underserved areas with high COVID-19 caseloads to connect individuals with medical and social support resources	• New York City, NY
Mandate implicit bias training for health workers	Michigan	• The Governor mandated implicit bias training for all Michigan health professionals based on a recommendation from the Michigan Coronavirus Task Force on Racial Disparities.	• None found

ECONOMIC & EMPLOYMENT SUPPORT

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Create new workforce development programs focused on communities and industries most impacted by COVID-19	Chicago, IL	• Grant to community-based organizations to hire, train, and support contact tracing • Provides extensive training and "Earn-as-You-Learn" continuing education to support exit opportunities for stable employment	• Baltimore, MD • California
Provide hazard pay to essential workers	Pennsylvania	• Grant program established to help employers provide hazard pay to employees in life-sustaining occupations	• Louisiana
Ensure workplace protections for essential workers (e.g., paid sick leave, child care)	Oakland, CA	• Requires employers to provide up to 80 hours of paid sick leave for essential workers at their normal wage level	• Washington, DC

ECONOMIC & EMPLOYMENT SUPPORT

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Invest in BIPOC-owned businesses	Madison, WI	• Investment in the Madison Black Chamber of Commerce and the Latino Chamber of Commerce to help businesses during the COVID-19 crisis	• Chicago, IL • Portland, OR
Support households experiencing housing instability	Boston, MA	• Creation of a fund to provide short-term financial assistance to households earning <80% of Area Median Income (AMI), prioritizing households with extremely low income and very low income	• Cambridge, MA • Miami-Dade County, FL
Ensure access to food and other necessities	Baltimore, MD	• Boosts food production on urban farms and gardens in low-income neighborhoods with high level of food insecurity due to COVID-19 • Designated "Food Sourcer" locates donations for people in need and manages logistics of donation procurement	• Denver, CO • New York City, NY • San Francisco, CA • Portland, OR • Cambridge, MA

Hierarchy of Uses of Data

Evaluate

Make data-driven decisions

Understand the problem & monitor trends

Audit

UNDERSTAND THE PROBLEM & MONITOR TRENDS

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Collect and disaggregate data by race/ethnicity	King County, WA	• Track disparities in COVID-19 related testing, hospitalization, death and recovery among different racial and ethnic groups • King County also reports data on economic and social factors disaggregated by race/ethnicity	• SVHS tracker of states reporting health equity data
Create a health equity response team, task force or other coordinating body to assess the pandemic response as it affects vulnerable populations	Louisiana	• Task force is comprised of representatives from local universities, research institutions and state agencies (other states include community leaders) • Allocated $500,000 to examine causes and possible solutions for the high rate of deaths from COVID-19 within the state's Black community	• NGA tracker of state task forces
Engage the community through focus groups, surveys, etc.	Colorado	• Task force administered an online survey to assess the top equity concerns and possible solutions	• Austin, TX • LA County, CA

King County

COVID-19 cases among King County, WA residents by race and ethnicity

Dark blue bars (the top bar within each race/ethnicity) represents the percent of cases. The grey bars (the bottom bar within each race/ethnicity) represents the percent of the King County population for that race/ethnicity.

For a race/ethnicity group, the percent of cases may be higher or lower than the percent of that race/ethnicity in the King County population.
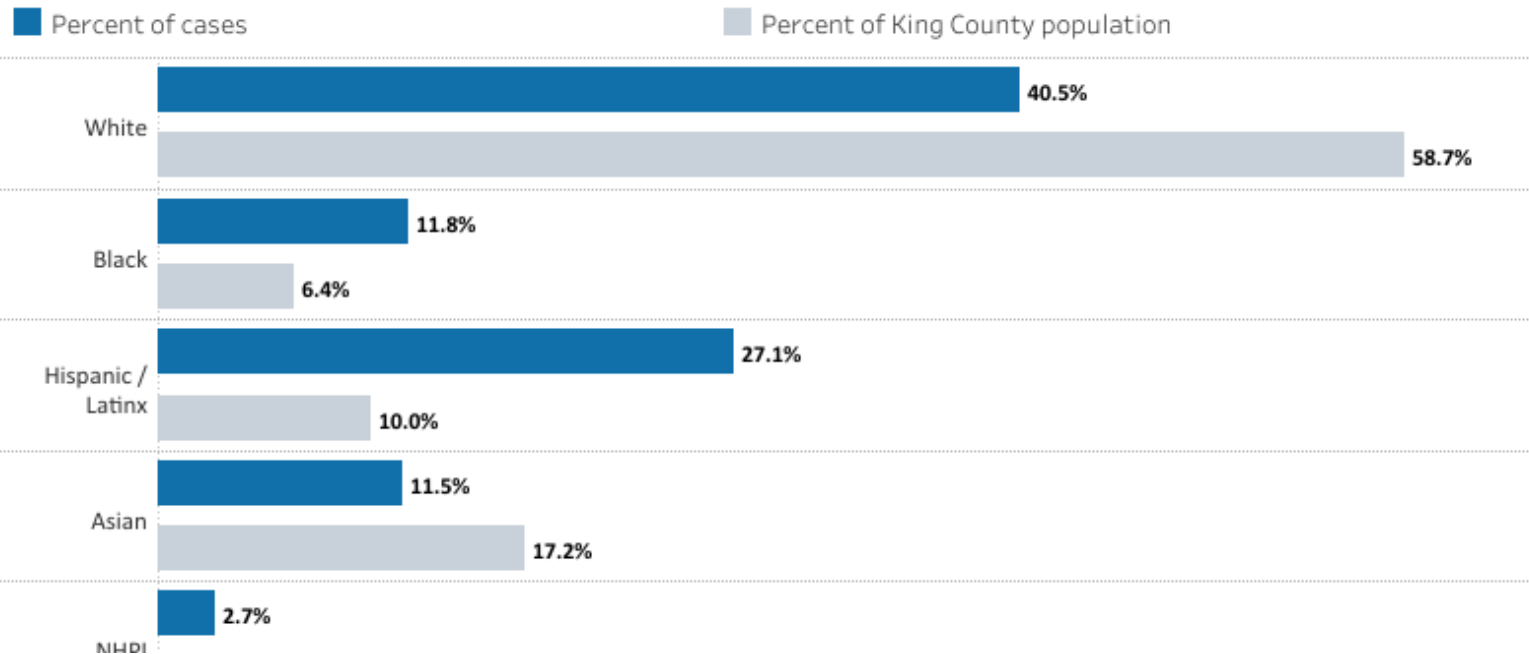
Hover over each bar for more details.

Select:
- ⦿ all cases
- ○ all cases excluding skilled nursing and assisted living residents

Select:
- ⦿ confirmed cases
- ○ deaths
- ○ hospitalized cases

Percent by race/ethnicity compared to the 2019 King County population

■ Percent of cases   ▢ Percent of King County population

White
- 40.5%
- 58.7%

Black
- 11.8%
- 6.4%

Hispanic / Latinx
- 27.1%
- 10.0%
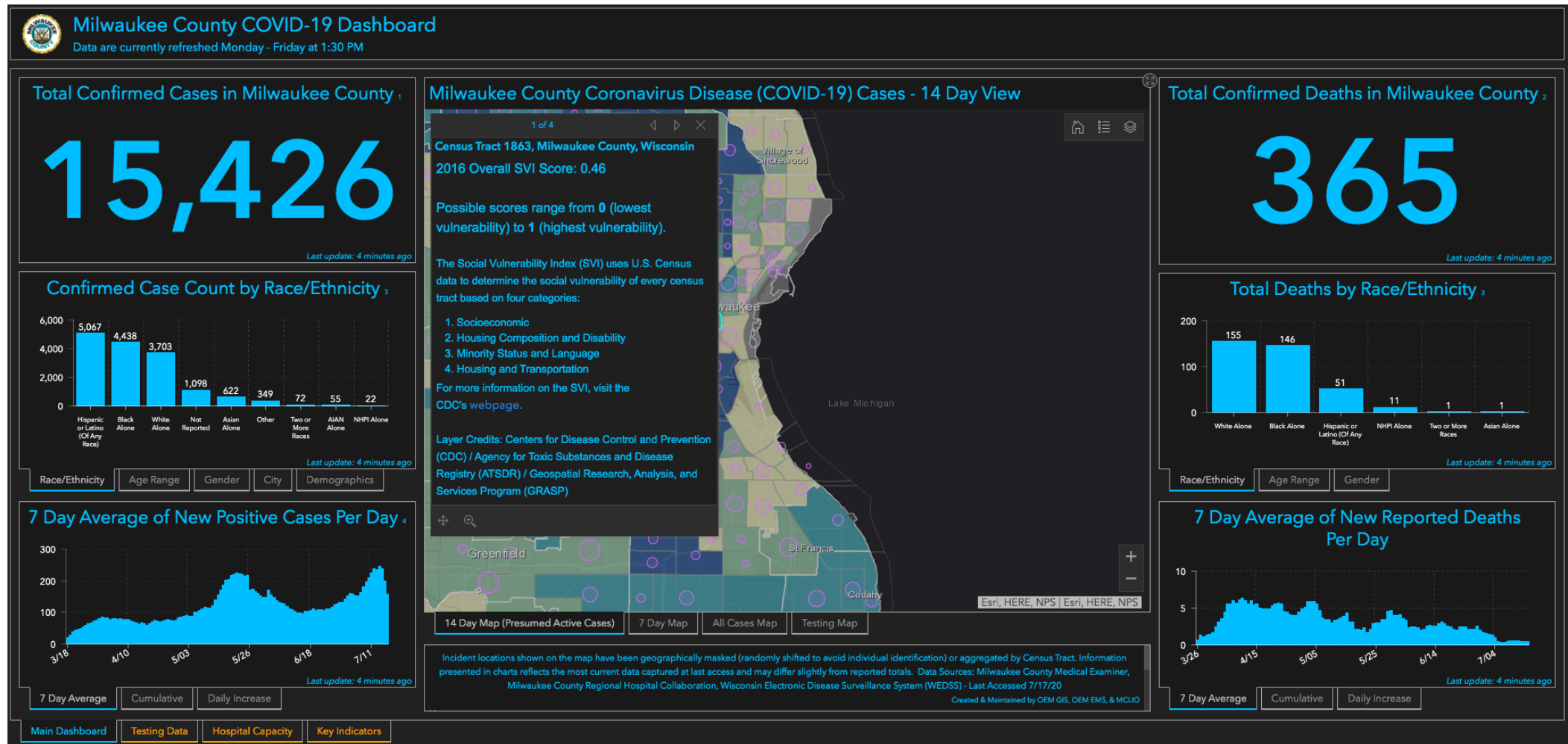
Asian
- 11.5%
- 17.2%

NHPI
- 2.7%

KING COUNTY, WA

King County workers filing initial claims per capita by age, sex, race/ethnicity, and education, March 8 - July 4, 2020
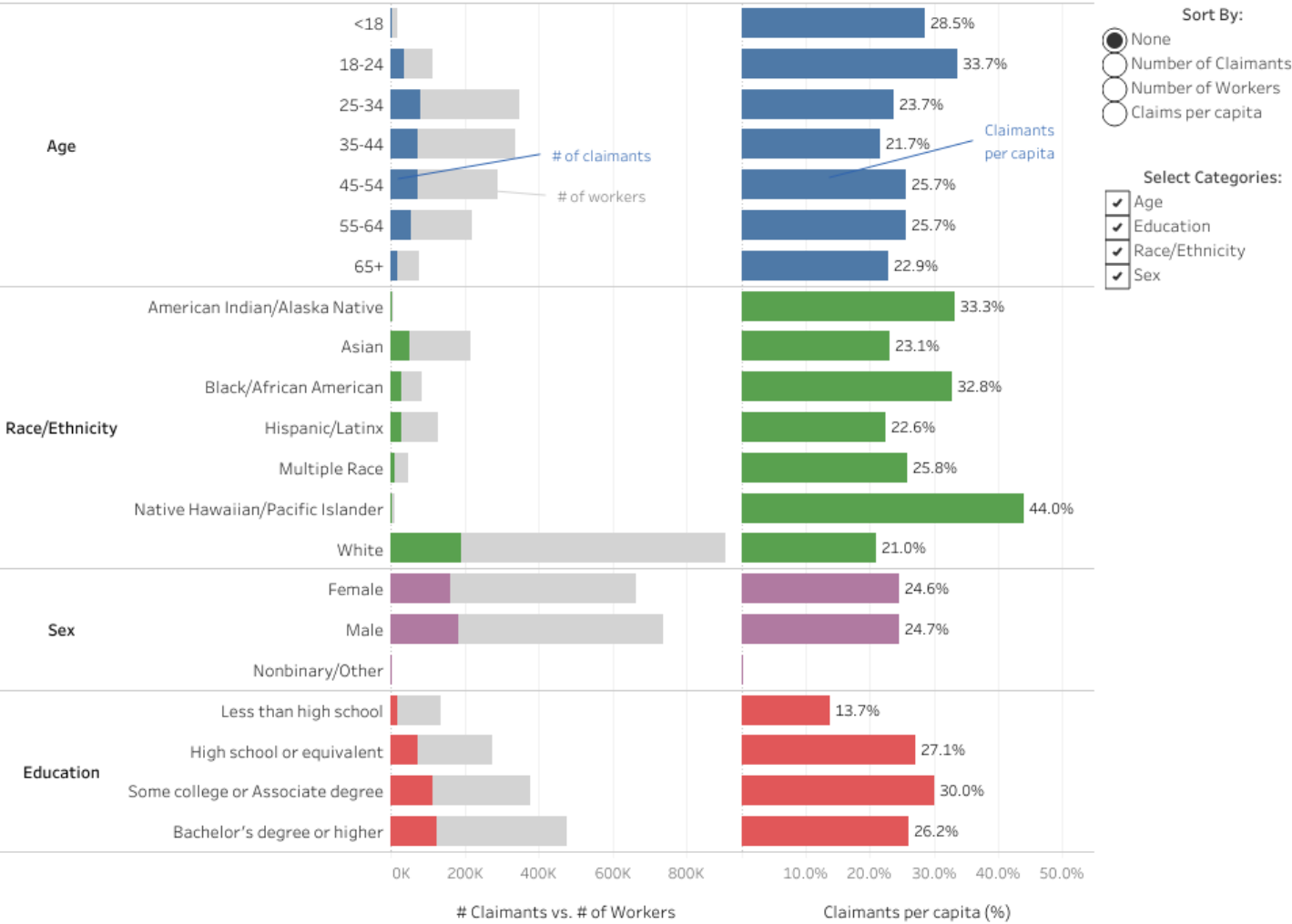
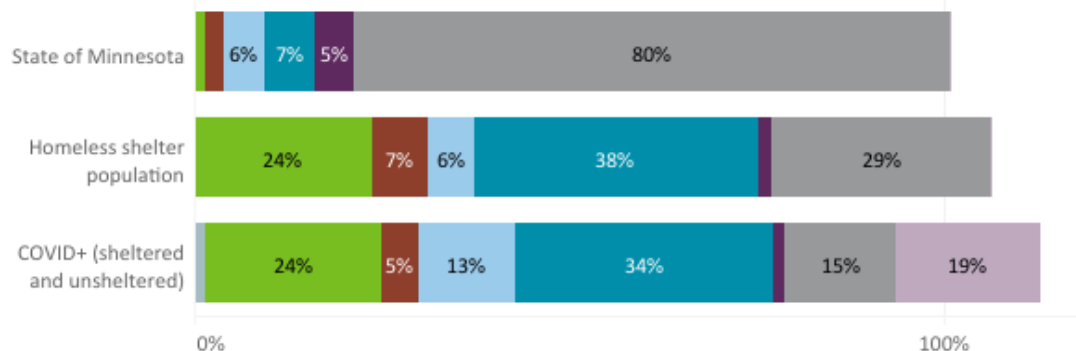KING COUNTY, WA

MILWAUKEE COUNTY, WI – SOCIAL VULNERABILITY INDEX

COVID CASES IN HOMELESS SHELTERS

COVID POSITIVE CASES - INDIVIDUALS EXPERIENCING HOMELESSNESS (123)

AMERICAN INDIAN/ALASKA NATIVE | ASIAN | BLACK | LATINX | WHITE | UNKNOWN | OTHER

State of Minnesota and statewide homeless population demographics displayed for comparison

State of Minnesota	6% 7% 5% 80%
Homeless shelter population	24% 7% 6% 38% 29%
COVID+ (sheltered and unsheltered)	24% 5% 13% 34% 15% 19%

0% — 100%

Case data for Latinx individuals is displayed on a separate line due to data collection methods which ask separately about a patient's race and their ethnicity.
Latinx individuals may be of any race and all race groups include Latinx individuals.

There are nearly 100 COVID+ cases in homeless shelters in Minnesota. In Minnesota, People of Color and Indigenous Minnesotans are disproportionately represented in the state's homeless population. For example, while less than 2 percent of the state's population is **Indigenous**, nearly 1 in 4 individuals experiecing homelessness are **Indigenous**.

Similarly, **Black** individuals make up less than 1 in 10 of Minnesota's population statewide, but represent nearly 40 percent of individuals experiecing homelessness.

It is difficult to evaluate the disproportionality of COVID+ cases compared to the state's homeless population because such a large share of cases in homeless shelters has a race/ethnicity that is unknown.

SOURCE: MINNESOTA DEPARTMENT OF HEALTH, 6/18/2020
Data for AI/AN, Asian, Black. Multiple races, Other, Unknown, and White may be Latinx or non-Hispanic. Latinx data are for any race.
For purposes of this dashboard, we are using AI/AN to represent all American Indian/Alaskan Native peoples who are indigenous to the lands now known as the United States of America.
The Asian race group also includes Pacific Islanders.
Unknown data for race/ethnicity is often the result of in progress contact tracing. As interviews are completed, data will be updated. If an individual is lost to follow-up or

MINNESOTA

WORKER CHARACTERISTICS: BY RACE/ETHNICITY

ESSENTIAL - EXPOSED | VULNERABLE TO LAYOFFS | LIKELY ABLE TO WORK FROM HOME | OTHER

Since the beginning of pandemic, we've known that people of color and Indigenous communities are working in industries identified as "essential services or businesses" such as food processing, nursing homes, supermarkets, and warehouses. Many of these workers earn low wages and may not have access to adequate health care or childcare, compounding existing disparities and harming communities.
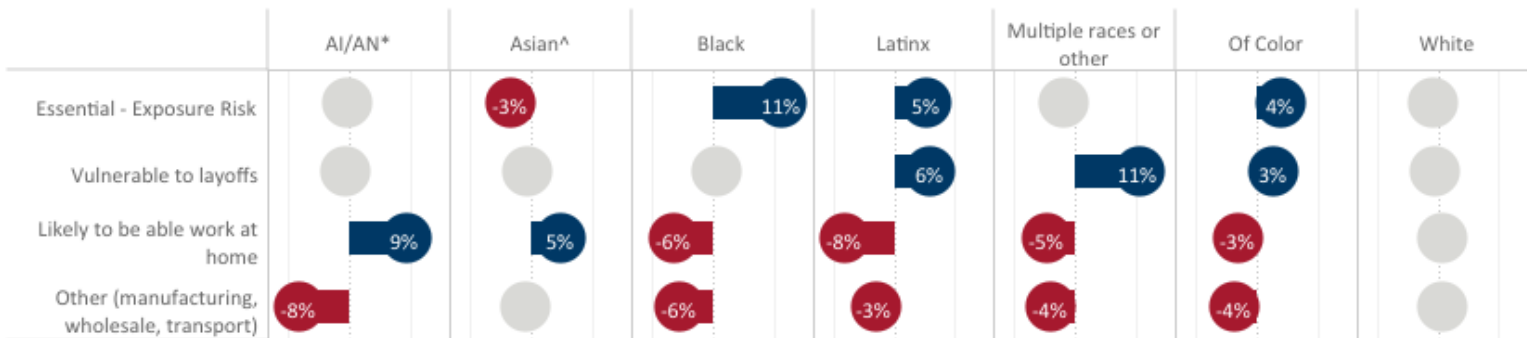
Black Minnesotans have the higher exposure to COVID-19 because they are more likely to workworking in industries considered essential and are less likely to be in jobs that allow them to work from home. This higher exposure is due nearly exclusively to the engagement in the Health Care industry.

Latinx Minnesotans also have a high exposure because they are working in essential industries, especially food production and restaurants. Latinx Minnesotans are also less likely to be in jobs that allow them to work from home. Latinx and **multiracial** Minnesotans are more vulnerable to layoffs.

Percent of Group Working in Industry Type Compared to Total Population
Lower % <<< >>> Higher %
than population overall

	AI/AN*	Asian^	Black	Latinx	Multiple races or other	Of Color	White
Essential - Exposure Risk		-3%	11%	5%		4%	
Vulnerable to layoffs				6%	11%	3%	
Likely to be able work at home	9%	5%	-6%	-8%	-5%	-3%	
Other (manufacturing, wholesale, transport)	-8%		-6%	-3%	-4%	-4%	

Percent of Group Working in Industry Type Compared to Total Population
Lower % <<< >>> Higher %

MINNESOTA

MAKE DATA-DRIVEN DECISIONS

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Incorporate equity into core indicators to measure state's readiness to reopen	Rhode Island	• Governor Gina M. Raimondo's plan for reopening Rhode Island includes six core indicators, including, "do we have necessary supports in place for vulnerable populations and for anyone in quarantine?"	• Michigan
Rely on distinct data-driven categories to determine the state's readiness for safely reopening	Los Angeles, CA	• Reopening plan incorporates infection rates by poverty levels and race/ethnicity into its Effectiveness Indicators, which guide future decisions about loosening or tightening social distancing restrictions	• Chicago, IL
Create data tool and index measure to inform decisions to strategically target resources	Seattle & King County, WA	• Data tool to identify areas and focus resources (e.g., quarantine & isolation sits) where individuals may be at higher risk for severe illness from COVID-19 and/or more impacted by social isolation orders	• Oakland, CA • Others trying to copy… Portland?

Deaths

Daily number of deaths, past 7-day average – All

(Target: 7-day average number of deaths has not increased over the past 14 days)

Deaths	Change	Target Status
28	⬇ -7%	✔

Daily number of deaths, past 7-day average by Race/Ethnicity

(Target: 7-day average number of deaths has not increased over the past 14 days)

Race/Ethnicity	Deaths	Change	Target Status
Asian	1	⬇ -67%	✔
Black/African American	1	⬇ -67%	✔
Latino/Hispanic	18	⬆ +12%	✖
White	6	⬇ -14%	✔

Daily number of deaths, past 7-day average by Area Poverty

(Target: 7-day average number of deaths has not increased over the past 14 days)

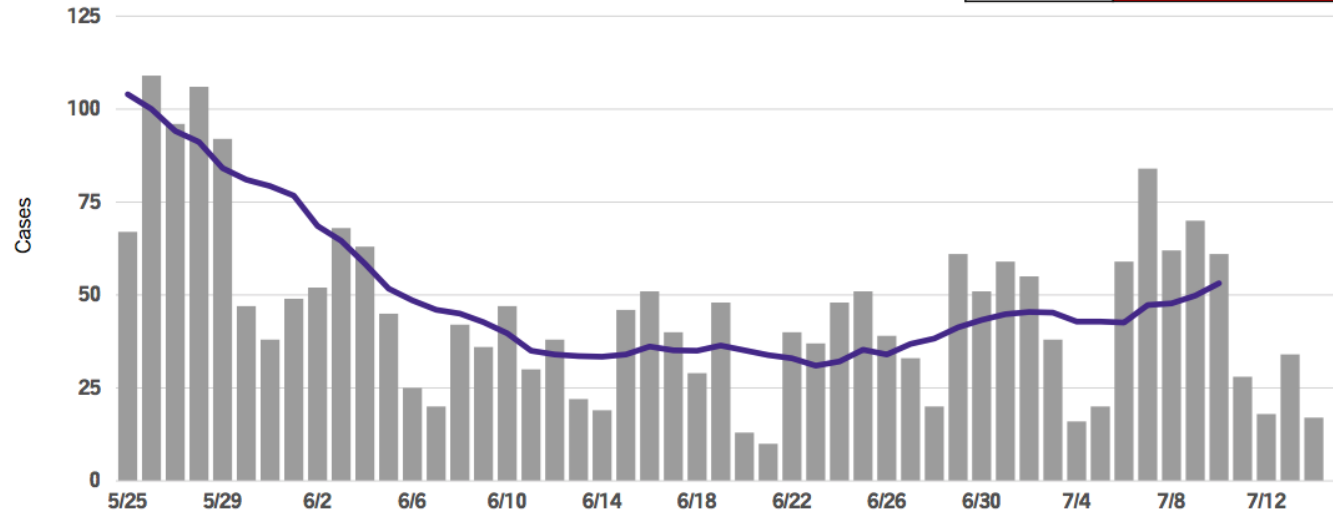| Area Poverty	Deaths	Change	Target Status
<10% area poverty	4	⬇ -20%	✔
10% to <20% area poverty	10	⬇ -9%	✔
20% to <30% area poverty	8	⬆ +14%	✖
30% to 100% area poverty	6	⬇ -14%	✔

Area poverty reflects the percentage of households living at or below the federal poverty line. Area poverty estimates are derived from the US Census Bureau 5-yr (2013-2017) American Community Survey at the Census Tract level.

LOS ANGELES, CA

SEATTLE & KING COUNTY, WA

EVALUATE IMPACT

Strategy	Highlighted Government	Description of Initiative	Other Government(s)
Conduct a cohort study (proposed)	Ohio	• The Minority Health Strike Force recommended in its interim report to establish a COVID-19 voluntary vulnerable population registry to allow for a prospective cohort study of the longer-term health and well-being impact of COVID-19 • Data collected could include barriers to social distancing, work-related outcomes, access to care, use of care services, depression and anxiety, etc.	• None found
Equity scorecard	Massachusetts Task Force on Coronavirus & Equity	• Task Force on Coronavirus & Equity, a non-governmental coalition of 94 public health, community, and labor organizations, released the report card to monitor progress on four key criteria that they announced on June 4, 2020	• Portland, OR (proposed)

MASSACHUSETTS TASK FORCE ON CORONAVIRUS & EQUITY'S REPORT CARD FOR AN EQUITABLE REOPENING

3. HOW ARE CITIES, COUNTIES, AND/OR STATES EVALUATING THEIR IMPLEMENTATION OF EQUITY AGENDAS?

Equity Legislation (including budget)

- Charlottesville, VA (2017)

- Fairfax County, VA (2017)

- Baltimore, MD (2018)

- Montgomery County, MD (2019)

- Statesboro, GA (2020, in progress)

(Note: Some cities and states have passed legislation without budgetary commitments)

Equity Office or Team

- Seattle, WA (2005)

- Portland, OR (2012)

- Austin, TX (2015)

- Oakland, CA (2015)

- San Antonio, TX (2017)

- Minneapolis, MN (2017)

Efforts to evaluate implementation of equity-focused legislation are early in development…

3. HOW ARE CITIES, COUNTIES, AND/OR STATES EVALUATING THEIR IMPLEMENTATION OF EQUITY AGENDAS?

Strategy	Highlighted Government	Description of Initiative
Require all audit plans to include a Race and Social Justice Initiative (RSJI) Toolkit form	Seattle, WA	• Since 2015, the auditor-in-charge has completed RSJI Toolkit forms for most audit projects and some non-audit projects • RSJI Toolkit audit forms were adapted from the Racial Equity Toolkit used by all city departments to guide the development, implementation, and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity
Conduct survey of city employees and community members on perceptions of racial equity	Seattle, WA	• Internal survey of all city employees conducted every two years to track the progress of the city and individual departments in operationalizing equity • Regular survey of city residents on perceptions of racial equity
Develop performance measures for improving equity	Dane County, WI	• Identified performance measures at the county, department or program level that allow monitoring of the success of implementation of actions that may have a chance of influencing indicators and contributing to results

SEATTLE RACIAL EQUITY TOOLKIT

Step 1. Set Outcomes.
Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.
Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.
Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.
Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.
Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.
Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

Condensed Racial Equity Toolkit for COVID-19

1. Identify a racial equity outcome as our north star goal. What is the issue and what are we really trying to accomplish?

2. Gather relevant data for the problem we are attempting to solve
   a) Analyze the raw data.
   b) Identify those most impacted by the decision we are about to make.
   c) Talk to the folks we believe will be most directly affected. Center these relationships.

3. How will our most impacted benefit from our stated course of action? And, how will our most impacted be burdened by our stated course of action?

4. What are potential unintended consequences? Are there risks we can foresee? If so, how can we minimize the risk of harm to our most impacted communities?

5. Are we developing sustainable relationships in this moment? Are we developing mechanisms to evaluate the impact of this decision in the everyday lives of community members?

6. Continue to center relationships. Receive feedback from community whether said decision has had individual and collective impact.

SEATTLE OFFICE OF CITY AUDITOR'S RSJI TOOLKIT FORM

- 4 sections, 11 questions in total

- **Section 1: General Information**

- **Section 2: Overall Racial/Ethnic Impact**

  - Intended to determine whether the form is required to be completed given the scope of the project's scope.

- **Section 3: Racial/Ethnic Issues and Audit Considerations**

  - Categories include education, community development, health, environment, criminal justice, jobs, housing, and other

  - Potential impact areas including contracting equity, workforce equity, access to service, inclusive outreach, public engagement, and other

- **Section 4: Recommendations**

  - Considerations include public communication and outreach, contracting practices, service delivery, and evaluation of effectiveness

  - Asks if the entity is collecting data on the race/ethnicity of the impacted participants, and whether the data could be biased

  - Asks for recommendations that addresses the racial equity issues identified in the audit

■ **RSJI City Employee Survey**: allows city to assess employee understanding and skill of institutional and structural racism, gain understanding of how departments are building racial equity into programs, policies, initiatives and budget decisions, and track progress over time.

■ **RSJI Community Survey**: assesses perceptions of city residents on racial equity and government actions to address gaps

RSJI EMPLOYEE SURVEY 2012

86% "Examine impact of race at work"

66% "Actively promoting RSJI changes"

60% "Dept and City making progress"

RSJI COMMUNITY SURVEY 2012

90% "Racial equity is government priority"

60% "Progress on racial equity"

50% "Schools are good or very good"
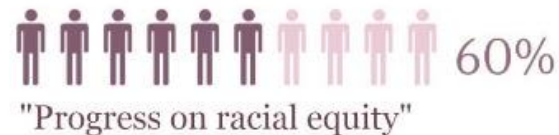
PERFORMANCE METRICS – RESULTS-BASED ACCOUNTABILITY (FRIEDMAN 2010)

- Clearly delineates between results/community conditions vs. outcomes/performance measures

- Emphasizes the importance of beginning with a focus on the desired "end" condition (baseline should include historic and forecasted data for a particular measure)

  - **Results are at the community level.** Community indicators/conditions are the means by which we can measure impact in the community. Community indicators should be disaggregated by race, if possible.

  - **Outcomes are at the jurisdiction, department or program level.** Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to the desired results.

RESULTS (A condition of well-being for people)

Indicators (Measures of Results)

Programs	Policies	Functions	Agencies
Performance Measures	Performance Measures	Performance Measures	Performance Measures

PERFORMANCE METRICS – RESULTS-BASED ACCOUNTABILITY (FRIEDMAN 2010)

2. DANE COUNTY IS AN EFFECTIVE AND INCLUSIVE GOVERNMENT THAT ENGAGES COMMUNITY AND IS RESPONSIVE TO ITS NEEDS.

COMMUNITY INDICATOR

Percent of population who believe Dane County values community participation and engagement

Dane County services are well received by community members

Voter turnout

COUNTY PERFORMANCE MEASURE

Percent of Dane County employees* who believe their department seeks input and assistance on decision making from communities of color

Demographics of the county's advisory groups reflect community demographics

Participants engaged in the project report that their engagement made a meaningful difference in the process

Number of different methods Dane County is using to engage community and their measured effectiveness and replicability

OUTCOMES AND ACTIONS

A. Dane County employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement.

1) Inclusive Engagement Action Team – Develop countywide policies and practices that engage diverse communities in county processes. Establish and support a countywide approach to translation and interpretation to ensure that employees have effective tools to implement the policy.

2) Inclusive Outreach and Public Engagement Training – Provide introductory Inclusive Outreach and Public Engagement training to employees that routinely engage with the public.

3) Representation on county advisory groups – Collect demographic baseline of existing advisory groups, identify gaps; develop approaches to address gaps.

4) Interdepartmental pilot project – Identify a cross-department pilot project to engage communities using a comprehensive approach.

Phase II

1) Conduct an assessment of current engagement activities and their effectiveness, led by the Inclusive Engagement Action Team.

PROPOSED NEXT STEPS

PROPOSED WORKPLAN

Audit Activity	7/8	7/20	7/27	8/3	8/10	8/17	8/24	8/31	9/7
1. Background Research & Literature Review									
Review Dr. Applyrs' Equity Agenda legislation	X								
Conduct Literature Review	X	X							
Conduct preliminary interviews with city employees		X	X						
Interview experts from other cities			X	X					
2. Targeted Survey on City's COVID-19 Response									
Identify survey tool			X						
Draft survey questions (finalization pending completion of preliminary interviews)			X	X					
Administer survey (2 weeks to respond)				X	X				
Analyze survey results						X			
Conduct follow-up interviews, as needed						X	X		
3. Community Key Informant Interviews									
Draft interview questions for key informants		X	X						
Conduct interviews with community key informants			X	X	X				
4. Equity Agenda Audit Questionnaire									
Draft audit questionnaire for Department Heads					X	X	X		
5. Policy Report									
Draft policy report					X	X	X		
Conduct final presentation (internal)							X		
Develop executive summary/public report							X		
Conduct final presentation (external)									X

PRELIMINARY INTERVIEW TOPIC AREAS

- Priority populations

- Priority issues

- Initiatives/strategies to address needs of communities of color (new or existing)

- Partnerships

- Community engagement

- Use of data

- Public outreach

- Responsible parties

- Internal efforts to train employees and standardize processes to incorporate an equity lens

- Accountability mechanisms

APPENDIX

GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE) HAS IDENTIFIED COMMON ELEMENTS ACROSS RACIAL EQUITY TOOLS

- **Inclusion and Engagement**— Promote racially inclusive collaboration and engagement.
  - Engage people most deeply affected in developing and implementing strategies, both within government and in the community
  - Develop long-term relationships for inclusion and engagement efforts to sustain results over time.
  - Support and/or develop leadership, infrastructure and networks for racial equity, both in government and in the community.
- **Be data-driven and accountable**— Use data.
  - Set and monitor goals for achieving racial equity
  - Clearly document and track community conditions over time, including racial inequities.
  - Set goals for improving results and eliminating racial inequities, along with mechanisms for tracking progress towards goals over time.
- **Integrate program and policy strategies**— Develop and implement program and policy strategies for eliminating racial inequity.
  - Develop specific strategies, programs, and policies that should be explicit about addressing institutional racism, as well as expanding opportunity and access for individuals.
  - Implement strategies and monitor routinely for effectiveness.
- **Structural change**—Develop cross-sector, cross-jurisdictional partnerships to achieve systemic change.
  - Build partnerships across institutions and organizations to address structural racism, in collaboration with community.
- **Educate and communicate about racial equity**—Educate on racial issues and raise racial awareness.
  - Integrate education about the history and current realities regarding race and racism into the strategy.
  - Make clear connections between individual experiences and institutional and structural issues.
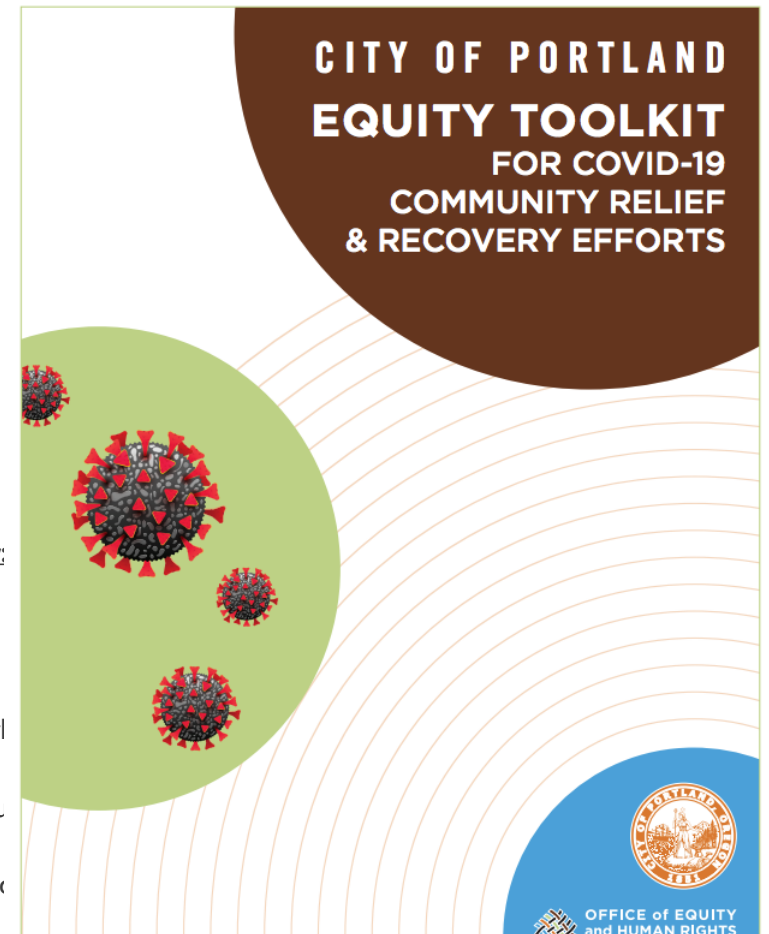
PORTLAND EQUITY TOOLKIT FOR COVID-19 COMMUNITY RELIEF & RECOVERY EFFORTS

For "One-off" Decisions (Government Alliance on Race and Equity):

1. Is this relief prioritizing those most impacted by the COVID-19 health pandemic, considering the information in this toolkit, including:
   a) CDC High-risk populations
   b) Local (Multnomah County and Oregon) Disparities Data
   c) What We're Hearing from Community
2. Is this relief going directly to the people and communities who need it? (addressing barriers in program/service delivery)
3. Has your program/initiative accounted for meaningful access requirements?
   a) Effective Communications Guide (ADA Title II)
   b) Language Access Guidance for COVID-19 Response Efforts
4. Is this relief culturally appropriate?
5. Is this relief rebuilding toward a just and sustainable future?

For policy or programmatic design and decisions, follow a Results Based Accountability™ approach, and consider:

1. What communities (BIPOC and vulnerable communities - disability, national origin, and gender) will be impacted by our recommendations?
2. What are the historical relationships with impacted communities? How do we work to rebuild broken trust?
3. In what ways have we authentically engaged and informed impacted communities? In particular, multicultural communities whose primary language is not English and/or undocumented community members.
4. What internal and external factors (policies, practices, procedures, organizational structures) are perpetuating existing inequ or creating new ones?
5. How will impacts be evaluated? What's the feedback loop that will allow to implement changes based on learnings and intend or unintended results?
6. Does the recommendation being made ignore or worsen existing disparities or produce other unintended consequences for BIPOC and vulnerable communities – disability, national origin and gender?

CITY OF PORTLAND
EQUITY TOOLKIT
FOR COVID-19
COMMUNITY RELIEF
& RECOVERY EFFORTS

OFFICE of EQUITY and HUMAN RIGHTS

SAN ANTONIO COVID-19 EQUITY RAPID RESPONSE TOOL

1. What are the racial and economic equity impacts of this decision?

2. Who will benefit from and/or be burdened by this decision? Is this support or relief prioritized for the people and communities who need it the most and are already marginalized (lower income, disabled, communities of color)?

3. Is this accessible regardless of ability or status?

4. Will this effort help rebuild toward a just, equitable, and sustainable future?

5. Are there strategies to mitigate any unintended negative consequences of this decision?

RACIAL EQUITY SCORECARD – GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE)

Racial Equity Scorecard Metrics

YOUTH SUCCESS AND EDUCATION

OUTCOME Equity across race in access and success for children and youth

INDICATORS Early education/ K-readiness
Third grade reading levels
Connection to a caring adult
On time graduation rates

HEALTH

OUTCOME Equity across race in health and healthy life outcomes—no racial disproportionality in access to quality health care, health resources, and rates of illness

INDICATORS Infant mortality rates
Life expectancy

HOUSING

OUTCOME Equity across race in housing—no racial disproportionality in home ownership and access to safe and affordable rental housing, temporary and transitional housing

INDICATORS Housing cost burden by race (paying more than 30% income on housing)
Home ownership across race/ethnicity

JOBS/ECONOMIC JUSTICE

OUTCOME Equity across race in employment—no racial disproportionality in access to living wage jobs, unemployment, career advancement and barriers to employment.

INDICATORS Household income
Unemployment rates
Jurisdiction's workforce reflects or exceeds the racial demographics of the community
Jurisdiction contracting and purchasing reflects or exceeds the racial demographics of the community

CRIMINAL JUSTICE

OUTCOME Equity across race in public safety—no racial disproportionality in arrests, sentencing and incarceration

INDICATOR Arrest and conviction rates, sentencing and prison population

COMMITMENT TO ACHIEVING RACIAL EQUITY

OUTCOME Increased urgency and commitment to achieving racial equity

INDICATORS Percent of population who think government should prioritize addressing racial equity gaps in jobs, health, housing and other areas
Percent of government employees who are actively promoting racial equity in the work place

PITTSBURGH, PA – EQUITY INDICATORS

Figure 4. Changes in Raw Data and Equality Scores for a Subset of Indicators

Domain	Indicator	Change Values Between Reporting Years		
		Black Residents	White Residents	Equality Score
Health, Food, and Safety	Asthma hospitalizations	+	+	+
	Domestic violence	+	+	–
	Homicides	+	+	+
	Property crime	+	+	–
Education, Workforce Development, and Entrepreneurship	Access to quality childcare	+	+	+
	Median household income	–	+	–
	Poverty	–	+	–
Housing, Transportation, Infrastructure, and Environment	Homelessness	+	+	+
	Lack of access to a HFTN	+	+	–
	Blood lead levels	+	+	+
Civic Engagement and Communication	Opportunities for volunteering	+	+	+
	Applications to CLA	+	+	+
	Participation in Beautiful Our Burgh (BOB)	+	+	–

NOTE: Colors refer to the percentage change in outcomes for each subgroup and indicator change for equality scores, according to the cut-offs shown below. CLA= Civic Leadership Academy.

Below –100	–66 to –100	–33 to –66	<0 to –33	0	>0 to 33	33 to 66	66 to 100	Above 100