

POWER IS LOCAL
EL PODER ES LOCAL

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ENVIRONMENTAL JUSTICE. EQUITABLE POLICY DEVELOPMENT. ENVIRON

JENNIFER ULLOA &

CATHERINE MAZZOCCHI

MAY 2020



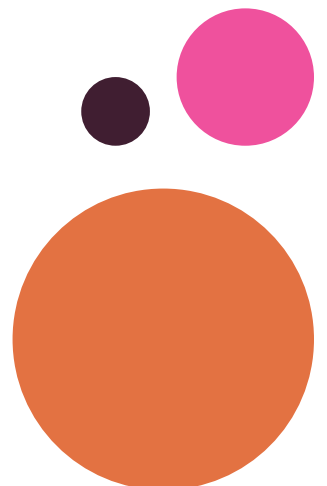
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We are working with WE ACT, Black, Latinx, and Spanish-speaking Northern Manhattan community members, disproportionately and increasingly impacted by extreme heat and energy insecurity, to strengthen community ownership of the policy campaign planning process.

"Social change doesn't happen without leadership."

*Karen Proctor
DSI Leadership Professor*

WE ARE WORKING WITH WE ACT, BLACK, LATINX, & SPANISH-SPEAKING NORTHERN MANHATTAN COMMUNITY MEMBERS... Who we're working with	6
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GLOSSARY

ENVIRONMENTAL RACISM: The racial discrimination in environmental policy-making, enforcement and regulation. It is the intentional targeting of communities of color for the placement of toxic facilities, and the historic exclusion of people of color from leadership of the environmental movement.¹

ENVIRONMENTAL JUSTICE: The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.²

CLIMATE JUSTICE: A movement which makes the connection between our environmental and our economic crises. Climate justice focuses on the root causes of both- out-of-control global capitalism, deeply embedded structural racism, and other inequities- and calls for solutions which center the priorities and the voices of the most impacted communities.³

LANGUAGE JUSTICE: The right everyone has to communicate in the language in which we feel most comfortable.⁴

WELLBEING: Health, safety, and prosperity

HEALTH: A state of complete physical, mental and social well-being that supports the absence of disease or infirmity

SAFETY: An environment that minimizes physical and emotional vulnerability and threats

PROSPERITY: The condition of being successful or thriving in terms of social, economic, civic, cultural, and health indicators

COMMUNITY: Refers to the specific kinds of social relationships that exist due to social, economic, political, and ecological histories, dynamics, injustices, aspirations, and power relations.⁵ We specifically refer to place-based impacted communities.

COMMUNITY OWNERSHIP: Foster democratic participation and equity through community driven decision making; Bridge divide between community & governance⁶

POWER: The ability of people to achieve the change they want⁷

EQUITY: When outcomes are not predictable based on someone's identities or characteristics (e.g. race, sexual orientation, gender identity, ability status, etc.)⁸

JUSTICE: The act of shifting environments and conditions towards human rights where it has been violated, stolen, or not recognized -and- that which is righteous and preserves love, respect, and dignity.

DEEP DEMOCRACY: Is when communities have control of the decisions that affect their daily lives⁹

HEALTH DISPARITIES: Preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health that are experienced by socially disadvantaged populations¹⁰

JOY: A state of the mind and the heart that creates happiness, contentment, confidence, and hope

POPULAR EDUCATION: An active learning process that raises social awareness; stimulates critical and creative thinking; and leads to action for social change.¹¹

CONTROVERSY WITH CIVILITY: Recognizes two fundamental realities of any creative group effort: those differences in viewpoint are inevitable, and that such difference must be aired openly but with civility. Controversy (conflict, confrontation) can often lead to new, creative solutions to problems, especially when it occurs in an atmosphere of civility, collaboration, and common purpose.¹²

¹ Bullard, Unequal Protection.

² "What Is Environmental Justice?"

³ "Our People, Our Planet, Our Power."

⁴ "How to Build Language Justice."

⁵ Moore, Hilary, and Joshua Russell. "Organizing Cools the Planet: Tools and Reflections to Navigate the Climate Crisis."

⁶ González, Rosa. "The Spectrum of Community Engagement to Community Ownership."

⁷ Hunjan, Raji, and Jethro Pettit. "Power: A Practical Guide for Facilitating Social Change."

⁸ Creative Reaction Lab. "Our Approach."

⁹ Just Transition - Climate Justice Alliance.

¹⁰ "Disparities | Adolescent and School Health | CDC."

¹¹ "Popular Education(*)".

¹² Komives and Wagner, Leadership for a Better World: Understanding the Social Change Model of Leadership Development.

THANK YOU

Thank you to our family, friends, partners, and professors, for all of your love and support throughout this challenging and rewarding journey.

Thank you to my incredible Mom, Dad, and my sister, Christine, for always supporting me on this journey through graduate school. Thank you for keeping me company all those late nights, picking me up from the train station, answering my 2 AM phone calls, and for those yummy late night/early morning snacks. I love you so much and I wouldn't have been able to accomplish what I have without you. Thank you to Stephen for reminding me to slow down and enjoy the journey, because this work is something I love, and because of that, it's worth doing. Thank you to Lauren for chatting politics with me over the last eight years. Who knew this Thesis would be about policy? Thank you to Charlotte and Becca for your creativity and guidance. Thank you to Kenan, Alex, Johnson, and Min for being your hysterical selves-I definitely needed a good laugh once in a while. Lastly, thank you to Jen-this journey wouldn't have been half as fun, or thought provoking, or emotional, or reflective without you. I've learned so much from you and I'm eternally grateful for our friendship. I love you so much.

Mijos, thank you for instilling in me the values of family, joy, and justice. Thank you for giving me the strength to believe in myself and all of the love and food to get me to the end of this MFA journey. I am everything because of you, los quiero tanto. To my mejor amiga Jess, thank you for always making me laugh and never failing to be there with thoughtful support when I need it most. Whether it was bringing me pizza after a late DTUT study night, playing Sing on a stressful day, or getting me a snail plant to remind me to slow down and that all will be well in time. I love you so much! Ledio, I'm so grateful for your love, for our late night calls, for your kindness whenever I was too hard on myself, and for always reminding me that you win or you learn! Thank you for bringing me back down to earth during my school rants, and helping me gameplan! Thank you for believing in me when I didn't believe in myself throughout this journey. I'm so lucky to have you in my life, alufya Ledio! To my wife for life Soumya, where would I be without your love and support! Thank you for being on this parallel journey with me, always. We both took a risk on ourselves and I'm so proud of us. I love you and can't wait for us to take on this next chapter together! Catherine, how on earth did I get so lucky?! This journey would have been filled with a lot less laughter, hour long life conversations, and general happiness, so thank God you asked to work on Mapping together because lord knows I was too shy to ask. I love you so much and cannot express all of my gratitude for all that you have taught me, all that I have learned about myself through our friendship. I'm so proud of us, I'm so proud of how hard we worked, how hard we laughed, and how much we've grow together. I love you so much and cant wait to continue our leadership journey together.

Thank you to our thesis advisors Archie Lee Coates IV and Kara Meyer for all of your support. Thank you to Esther Kang, Kobla Asamoah, Sloan Leo, and Miya Osaki for your guidance and support throughout this journey.

A special thanks to Karen Proctor because just as leadership is everything, KP is everything!

To our DSI class of 2020, thank you for inspiring us, challenging us, for late nights in the quiet room, debriefing over all things DSI over dinner, and for pushing the boundaries of what design for social innovation means.

Thank you Sonal for your guidance, support, and motivation. Thank you for putting your trust in us. This partnership was so much more than we could have ever dreamed. We're appreciative of how much we learned and how much fun we had working together.

Thank you to the Northern Manhattan community. Thank you for your kindness, trust, and passion. You give us hope for a more equitable future.

We love you all so much!



**WE ARE WORKING WITH WE ACT, BLACK,
LATINX, & SPANISH-SPEAKING NORTHERN
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DISPROPORTIONATELY & INCREASINGLY IMPACTED BY
EXTREME HEAT & ENERGY INSECURITY,
TO STRENGTHEN COMMUNITY OWNERSHIP OF THE
POLICY CAMPAIGN PLANNING PROCESS.**

WE ARE WORKING
WITH WE ACT,
BLACK, LATINX,
& SPANISH-
SPEAKING
NORTHERN
MANHATTAN



Photo taken at WE ACT's Inwood Heat & Health Town Hall



Photo taken at WE ACT's Environmental Justice and Leadership Training graduation



CATHERINE MAZZOCCHI

I am a New Yorker and Italian American committed to crafting experiences and opportunities where community voice and power are centered in decision-making processes, to create more equitable governance structures.

I am a design strategist & researcher centering community power & more equitable futures. Through co-design, I amplify community-driven missions to enact positive change, for today and for future generations' prosperity and existence. My practice places emphasis on equity, justice, & visual storytelling—utilizing an iterative mixed methods approach where quantitative & qualitative research inform each other.

As my practice evolves, I continually work to identify, further understand, & address the privilege & biases that I inherently hold. I enjoy crafting experiences where living experts can occupy their power & decision-making, regarding social justice issues that impact their community.

JENNIFER ULLOA

I am a first generation New Yorker and Salvadoreña, committed to racial equity and justice. As a researcher, educator, and community design strategist, my work builds off of grassroots organizing strategies, community-centered design, and participatory action research.

I have worked with local and global non-profits to design innovative solutions for lasting change. I currently wear many hats as an Associate Researcher, Health Educator, and Outreach Strategist at Mount Sinai's Department of Population and Health Policy. I works with Black, Latinx, and immigrant women across NYC to reduce cancer disparities exacerbated by economic, educational, and language barriers to care.

I am a life-long learner who values complexity, interdependence, creativity, and joy. I believes that transformative social justice requires innovative ways of thinking and being in relation to one another and ourselves. Transformation starts from the personal, and is the portal to designing the antiracist policies we need and liberating futures we dream of.



Photos taken at the Georgia Aquarium

As two designers, researchers, and strategists, we believe that design is a mindset. It's a mindset that allows us to dream of and bring to life more just and liberating futures.

Our practice is anchored in joy, care, and deep relationships.

All our systems have been designed, and our systems have been designed to perpetuate structural racism, economic and social inequities. These interconnected systems must be dismantled and redesigned.

Design is a process of iterative action and reflection, with the commitment to transformation at individual, community, and systemic levels. Individual transformation is the seed of social change.

Design is a method for amplifying the social and political power of people who are most impacted by inequities, to create more equitable systems.

We believe that everyone has the capacity and the right to be a designer of their own futures. Our design practice recognizes and respects that everyone is a subject matter expert based on their own lived experiences.

As designers, we teach, we learn, we listen.

Design is possibility.

WE ACT FOR ENVIRONMENTAL JUSTICE

OUR PARTNER IN THIS WORK

WE ACT is a Harlem-based, non profit organization working with Northern Manhattan community members to develop policy that focuses on building healthy communities, and has led the Environmental Justice movement since 1988. Their work is driven by the communities of color who are the most impacted by environmental racism through advocacy, planning, and research. WE ACT's practice combines the voices of community members with staff and partners with legal and policy expertise to advocate for environmental policy and justice at a city, state, and federal level. They aim to increase democratic participation and engagement opportunities for low-income residents and communities of color, to determine how policy and local land use planning is shaped. WE ACT also utilizes Community-Based Participatory Research, or CBPR, and partnering with scientists and research institutions to conduct research.

THE PARTNERSHIP



TOGETHER, DESIGNERS AND ACTIVISTS

When we began our Thesis journey, we hoped to work on the intersection between the climate crisis and health. We were committed to partnering with an organization that worked at this intersection, and was deeply rooted in community. In May 2019, we stepped into the Crucifixion Church on West 149th street and we were greeted with friendly faces, a wonderful meal, and meaningful conversation about environmental justice action. The space was intergenerational, diverse, and buzzing with energy. Since that first moment with WE ACT one year ago, we have had the privilege of working alongside WE ACT members and staff, and have come to feel a part of the WE ACT family. We continued our journey as students in WE ACT's Environmental Justice and Leadership Training. Over the course of six weeks, we learned about the Environmental Justice Movement, historic and current environmental racism in Northern Manhattan, and how to organize and advocate for change in our own lives. We listened and learned from community members around us about their life experiences.

For the past seven months, we've had the opportunity to learn from and work with Sonal Jessel on WE ACT's Heat, Health, and Equity Initiative (HHEI) funded by The Kresge Foundation's Climate Change, Health & Equity grant. We were so excited to apply the facilitation, design strategy, and research techniques that we were learning in school to strengthen this policy campaign planning process. We're appreciative of working with a partner that values emergent thinking and creativity. We've learned how the fight for justice is dependent on deep relationships, and what it means to be a part of a true collaborative partnership.

Through our shared learnings, reflections, and iterations from the HHEI project, together with WE ACT, we have developed POWER IS LOCAL: A framework for strengthening community ownership for a deep democracy.

We hope this framework continues to be iterated upon by WE ACT and other Environmental Justice organizations, who are looking to deepen what community ownership looks like in their policy campaign planning processes.



WE ACT's New York City offices

THE TEAM

THE NORTHERN
MANHATTAN COMMUNITY



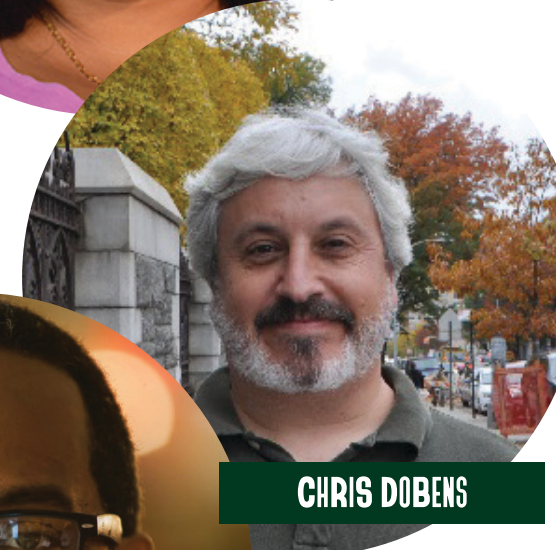
EVELYN
JOSEPHS



SONAL JESSEL



CHRIS DOBENS



CECIL CORBIN-MARK



CATHERINE MAZZOCCHI

JENNIFER ULLOA

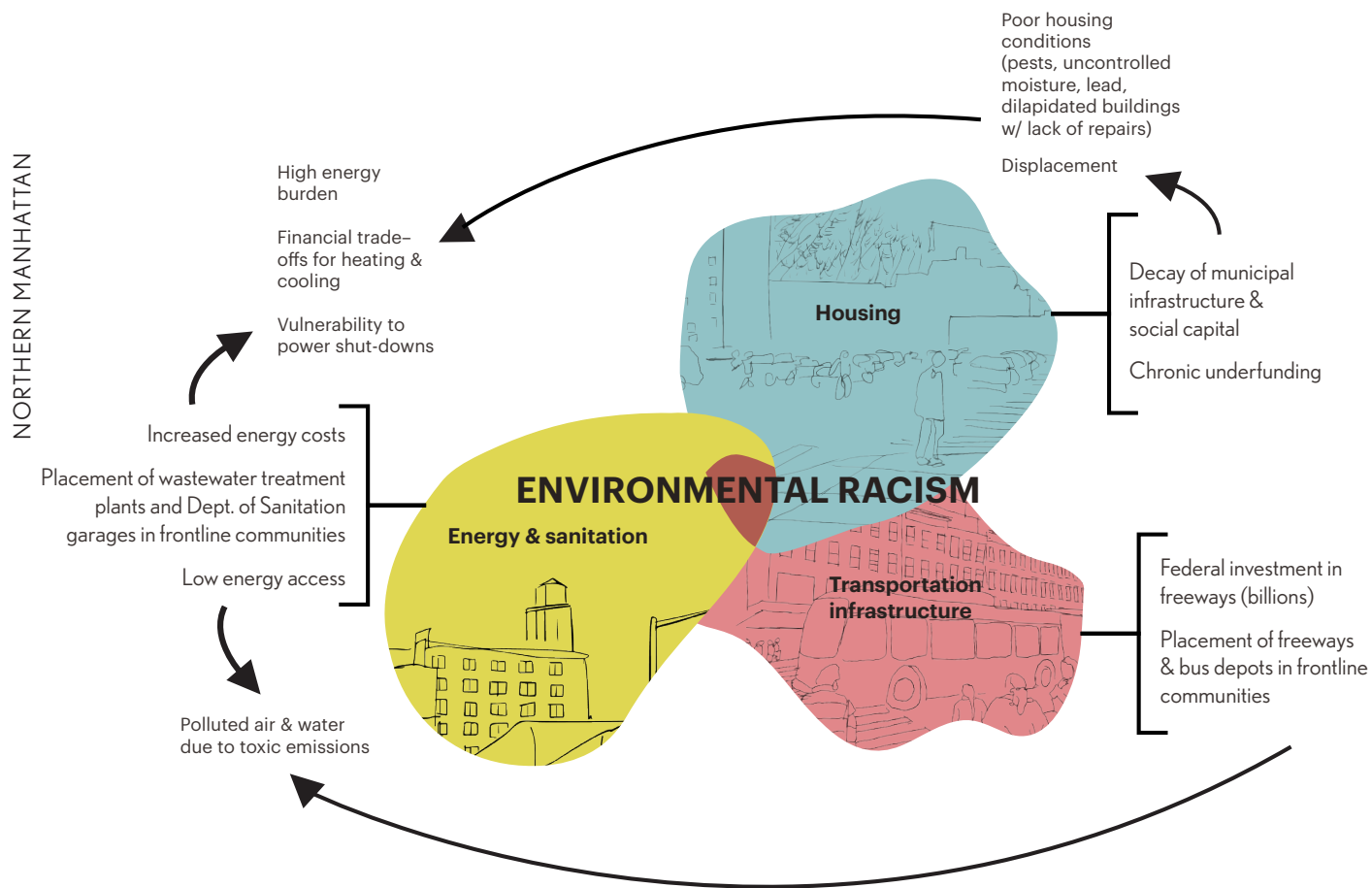


HISTORY OF ENVIRONMENTAL RACISM & JUSTICE

ENVIRONMENTAL RACISM

Environmental racism is a term that was coined in the 1980s, and refers to the disproportionate exposure of people of color to polluted air, water and soil, which leads to people of color living in unsafe environments, which leads to health disparities that can be seen today, like higher rates of asthma.

Environmental racism is a result of racist policies at the federal, state, and local level that defined where Black, immigrant, and White Americans could live. Racist policies, as defined by Ibram Kendi, is any measure that produces or sustains racial inequity between groups.¹³ Racist redlining practices and local zoning policies have contributed to the racial segregation that still exists today. These practices have led to divestment in low income communities of color and have perpetuated environmental racism.



This map displays three systems that are heavily impacted by historic and current racist policies: housing, transportation infrastructure, and energy and sanitation. At the intersection of these systems that have been shaped by racist policies is environmental racism. As a result of years of divestment in affordable housing, low incomes communities of color experience unjust housing conditions. The deregulation and privatization of energy and sanitation industries have increased energy costs, and contributed to increased energy insecurity. Transportation infrastructure, and energy & sanitation have increased air pollution by emitting toxins and car exhaust into communities.¹⁴

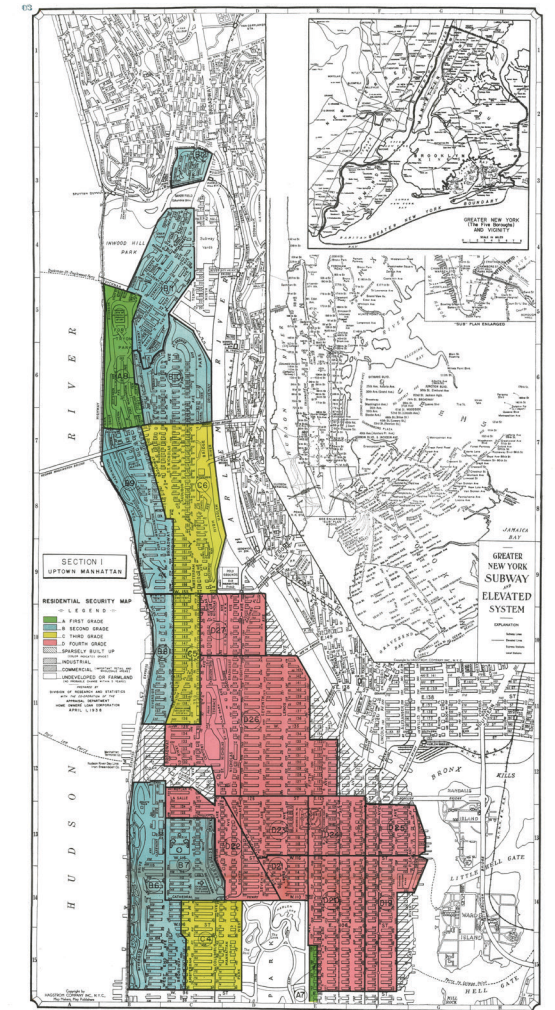
¹³ Kendi, How to Be an Antiracist.
¹⁴ Sze, Noxious New York: The Racial Politics of Urban Health and Environmental Justice.

REDLINING

In the 1930s, racist policies and practices at the federal, state, and city levels, known as redlining determined who could buy a home and in which specific neighborhoods people could live in. These decisions were based on race. Black, Latinx, and immigrants were denied loans and refinancing opportunities, while White middle class people were typically funded if they lived in a predominantly White neighborhood. Whites were also barred from selling to Black and Brown people.

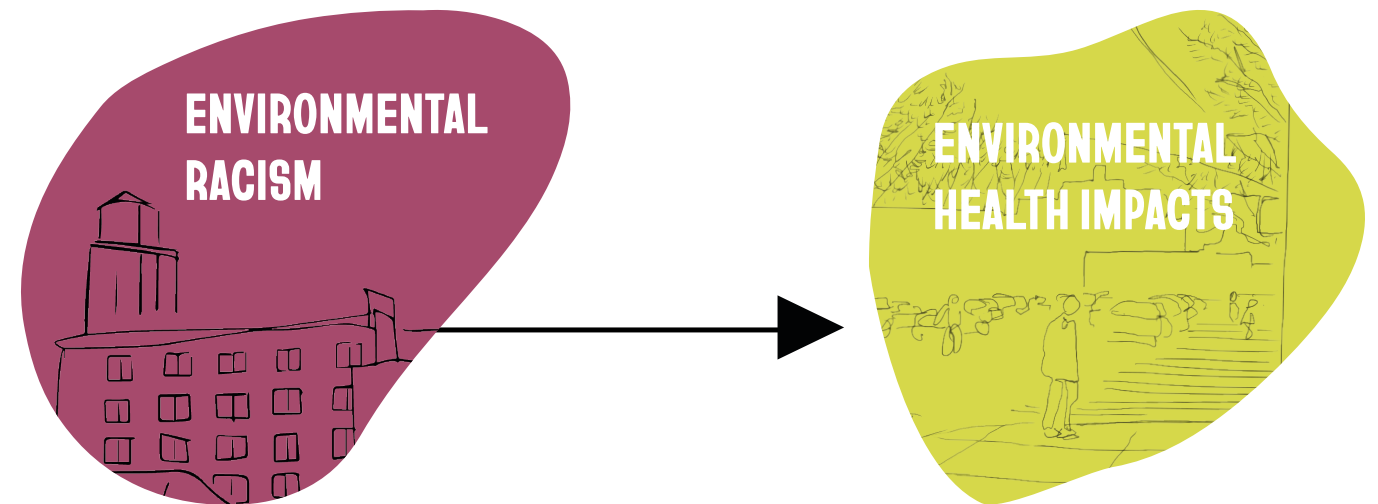
ZONING & INDUSTRY PLACEMENT

Zoning practices and policies decide whether communities get deemed as industrial, residential, or commercial. Areas zoned as industrial have greater environmental burdens and health risks than areas only zoned for residential use.¹⁵ As the presence of industry increases, property values decrease, community members are slowly displaced, and these areas become increasingly undesirable.¹⁶



Redlining in Northern Manhattan

NORTHERN MANHATTAN



asthma, cardiovascular disease, respiratory illness, long-term mental health issues, infectious diseases, fatalities, heat stress, heat stroke

¹⁵ "Not in My Backyard: Executive Order 12,898 and Title VI as Tools for Achieving Environmental Justice Chapter 2: What Is Environmental Justice?"
¹⁶ Ibid.

THE ENVIRONMENTAL JUSTICE MOVEMENT

The Environmental Justice (EJ) and Climate Justice movements have been led by Black, Latinx, Native American, Asians, and Pacific Islanders. The foundation of these movements can be attributed to Indigenous knowledge, principles and values, racial justice, labor, and the civil rights movement. The Environmental Justice movement can be traced back to the early 1960s when Latino farm workers in California were organized by Cesar Chavez to fight for worker rights and protection against the dangerous pesticides used in the farm fields. The EJ movement has deep roots in the civil rights movement. Martin Luther King Jr. went to Memphis to join Black sanitation workers who were protesting polluted and hazardous work conditions. The most cited genesis of the EJ movement is in 1982, when North Carolina announced a plan to move 6,000 truckloads of soil laced with toxic polychlorinated biphenyls (PCB) to a landfill in Warren County, which was one of only counties in the state with a majority Black population. This announcement resulted in protests, one of which led to the arrest of a U.S. congressman and dozens of other activists who tried to block the PCB-laden trucks from entering the landfill.¹⁷

In 1991, a multinational group attended The First People of Color Environmental Leadership Summit in Washington D.C. During this time, The Principles of Environmental Justice were created. These principles continue to serve as the foundation for the EJ movement today. WE ACT was one of the groups present at this historic summit.

NORTHERN MANHATTAN

WE ACT FOR ENVIRONMENTAL JUSTICE

WE ACT and other Environmental Justice organizations work towards building healthy communities by fighting and advocating for the equitable treatment and participation of those most impacted by environmental laws, regulations and policies.

WE ACT & TOXIC FACILITIES

In 1997, WE ACT launched their Dirty Diesel Campaign, which urged the MTA to commit to investing in clean-fuel buses only. An Environmental Protection Agency (EPA) study concluded that, at the time, Northern Manhattan's air pollution levels exceeded proposed federal standards by as much as 200%.¹⁸ These were the types of air pollution particles that contribute to the threats of asthma, emphysema, bronchitis, heart attacks, lung cancer, and premature death, directly impacting Black and Latinx community members residing in this area.

In 2000, WE ACT and Northern Manhattan community members filed a Title VI complaint with the U.S. Department of Transportation (DOT), charging the MTA with violating Northern Manhattan community members' civil rights. The DOT concluded that the MTA must consider Environmental Justice principles in their decisions, and WE ACT has continued to ensure the DOT's mandate is enforced. The campaign has been a catalyst for the MTA investing in diesel retrofits and hybrids.¹⁹

¹⁷ Miller and Skelton, "The Environmental Justice Movement."
¹⁸ "Dirty Diesel Campaign."
¹⁹ Ibid.

“**THE ENVIRONMENTAL JUSTICE (EJ) MOVEMENT BEGAN IN ORDER TO CALL ATTENTION TO AND ORGANIZE AGAINST ENVIRONMENTAL RACISM, WHICH IS OFTEN LEFT OUT OF MAINSTREAM, LARGELY WHITE, ENVIRONMENTAL ADVOCACY AGENDAS.”**

WE ACT
for Environmental Justice

“**71%, 5 OUT OF 7 MTA MANHATTAN BUS DEPOTS ARE LOCATED NORTH OF 100TH STREET.”**

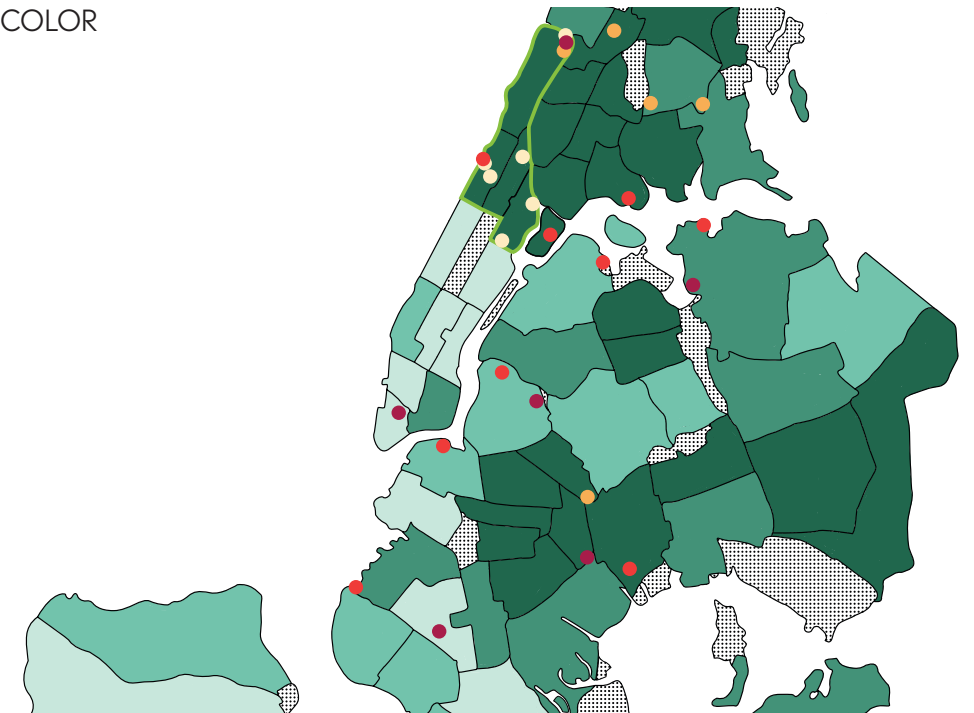
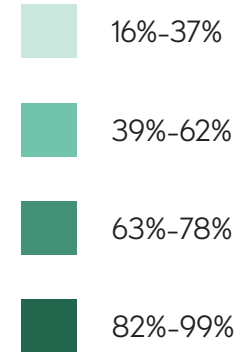
WE ACT
for Environmental Justice



DISPROPORTIONATE TOXIC FACILITY PLACEMENT

PERCENTAGE PEOPLE OF COLOR

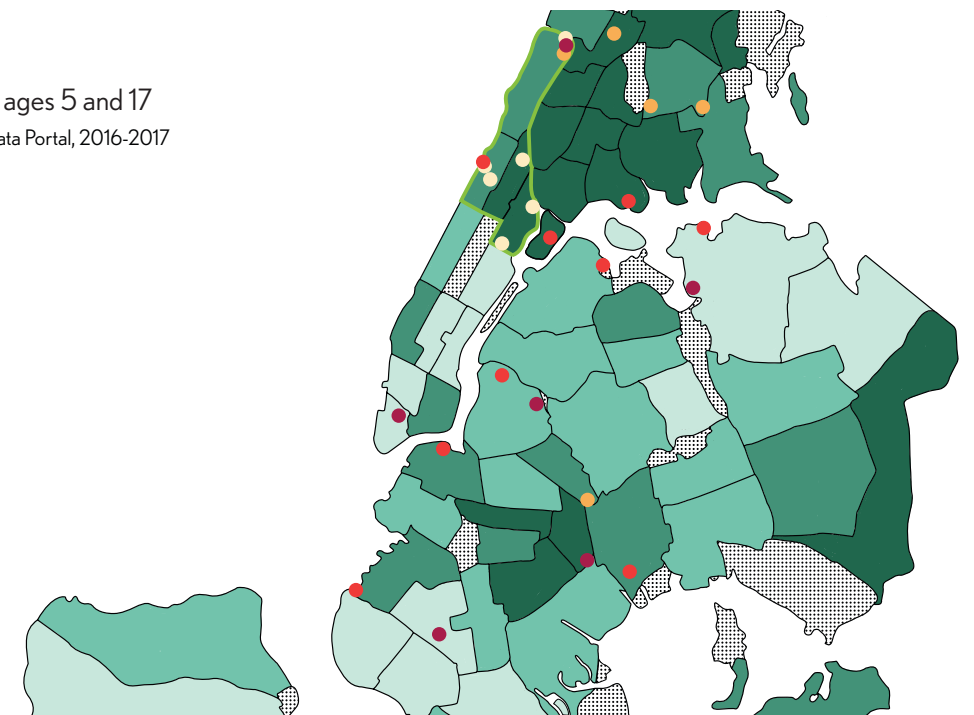
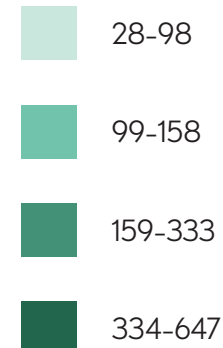
Source: ACS, 2016



NORTHERN MANHATTAN

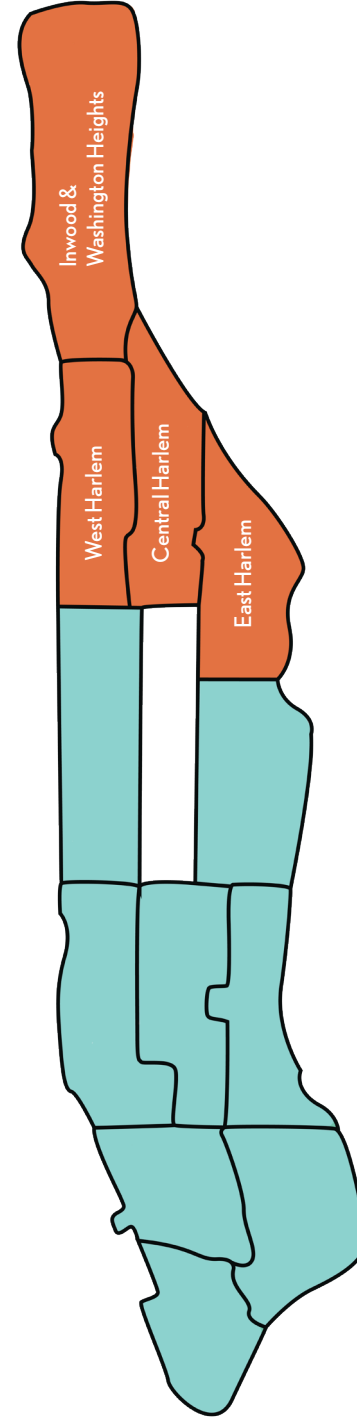
CHILDHOOD ASTHMA EMERGENCY DEPT. VISITS

Per 10,000 Children between ages 5 and 17
 Source: DOH Environment and Health Data Portal, 2016-2017



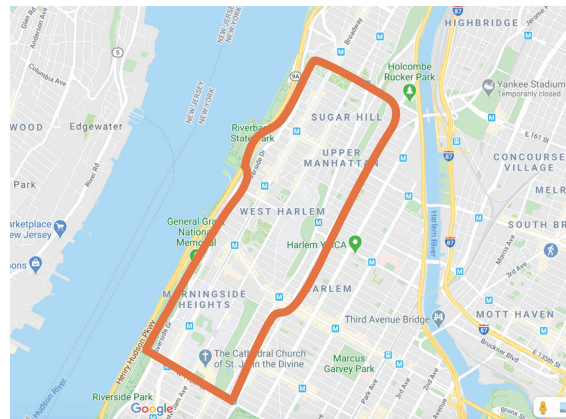
A PAUSE:

We acknowledge the rich history of the ancestral lands of the Lenni Lenape people, whose presence and resilience in Northern Manhattan continues to this day. We take this opportunity to pause and honor the original caretakers of this land. We recognize the histories of land theft, violence, erasure, and oppression that have brought all of us to this current moment.

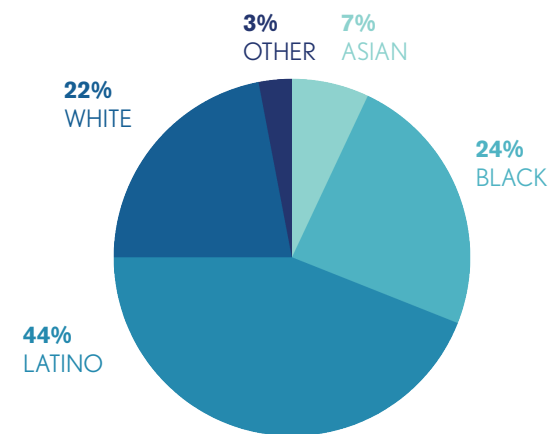


Northern Manhattan is made up of West, Central, and East Harlem, Inwood and Washington Heights. It's a working-and middle class community of Black, Latinx, largely Dominican, Puerto Rican, and South American community members. Geographically, Northern Manhattan also stands out for its natural diversity, as it is surrounded by parks, caves, and salt marshes.

WEST HARLEM*



POPULATION BY RACE & ETHNICITY



NORTHERN MANHATTAN

WEST HARLEM UPPER WEST SIDE

SOCIOECONOMIC SNAPSHOT

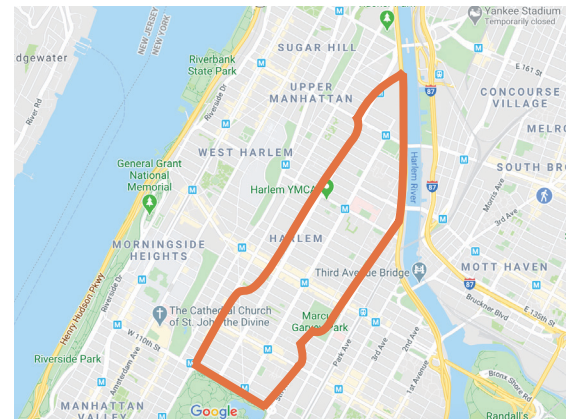
UNEMPLOYMENT
4.1% 2.1%

NYCGOV POVERTY MEASURE
20.7% 7.2%

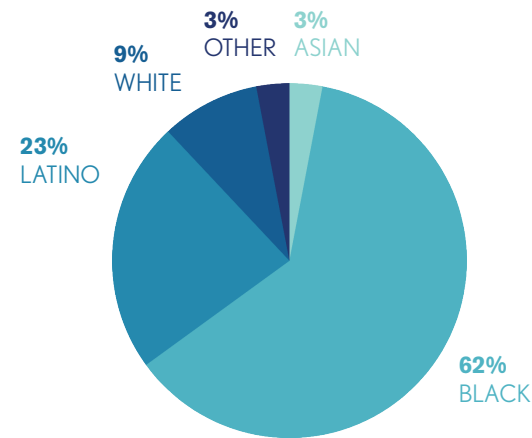
HEALTH
ASTHMA EMERGENCY DEPARTMENT VISITS (CHILDREN 5 TO 17 YRS OLD)
ESTIMATED ANNUAL RATE PER 10,000 PEOPLE
565.4 134.7

HOUSING
HOMES WITH 3 OR MORE MAINTENANCE DEFICIENCIES (PERCENT OF HOUSEHOLDS)
23.2 9.4

CENTRAL HARLEM



POPULATION BY RACE & ETHNICITY



CENTRAL HARLEM UPPER WEST SIDE

SOCIOECONOMIC SNAPSHOT

UNEMPLOYMENT
6.9% 2.1%

NYCGOV POVERTY MEASURE
20.2% 7.2%

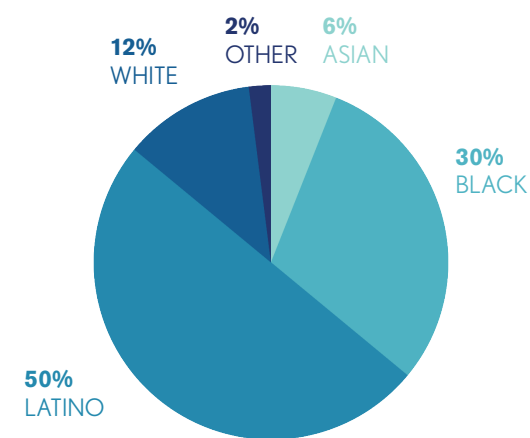
HEALTH
ASTHMA EMERGENCY DEPARTMENT VISITS (CHILDREN 5 TO 17 YRS OLD)
ESTIMATED ANNUAL RATE PER 10,000 PEOPLE
565.4 134.7

HOUSING
HOMES WITH 3 OR MORE MAINTENANCE DEFICIENCIES (PERCENT OF HOUSEHOLDS)
16.1 9.4

EAST HARLEM



POPULATION BY RACE & ETHNICITY



EAST HARLEM UPPER WEST SIDE

SOCIOECONOMIC SNAPSHOT

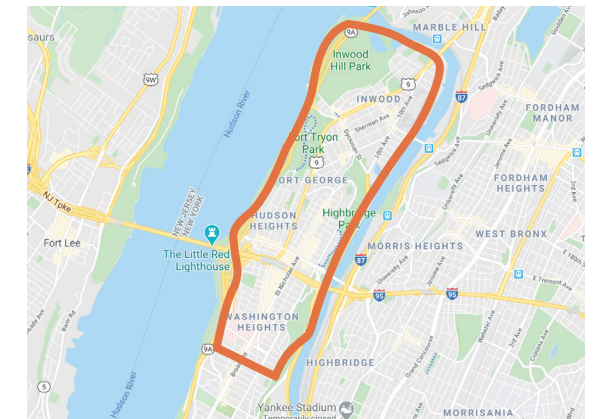
UNEMPLOYMENT
6.2% 2.1%

NYCGOV POVERTY MEASURE
22.3% 7.2%

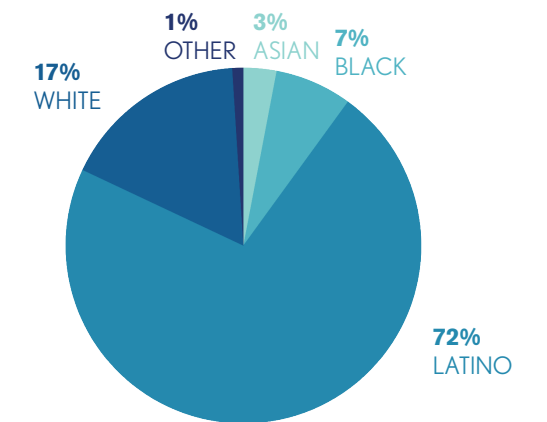
HEALTH
ASTHMA EMERGENCY DEPARTMENT VISITS (CHILDREN 5 TO 17 YRS OLD)
ESTIMATED ANNUAL RATE PER 10,000 PEOPLE
579.6 134.7

HOUSING
HOMES WITH 3 OR MORE MAINTENANCE DEFICIENCIES (PERCENT OF HOUSEHOLDS)
18.4 9.4

INWOOD & WASHINGTON HEIGHTS



POPULATION BY RACE & ETHNICITY



NORTHERN MANHATTAN

INWOOD & WASHINGTON HEIGHTS UPPER WEST SIDE

SOCIOECONOMIC SNAPSHOT

UNEMPLOYMENT
6.8% 2.1%

NYCGOV POVERTY MEASURE
19.6% 7.2%

HEALTH
ASTHMA EMERGENCY DEPARTMENT VISITS (CHILDREN 5 TO 17 YRS OLD)
ESTIMATED ANNUAL RATE PER 10,000 PEOPLE
223.3 134.7

HOUSING
HOMES WITH 3 OR MORE MAINTENANCE DEFICIENCIES (PERCENT OF HOUSEHOLDS)
15.1 9.4

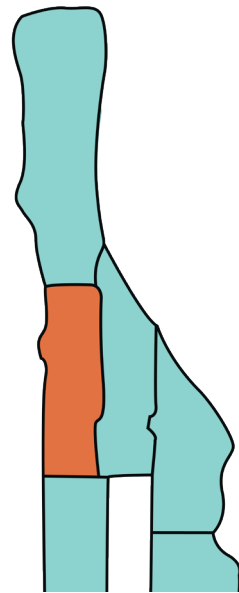
* Based on the community health profile for Morningside Heights & Hamilton Heights, which includes Hamilton Heights, Manhattanville, Morningside Heights, and West Harlem.

* Sources: NYC Community Health Profiles 2018, NYC Planning Community Profiles 2013-2017



Various photos taken by Catherine & Jennifer throughout Northern Manhattan

WEST HARLEM

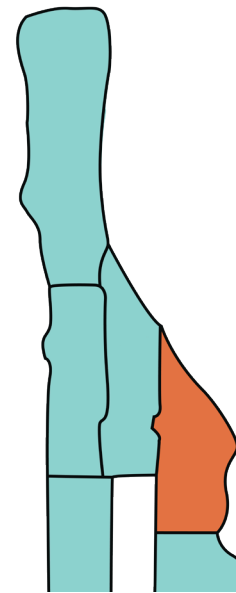


“ I KNOW MY NEIGHBORS!
IT'S THE BEST OF A SMALL TOWN
WITHOUT BEING IN A SMALL TOWN”

What do you love
about your community?



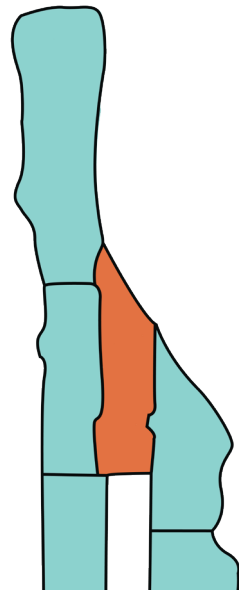
EAST HARLEM



What do you love
about your community?



CENTRAL HARLEM



What do you love about your community?



Harlem YMCA



Magic Johnson Theatre



The Dempsey Theatre



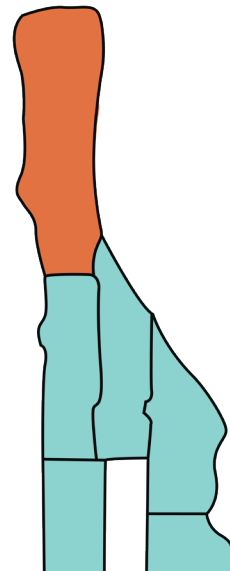
First Corinthian Baptist Church

“IT FEELS LIKE HOME”

NORTHERN MANHATTAN



INWOOD & WASHINGTON HEIGHTS



“MY FAVORITE PLACE TO SPEND TIME IN INWOOD IS MY CHURCH ON 91 ARDIN STREET”

Where do you love to spend time in your community?



Mama Sushi



Inwood Library



Dyckman Park



Inwood Hill Park

NORTHERN MANHATTAN





“We believe that **power comes from the grassroots. Power comes from the people.** We don’t need decision makers from high above telling communities how to be safe in their homes, how to be healthy, or thinking about the solutions that community members need for environmental justice. What we believe is that our **community members know what the solutions are [...]**”

Sonal Jessel
Policy and Advocacy Coordinator at WE ACT

**WE ARE WORKING WITH WE ACT, BLACK, LATINX,
& SPANISH-SPEAKING NORTHERN MANHATTAN
COMMUNITY MEMBERS, DISPROPORTIONATELY
& INCREASINGLY IMPACTED BY EXTREME
HEAT & ENERGY INSECURITY,
TO STRENGTHEN COMMUNITY OWNERSHIP OF THE POLICY
CAMPAIGN PLANNING PROCESS.**

ENVIRONMENTAL RACISM IN NORTHERN MANHATTAN

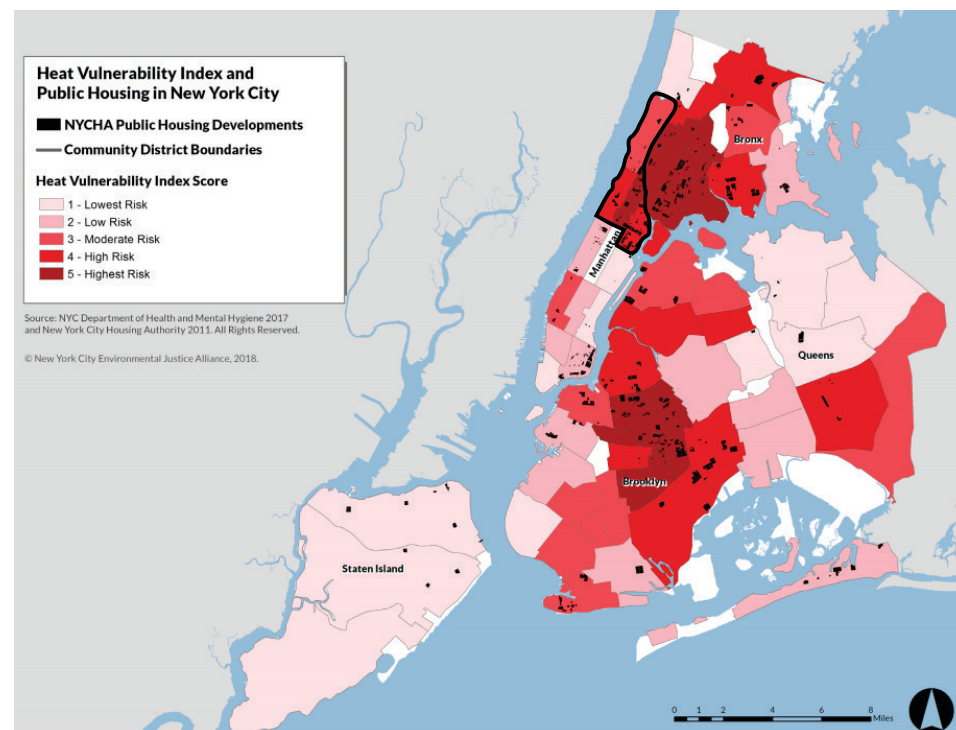
EXTREME HEAT

Extreme heat kills more Americans each year than any other weather-related event.²⁰ An extreme heat event is defined as weather that is much hotter and more humid than an average day. As the climate continues to warm, we will see increased social consequences of more frequent and severe extreme heat events, which disproportionately impact low-income communities of color.

Below, we see a map of Heat Vulnerability Index (HVI) and public housing. HVI is measured using environmental and social factors.²¹ Environmental factors used to build the metric are daytime summer surface temperature and percent of green space, such as tree, shrub and grass cover.²² The higher the surface temperature and the lower the presence of green space, the higher the risk of death during heat waves. Social factors include poverty rate, race, and access to air conditioning.

Other factors that put people at risk are age (elderly and children are most at risk age groups), having a preexisting health condition, being socially isolated, experiencing homelessness, or having a job that involves working outdoors.

Extreme heat is a public health threat. People can experience muscle cramps, dizziness, headache, nausea, fainting, and it can impact other health concerns like pre-existing respiratory or cardiovascular disease. If left unchecked, heat exhaustion can progress to heat stroke.



“AFRICAN AMERICANS MAKE UP LESS THAN 25 PERCENT OF THE NYC’S POPULATION. BUT BETWEEN 2000 AND 2012, THEY ACCOUNTED FOR NEARLY HALF OF THE CITY’S HEAT RELATED DEATHS.”

New York City Department of Health and Mental Hygiene, Heat Related Deaths (2014)

URBAN HEAT ISLAND EFFECT

Cities experience higher daytime temperatures and less nighttime cooling than surrounding areas due to the urban heat island effect. Urban heat island effect describes cities being hotter than their neighboring rural or suburban neighborhoods. This is because cities have high levels of concrete, asphalt, and other materials that absorb heat. This is also because unlike rural and suburban areas, cities have less greenery to produce a cooling effect. High rise buildings reduce wind flow, and can cause the air to stagnate, and create concentrations of both high temperatures and pollution.²³ Indoor temperatures in large city buildings are often even hotter than outdoor ones, especially at night. A building’s age and construction materials affect internal temperatures, and because many older buildings were not built to Construction Code standards, there are poorly isolated windows and walls.²⁴ This can lead to temperatures staying high in an apartment days after an extreme heat day.

Urban heat island effect not only increases temperature and poses a public health threat, it also increases energy demand and greenhouse gas emissions. The higher energy demand increases air conditioning costs, and also results in higher air pollution emissions.²⁵

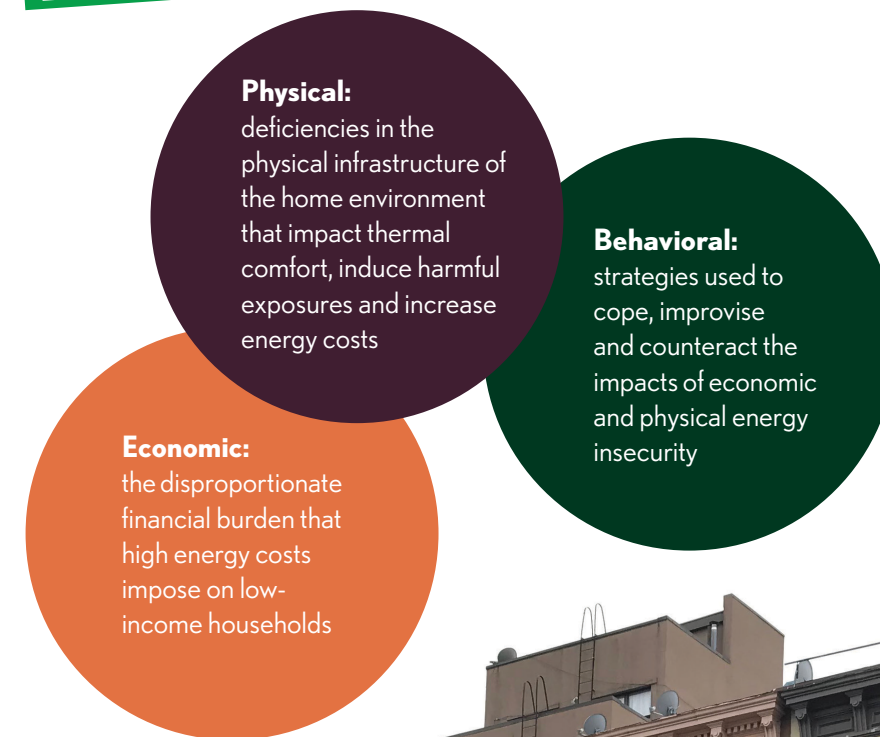
ENERGY INSECURITY

Energy insecurity is the inability to adequately meet basic household energy needs due to poor physical housing conditions, high household energy costs, and energy related coping strategies.²⁶

“WE NEED TO UNDERSTAND THAT ENERGY INSECURITY ISN’T AN ISOLATED ISSUE; IT IS SYSTEMIC... HOUSEHOLD ENERGY IS MORE THAN A BASIC UTILITY, IT’S A LIFELINE AND A PREREQUISITE FOR HEALTH.”

Diana Hernandez
Columbia University Assistant Professor of
Sociomedical Sciences

ENERGY INSECURITY’S THREE DIMENSIONS:



²⁰ Calama, "New York's Hottest Neighborhoods Are Taking on Climate Change's Deadliest Threat."
²¹ "Heat Vulnerability Index - Frequently Asked Questions."
²² Ibid.

²³ Hamstead, "How We Can Use Climate Action Planning to Beat the Heat."
²⁴ "NYCS Risk Landscape Chapter 4.5 Extreme Heat."
²⁵ US EPA, "Heat Island Effect."
²⁶ Hernandez, "Understanding 'Energy Insecurity' and Why It Matters to Health."

COVID-19 PANDEMIC EXACERBATES ENVIRONMENTAL RACISM

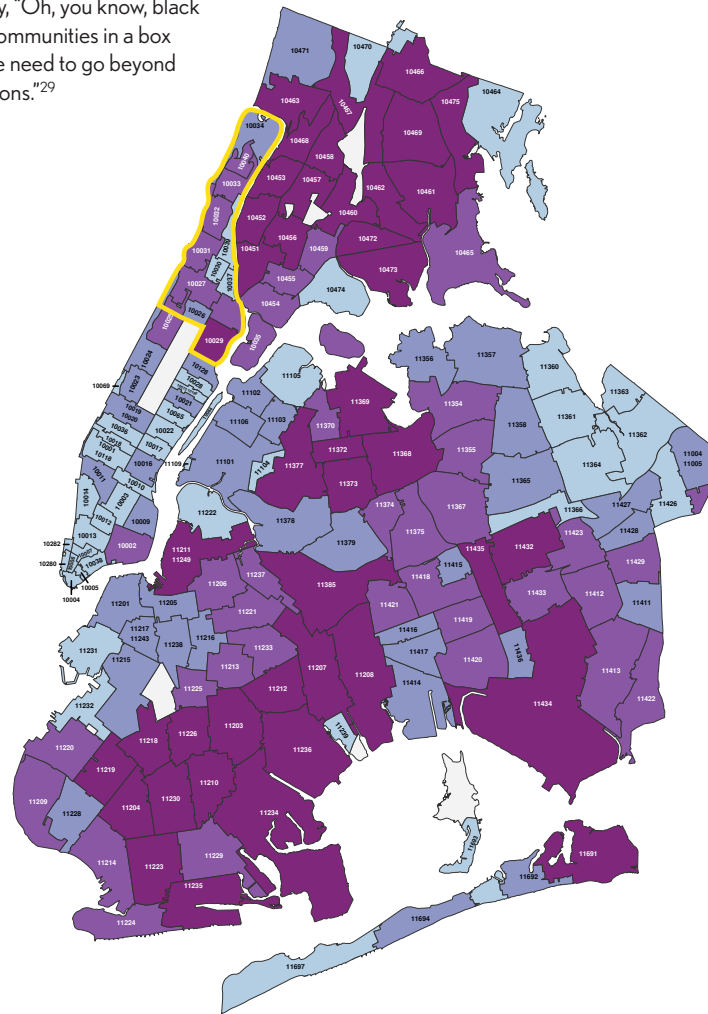
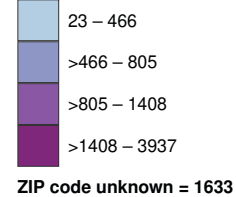
Over the past two months, we have seen the disproportionate impacts of COVID-19 on Black and Latinx communities throughout NYC and across the United States. Although black people only make up 22% of New York City's population, as of mid-April they constituted 28% of fatalities from the virus. Latinx people make up 34% of the city's deaths from Covid-19, compared with 29 percent of the population.^{27 28}

"The coronavirus is really exposing class- and race-based vulnerabilities, particularly in the form of what I think of as toxic inequality," said Robert Sampson, Henry Ford II Professor of the Social Sciences. The COVID-19 pandemic has unmasked racial health disparities, economic inequity and social injustices that are present due to racist policies and practices of segregation and divestment in low income communities of color.

Lubna Ahmed, Director of Environmental Health at WE ACT says, "There's almost like the perfect storm that allows for these underlying health conditions. And that perfect storm really leads back to environmental racism—racial discrimination that's played out through policies and practices and has really exposed people of color to environmental hazards, disproportionality. And that's the conversation that we want to be having. Because it's not enough to just say, "Oh, you know, black people are being affected the most." It constantly puts our communities in a box where we're always behind, we're always the sickest. And we need to go beyond that and really talk about systemic issues and systemic solutions."²⁹

ENVIRONMENTAL RACISM

Total count of COVID-19 cases based on patient address by ZIP code



N = 176941 total cases as of May 9, 2020

²⁷ Wingfield, "The Disproportionate Impact of Covid-19 on Black Health Care Workers in the U.S."
²⁸ Durkin, "Hispanic and Black New Yorkers Are Dying at Highest Rates from Coronavirus."
²⁹ Kornfeld, "Environmental Racism Kills | The Coronavirus Chronicles."

The deadly mix of Covid-19, air pollution, and inequality, explained

Expert Blog • Anjali Jaiswal & Kim Knowlton & Vijay Limaye

Covid-19 is disproportionately affecting black and brown communities in New York and elsewhere. Air pollution seems to be one reason why.

By Lois Parsshley | Apr 11, 2020, 8:50am EDT

Inequality Fuels Racial Disparities in Coronavirus Deaths, N.Y.C. Mayor Says

April 8, 2020

The fight against the coronavirus won't be over until the U.S. opens. Here's...

Virus Is Twice as Deadly for Black and Latino People Than Whites in N.Y.C.

Officials revealed that dis... Wednesday as they... the state had died of the...

New Research Links Air Pollution to Higher Coronavirus Death Rates

What the Racial Data Show

The pandemic seems to be hitting people of color the har...

APRIL 6, 2020

Black Americans Face Alarming Rates of Coronavirus Infection in Some States

Data on race and the coronavirus is too limited to draw sweeping conclusions, experts say, but disparate rates of sickness — and death — have emerged in some places.

Ibram X. Kendi
 Director of the Antiracist Research and Policy Center at American University

Stop Blaming Black People for Dying of the Coronavirus

New data from 29 states confirm the extent of the racial disparities.

APRIL 14, 2020

Ibram X. Kendi
 Director of the Antiracist Research and Policy Center at American University

For Families Divided by ICE, the Pandemic Compounds the Nightmare

As families deal with the stresses of the pandemic, those with loved ones in immigration jails are feeling desperate.

by Jack Herrera, TRUTHOUT • May 3, 2020

COVID-19 Is Worsening a Housing Crisis That Started Long Before the Virus

Activists have launched a new nationwide campaign aimed at addressing housing justice well beyond the current crisis.

by Robert R. Raymond, TRUTHOUT • May 2, 2020

Trump's EPA Is Unleashing the Pollution That Makes Us Vulnerable to COVID-19

NEWS | ENVIRONMENT & HEALTH

New York City's Latinx Residents Hit Hardest By Coronavirus Deaths

April 8, 2020 • 1:06 PM ET

COLIN DWYER

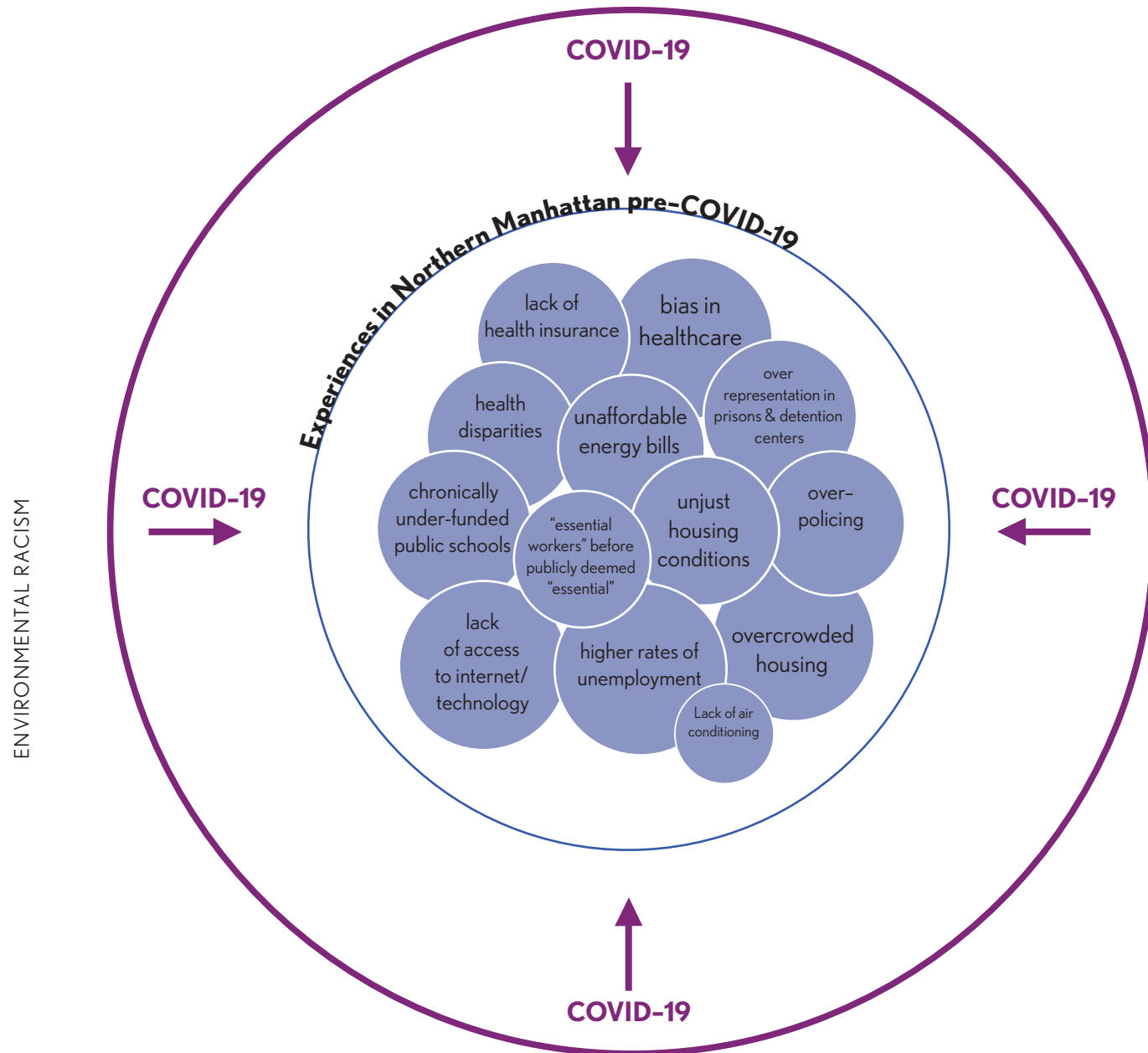
CORONAVIRUS NEW YORK CITY
 Coronavirus News: New York City leaders call for change on racial disparity in COVID-19 deaths

By Eyewitness News
 April 17, 2020

ENVIRONMENTAL RACISM

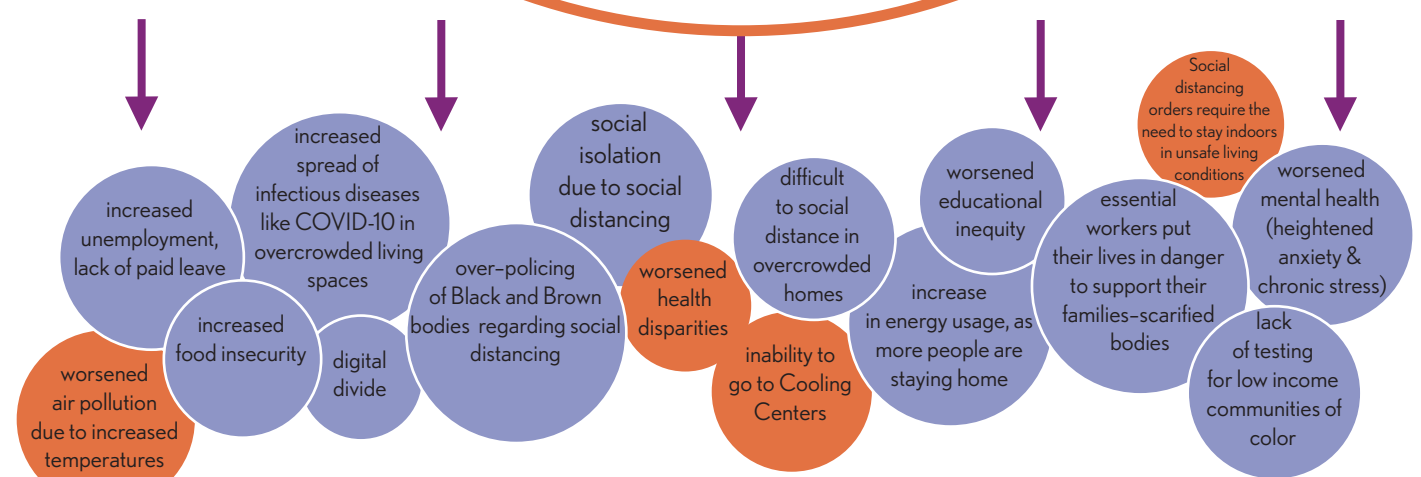
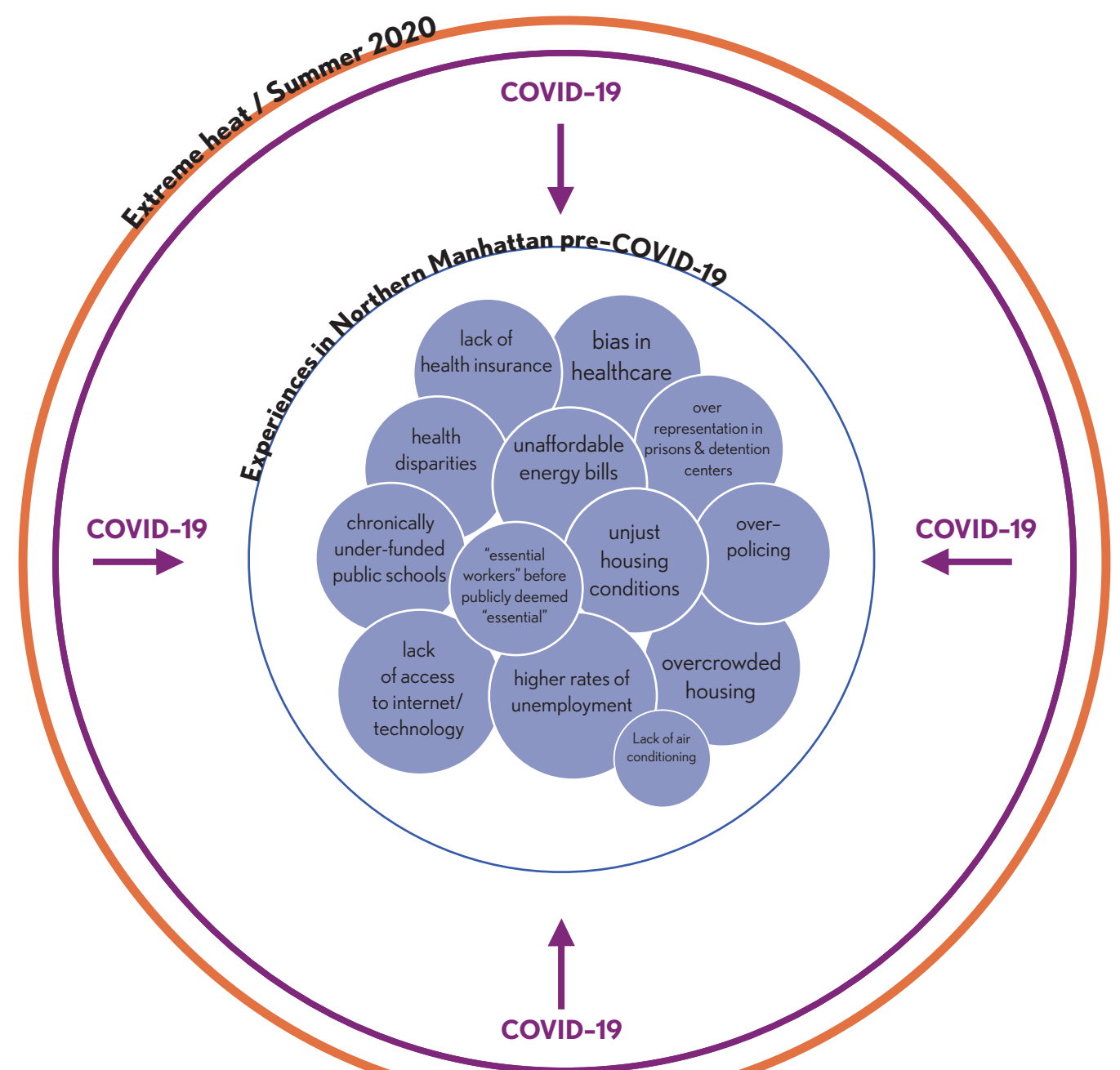
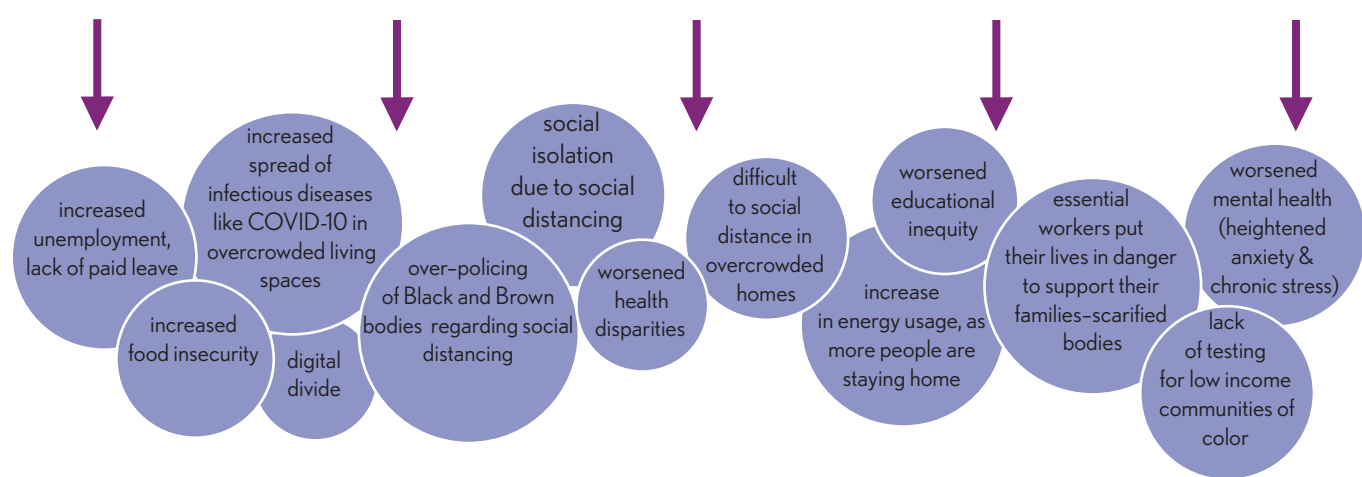
COVID-19'S IMPACT ON NORTHERN MANHATTAN

COVID-19 has unleashed a public health and economic crisis in the United States—a pandemic that has been made exponentially worse by the underlying inequities of this country. While anyone can be infected with COVID-19, COVID-19 has disproportionately impacted Black, Latinx, Asian, and other communities who were experiencing inequity before the pandemic. In this current moment, community members are being highly impacted.



ENVIRONMENTAL RACISM

ENVIRONMENTAL RACISM



“Crisis is a time where everyone contracts, including government. In a crisis it's not the most democratized moment. Democracy takes time, it takes engagement, it takes connection, it takes conversation, it takes feedback. And we're having a fast moving crisis, we need decisive action...[but] we do not want this to become the new normal for government. We do not want the process of deliberation, the process of checks, the process of elections...[to be halted].”

Keesha Gaskins-Nathan
Director of Democratic Practice at The Rockefeller Brothers Fund

Now more than ever it is critical to continue fighting for policies that address the issues of extreme heat and energy insecurity. In this time of social distancing, what does it mean for Northern Manhattan community members who may not have safe housing conditions or air conditioning to be forced to stay at home during extremely hot days? What does community ownership look like when we cannot physically congregate? We continue to work with community members, checking in and connecting them to local resources, understanding access and accessibility to technology via phone calls, and holding video calls with community members who have the capacity to continue to shape policies to protect the present and future wellbeing of their communities because they know what their community needs most.

“Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next.”

Arundhati Roy

**WE ARE WORKING WITH WE ACT, BLACK, LATINX,
& SPANISH-SPEAKING NORTHERN MANHATTAN
COMMUNITY MEMBERS, DISPROPORTIONATELY &
INCREASINGLY IMPACTED BY EXTREME HEAT & ENERGY
INSECURITY, TO STRENGTHEN COMMUNITY
OWNERSHIP OF THE POLICY CAMPAIGN PLANNING
PROCESS.**

COMMUNITY POWER



WHO HAS ACCESS TO POWER AND THE
ABILITY TO COLLECT THE RESOURCES
THEY NEED TO TAKE CARE OF THEMSELVES
AND THEIR COMMUNITIES?

-Sloan Leo

COMMUNITY POWER STRENGTHENS OUR DEMOCRACY

The ability to shape public policy has traditionally been held by elected officials and government agencies. The vulnerabilities in low income communities of color exist because of historic and present systemic exclusion from power and resources. However organized groups like WE ACT fight for the development of policies that are created and advocated by low income communities of color who have historically been excluded from policymaking, and negatively affected by historic racist policies and racial inequity like environmental racism and community health disparities. This requires building power in low income communities of color at a collective level and an individual level.

WHAT IS COMMUNITY POWER?

From intimate personal interactions, to the issues on a public agenda, power affects every aspect of our lives. So, what exactly is power? Power can refer to people, rules, institutions, or systems. It refers to the ability that people have to achieve the change they want.³⁰ Power is neutral, although typically thought of as holding negative intention. This type of power, which is used in a coercive manner, is called 'power over'—where one person, group or institution has power over another. In contrast, there are alternative expressions of power that can lead equitable change. 'Power with' is an expression of power that builds together resources, strategies, and allows for collective action.³¹ There is also 'power within' which is when individuals are able to feel a great sense of self worth, as well as build their capacity to imagine their ability to make change. Community power requires both 'power with' and 'power within.'

WHY IS COMMUNITY POWER IMPORTANT?

To achieve environmental justice, Black and Latinx communities commonly excluded from democratic voice & power, must have opportunities to build and wield individual and collective power. Developing equitable solutions regarding extreme heat and energy insecurity requires low income communities of color to have the power to act for themselves by working collectively, initiating action, ideating, and problem solving. Community members are living experts based on their own lived experiences and this must be recognized and amplified to ensure community voices are being heard and community-identified needs are being met and exceeded.

“The concept of environmental justice moves us closer to a version of democracy that is deeper and driven by the people, by all people.”³²

WHAT IS A DEEP DEMOCRACY?

Deep democracy is when communities have control of the decisions that affect their daily lives, particularly low income Black and Latinx communities commonly excluded from democratic voice & power.³³ In a deep democracy, relationships between community members are strong, and there is an understanding of interdependence; we all have a mutual reliance on each other, and a plurality of ways of living is respected.

WHY IS WORKING TOWARDS A DEEP DEMOCRACY IMPORTANT?

Central to the Environmental Justice and Climate Justice movement is the idea of a Just Transition.

Just Transition is a set of principles, processes, and practices that build economic and political power to shift from an extractive economy to a regenerative economy.³⁴ This set of principles, processes, and practices are founded on the idea that we must build a visionary economy that is very different than the one we currently occupy—one that is healthy, just and cooperative. **Just Transition recognizes that while transition is inevitable, justice is not.**³⁵ Developing a deep democracy is critical to achieving justice.

³⁰ Hunjan and Pettit, "Power: A Practical Guide for Facilitating Social Change."

³¹ Ibid.

³² Shutkin, "THE CONCEPT OF ENVIRONMENTAL JUSTICE AND A RECONCEPTION OF DEMOCRACY"

³³ Just Transition - Climate Justice Alliance.

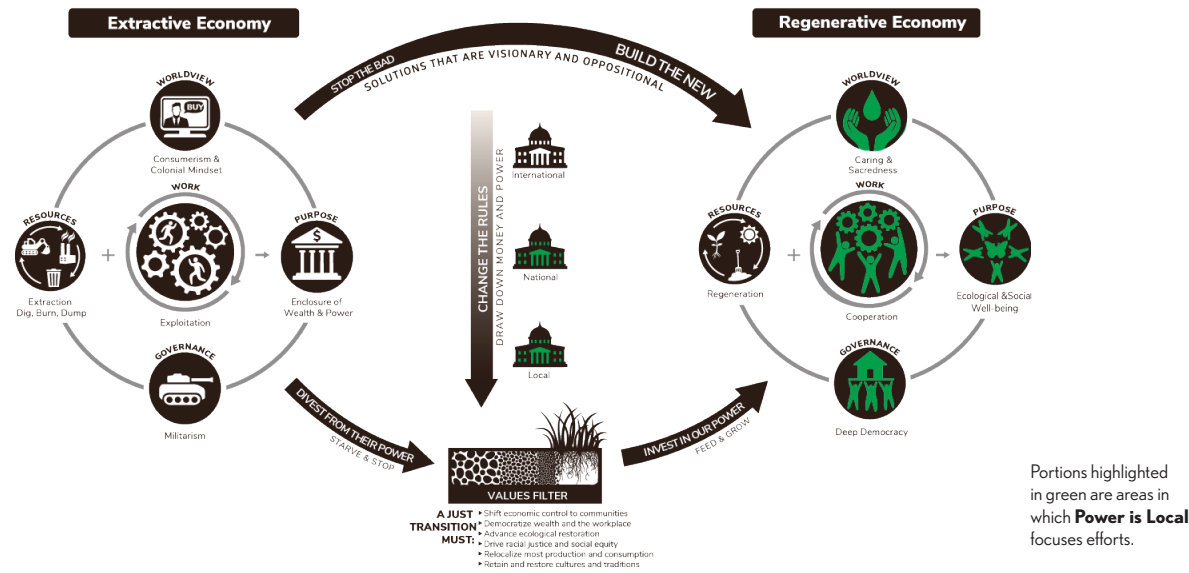
³⁴ Ibid.

³⁵ Ibid.

ANCHORED IN A JUST TRANSITION

"Just Transition is a vision-led, unifying and place-based set of principles, processes, and practices that build economic and political power to shift from an extractive economy to a regenerative economy."³⁶ The Just Transition framework shows us where we're going (vision) and how we get there (process). We must work to ensure that the process of the transition is just and equitable, by addressing historic and current harms, and creating deeper relationships and connections, so that the outcome of this transition is just and equitable. This framework builds us a vision for a regenerative economy and leaves our current extractive economy behind. A regenerative economy is "an economy based on reflective, responsive, reciprocal relationships of interdependence between human communities and the living world upon which we depend."³⁷

“**TRANSITION IS INEVITABLE. JUSTICE IS NOT.**”



Portions highlighted in green are areas in which **Power is Local** focuses efforts.

COMMUNITY OWNERSHIP

CHANGE THE RULES

We focus on policy development at the NYC (local) and NYS (national) levels—specifically the reformation of the NYC Cooling Center Program and HEAP/LIHEAP (federal budget, state allocated). Our work is locally informed by community members and by City agencies and City Council members at the NYC level.

COOPERATION

We've collaborated with different stakeholders—community members, WE ACT, WE ACT's Climate Justice Working Group, governmental agencies, and other organizations—who are coming together for a shared greater good. Our collaborative efforts have worked to rid exploitation from our economic and political systems.

ECOLOGICAL & SOCIAL WELLBEING

Ecological and social wellbeing are directly connected and impact each other. We've considered community members' social wellbeing by implementing language justice practices, wellness & capacity check ins, and educational and community resources. We amplified community voice by providing opportunities for people to share their experiences, and future at a systemic level, to prepare community members for increased climate resiliency, while continuing to focus on current injustices.

CARING & SACREDNESS

Throughout our gatherings and interactions with the Northern Manhattan community, we've cultivated a culture of care, trust, and joy, which are the foundations for the deep relationships needed to create change. Deep listening and humility have guided us through our process and practice.

DEEP DEMOCRACY

Communities should be given the opportunity to control the decisions that affect their daily lives. "Deep Democracy suggests that all voices, states of awareness, and frameworks of reality are important."³⁸ To understand the governing systems, we've centered historically marginalized voices.

³⁶ "Just Transition - Climate Justice Alliance."
³⁷ Ibid.
³⁸ Ibid.

WHAT DOES BUILDING A DEEP DEMOCRACY LOOK LIKE?

Deepening democracy requires building greater community power and community ownership. Practices for deep democracy are required at all levels of change: individual, organizational, societal. These levels of change are all interconnected.

Societal level of change:

A democratic transformation means creating a radical democracy that moves from current mechanisms of competitive representation, towards direct participatory deliberation. This means that community members are able to make collective decisions by engaging in equitable decision making processes and controversy with civility. This radically deep democracy is "a revolutionary political ideal that requires fundamental changes in political institutions, bases of collective decision making, and the distribution of resources."³⁹

At an organizational level of change:

Deepening democracy at an organizational level of change means building power at a community level and individual level. This happens through (1) expanding community leadership opportunities where community members are introduced to environmental justice, environmental health, community organizing, and campaign work, (2) using a popular education approach where community members and organizational leaders are both teachers and learners because community knowledge is valued and respected, (3) deepening the relationship between community members and the organization. By building collective and individual power, organizations are building community leadership for sustained power. We must ensure that community leaders are not only engaging in the development of solutions, but rather holding greater ownership of solutions development outcomes and decision making processes.

BUILDING A DEEP DEMOCRACY THROUGH COMMUNITY OWNERSHIP

The Spectrum of Community Engagement to Community Ownership⁴⁰ is a tool developed by Rosa González. The spectrum can be used by non-profit organizations or community groups to facilitate greater community participation in the development of solutions and decision-making, and move towards greater community ownership. Through this spectrum, community organizations can assess where they are at, and set goals for where they want to go.



Central Harlem Planning Workshop

“**TO ACHIEVE RACIAL EQUITY AND ENVIRONMENTAL JUSTICE, WE MUST BUILD FROM A CULTURE OF COLLABORATION TO A CULTURE OF WHOLE GOVERNANCE IN WHICH DECISIONS ARE DRIVEN BY THE COMMON GOOD. WHOLE GOVERNANCE AND COMMUNITY OWNERSHIP ARE NEEDED TO BREAK THE CYCLE OF PERPETUAL ADVOCACY FOR BASIC NEEDS THAT MANY COMMUNITIES FIND THEMSELVES IN.**”

Movement Strategy Center

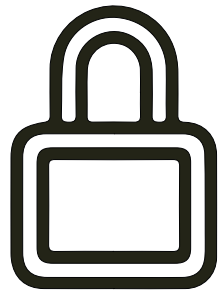
THE SPECTRUM FROM COMMUNITY ENGAGEMENT TO COMMUNITY OWNERSHIP

³⁹ Fung, "Varieties of Participation in Complex Governance."
⁴⁰ González, "The Spectrum of Community Engagement to Community Ownership."

COMMUNITY OWNERSHIP

THE SPECTRUM FROM COMMUNITY ENGAGEMENT TO COMMUNITY OWNERSHIP

MARGINALIZATION



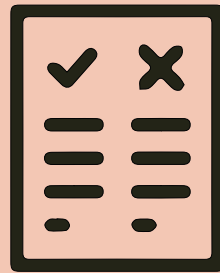
Deny access to decision-making processes

PLACATION



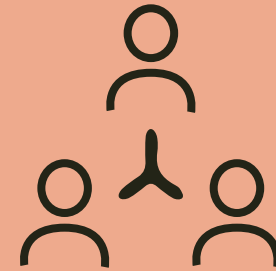
Provide the community with **relevant information**

TOKENIZATION



Gather input from the community

VOICE



Ensure community **needs & assets are integrated into process** & inform planning

DELEGATED POWER



Ensure community capacity to play a **leadership role in implementation** of decisions

COMMUNITY OWNERSHIP



Foster **democratic participation & equity** through **community-driven decision-making**

Bridge divide between community & governance





Inwood & Washington Heights Planning Workshop

In this context, 'community ownership' describe the opportunity for community members most vulnerable to climate change, health disparities, and energy insecurity, to lead the design processes that are the key to developing the equitable solutions and antiracist policies that are desired and needed for healthier communities.

WE ARE WORKING WITH WE ACT, BLACK, LATINX, & SPANISH-SPEAKING NORTHERN MANHATTAN COMMUNITY MEMBERS, DISPROPORTIONATELY & INCREASINGLY IMPACTED BY EXTREME HEAT & ENERGY INSECURITY, TO STRENGTHEN COMMUNITY OWNERSHIP OF THE POLICY CAMPAIGN PLANNING PROCESS.

THE POLICY CAMPAIGN PLANNING PROCESS.

INTRODUCING **POWER IS LOCAL:** A FRAMEWORK FOR EQUITABLE POLICY DEVELOPMENT

Power is Local is a working framework for community based organizations who are looking to strengthen community ownership of the policy campaign planning process, and are working towards a deeper democracy. This framework has an Environmental Justice lens and is place-based in nature. Power is Local focuses on community ownership in Northern Manhattan, as it aims to harness and amplify Black, Latinx, and Spanish-speaking community members' political power.

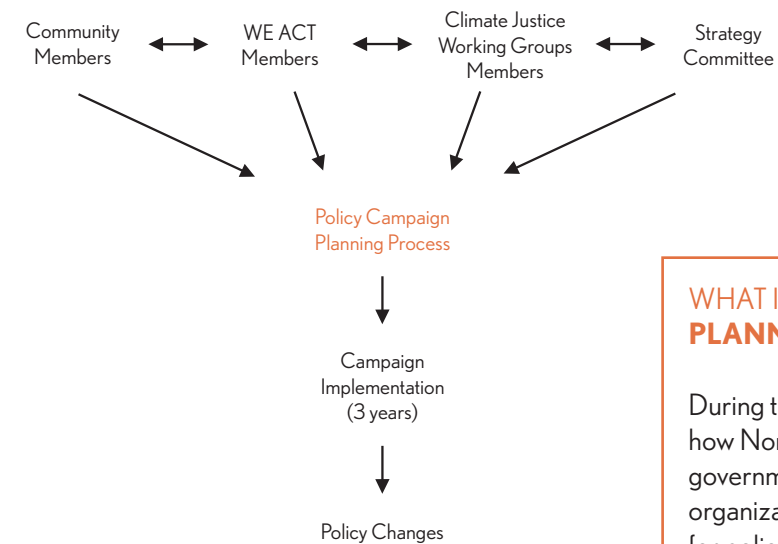
We believe that policy created by community members most vulnerable to climate change, health disparities, and energy insecurity, is critical to strengthening our democracy, which has long excluded low-income communities of color.

Power is Local has been co-designed with WE ACT. It documents a framework for an equitable policy campaign planning process, which was developed over the last seven months, as we collaborated on WE ACT's Heat, Health, and Equity Initiative, which was funded by The Kresge Foundation's *Climate Change, Health & Equity* grant.

THE GRANT PROCESS OVERVIEW

The *Climate Change, Health & Equity* grant includes three phases. We have been **collaborating on phase one**, which is specifically a planning phase, in which we are developing a plan for policy proposals regarding the NYC Cooling Center program and the Low-Income Home Energy Assistance Program.

GRANT CAMPAIGN PHASES



WHAT IS A **POLICY CAMPAIGN PLANNING PROCESS?**

During this phase, we are developing a plan for how Northern Manhattan community members, governmental agencies, and community organizations can collaborate to build a campaign for policy that adapts and mitigates extreme heat, energy insecurity, and their exacerbation of chronic health concerns. This plan will include a proposal for how to specify targets for policy demands and changes to and/or creation of new policies at a local and state level.

Power is Local documents a way to approach the development of this plan.



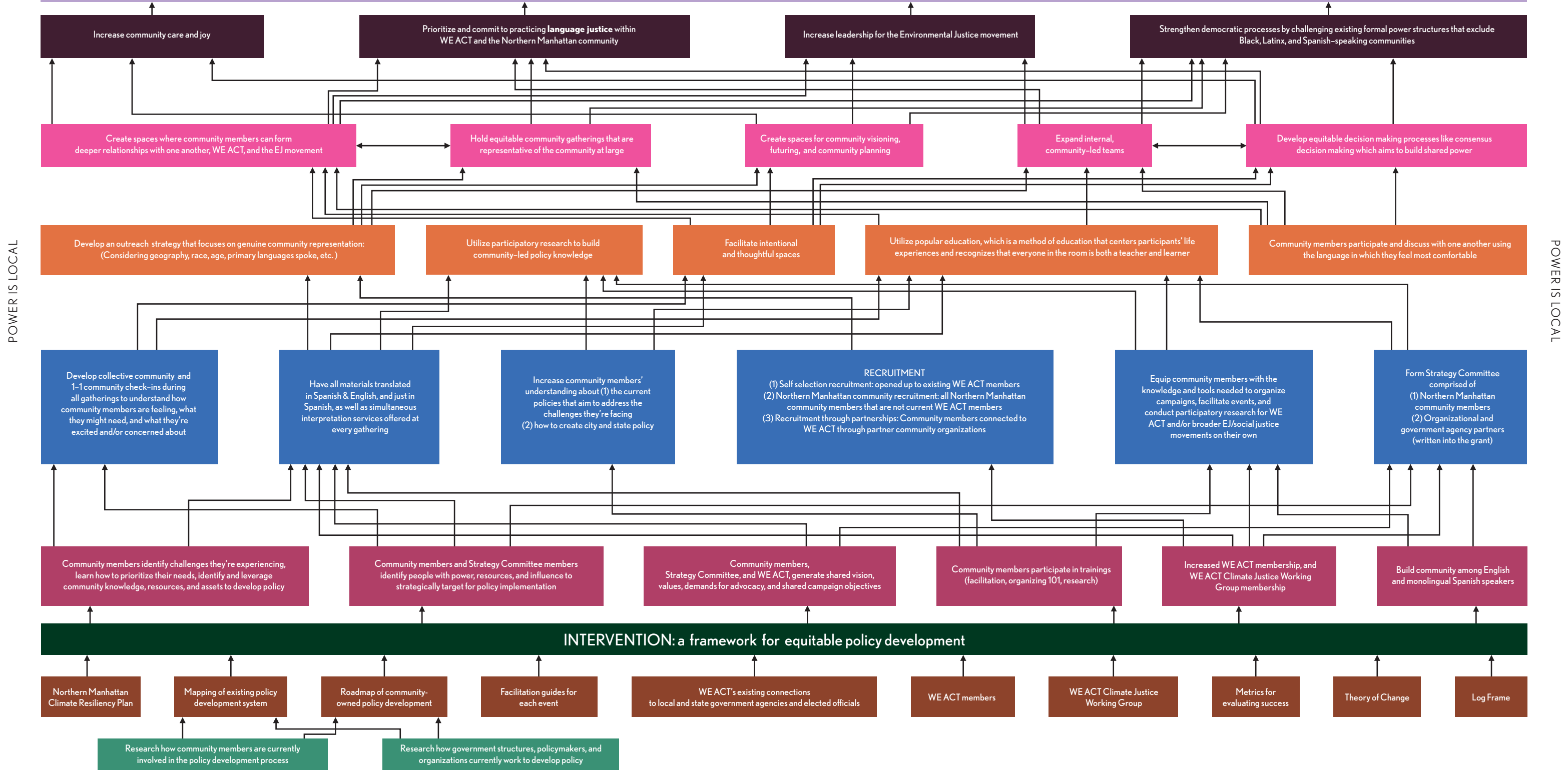
THEORY OF CHANGE (COMMUNITY POWER FOCUSED)

ULTIMATE GOAL: Improve the wellbeing of Northern Manhattan community members

Wellbeing: health, safety, and prosperity
Health: A state of complete physical, mental and social well-being that supports the absence of disease or infirmity
Safety: An environment that minimizes physical and emotional vulnerability and threats
Prosperity: The condition of being successful or thriving in terms of social, economic, civic, cultural, and health indicators

GOAL: achieve greater community power in Northern Manhattan

THESIS GOAL: Alongside WE ACT, increase Black, Latinx, and Spanish-speaking Northern Manhattan community members' ownership of the planning and development of policy that directly impacts them.



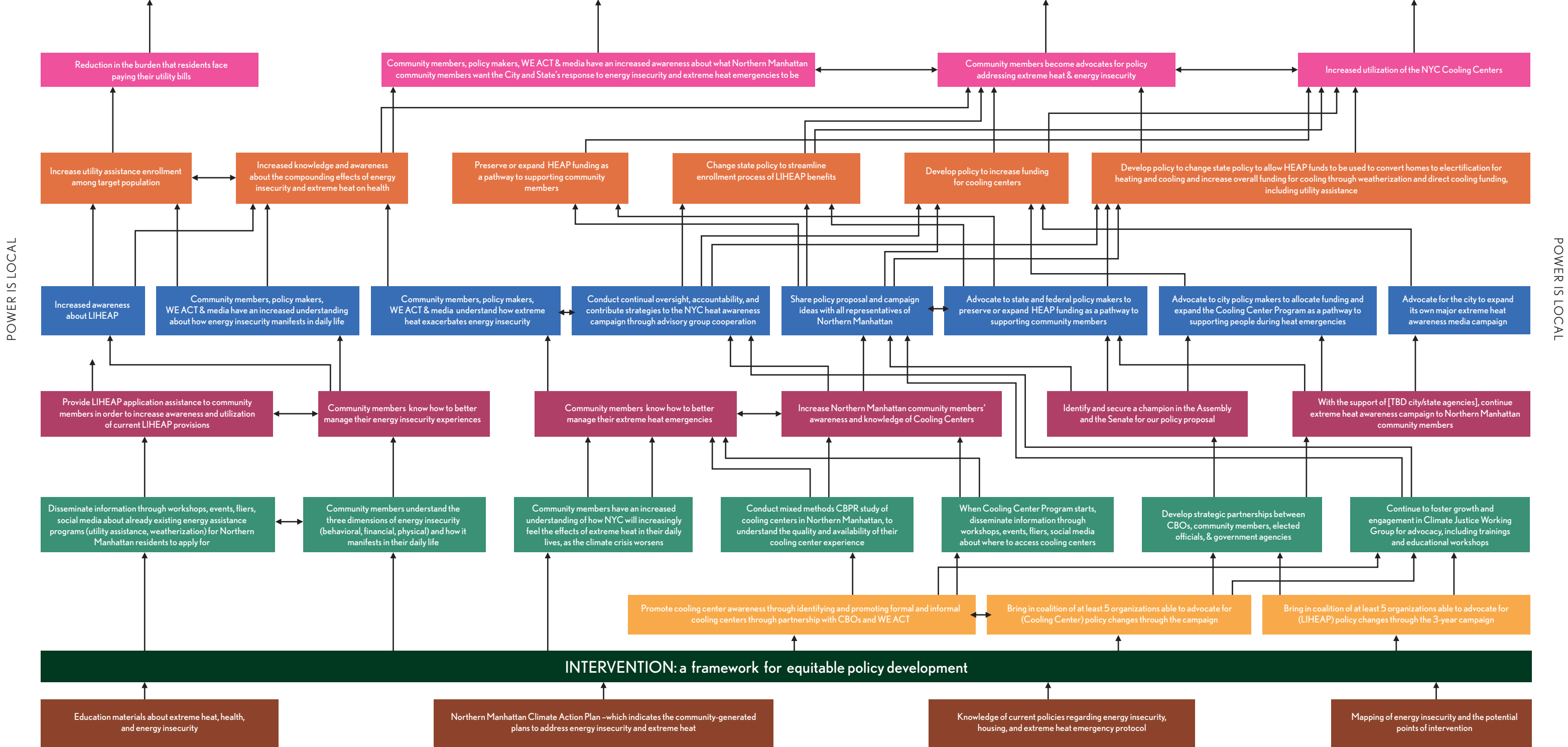
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Safety: An environment that minimizes physical and emotional vulnerability and threats
Prosperity: The condition of being successful or thriving in terms of social, economic, civic, cultural, and health indicators

GOAL: achieve better health outcomes in Northern Manhattan

THESIS GOAL: Adapt and mitigate the effects of extreme heat and energy insecurity in Northern Manhattan



POWER IS LOCAL

EL PODER ES LOCAL

WHAT IS POWER IS LOCAL?

Power is Local is a working framework for equitable policy development.

This framework aims to support WE ACT and other Community Based Organizations, also focused on racial equity and advocacy, by documenting processes, practices, and resources for an equitable policy campaign planning process, through increased community ownership. To move organizations towards greater community ownership, Power is Local provides actionable practices, methods of communication, decision making processes, metrics for evaluation, and facilitation guides for policy campaign planning processes.

The framework is informed by Rosa Gonzalez' Spectrum of Community Engagement to Community Ownership and the Climate Justice Alliance's Just Transition.

WHO IS THIS FOR?

Power is local is utilized...

INTERNALLY AT WE ACT

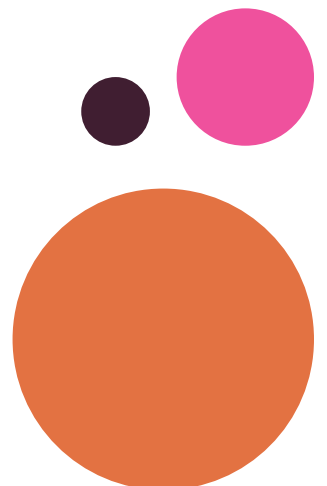
SHORT TERM
throughout the continuation of the current *Climate Change, Health & Equity* policy advocacy campaign

LONG TERM
throughout future initiatives to continually increased community ownership of the policy campaign planning process

EXTERNALLY

SHORT TERM
by Community Based Organizations who focus on Climate and Environmental Justice

LONG TERM
by other Community Based Organizations that focus on racial equity and policy development, but not necessarily focused on Environmental Justice



POWER IS LOCAL
EL PODER ES LOCAL

POWER IS LOCAL
EL PODER ES LOCAL

POWER IS LOCAL
EL PODER ES LOCAL

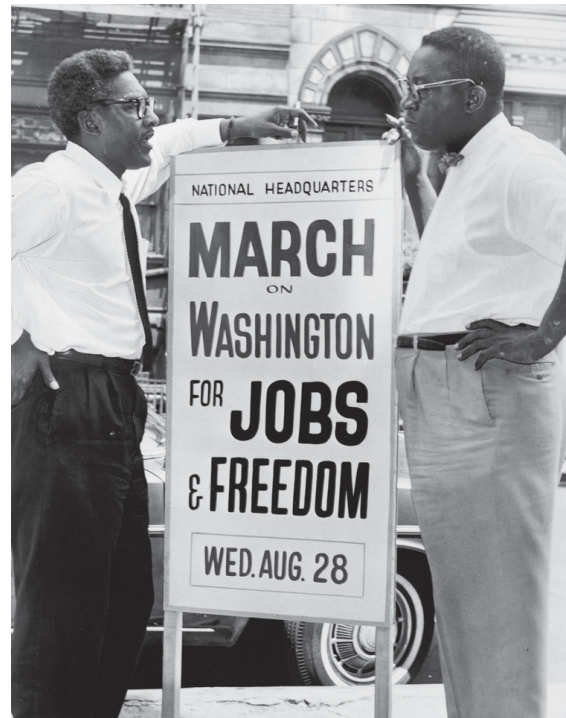
POWER IS LOCAL
EL PODER ES LOCAL

ENVIRONMENTAL JUSTICE. EQUITABLE POLICY DEVELOPMENT. ENVIRONMENTAL JUST

A FRAMEWORK FOR
EQUITABLE POLICY
DEVELOPMENT

THE INITIATIVE'S BRANDING

The branding for this framework pulls inspiration from the Civil Rights Movement and social justice organizations like the Young Lords. The typeface we've chosen, called Bayard, was created by Tré Seals, founder of Vocal Type Co. It's a sans-serif typeface inspired by signs from the 1963 March On Washington For Jobs and Freedom. Bayard was a close advisor to Martin Luther King Jr., and was one of the most influential organizers of the Civil Rights Movement. He was also instrumental in the formation of the Southern Christian Leadership Conference (SCLC). The 1963 March on Washington was held in Washington D.C. by civil rights leaders, where over 200,000 people protested racial discrimination and showed support for civil rights legislation that was pending in Congress.



POWER IS LOCAL

TYPOGRAPHY

BAYARD

ABCDEFGHIJKLMNOPQRSTUVWXYZ

ABCDEFGHIJKLMNOPQRSTUVWXYZ

NOBEL BOOK:

abcdefghijklmnopqrstuvwxyz

ABCDEFGHIJKLMNOPQRSTUVWXYZ

NOBEL BOLD:

abcdefghijklmnopqrstuvwxyz

ABCDEFGHIJKLMNOPQRSTUVWXYZ

COLOR

Color inspiration was pulled from the visuals on the right-hand side page. The light and dark green have been pulled from WE ACT's brand guidelines, as the framework was co-designed.



VISUAL INSPIRATION

Inspiration for visuals came from a variety of places including: color blocking and shapes from covers of Langston Hughes' poetry, stark color contrasts from Young Lords' posters, shapes and cut out imagery from additional posters and books, quilting/ collaging from Faith Ringgold's Tar Beach, and bold typography from WE ACT posters.



POWER IS LOCAL

POWER IS LOCAL'S ELEMENTS

Power is Local is comprised of four different components: vision, values, principles, process, and indicators. The **vision** provides an opportunity to be led toward the future with a common, overarching goal. The **principles** provide actionable ways of living out the framework, and the **process** is a series of iterative actions that can be taken to move towards the vision. The **indicators** provide a multidimensional approach to measurement and evaluation.

POWER IS LOCAL'S VISION

POWER IS LOCAL'S ELEMENTS



41 Northouse, Leadership: Theory and Practice
42 "Popular Education(*)"

POWER IS LOCAL'S PRINCIPLES

MOBILIZING NORTHERN MANHATTAN COMMUNITY MEMBERS AS LEADERS OF THE EJ MOVEMENT

Leadership is a process where an individual influences a group of individuals to achieve a common goal.⁴¹ Every person has the ability to lead. The process of leading has the capacity to transform ourselves and others. Black, Latinx, and Spanish-speaking community members are leaders of the EJ Movement. A critical part of this campaign planning process has been understanding how community members want to lead. What motivates community members to step foot in an Extreme Heat, Health, and Equity workshop? What are the community's values and how should they help shape the work? Strengthening community members as leaders creates opportunities for community members to define which Environmental Justice issues that they face, build shared vision, strategize solutions, and collaborate with government and organizational stakeholders about how to collectively achieve these solutions. Leading this process means having the ability to plan and lead facilitations, organize, and conduct research. Organizations must provide opportunities to build capacity, so that community members who are interested in leading can strengthen their leadership skills in storytelling, facilitation, organizing, advocacy, and/or participatory action research.



IMPLEMENTATION OF SHAREBACK LOOPS

The policy campaign planning process requires collaboration with community members, organizational partners, and governmental agencies. Building community ownership, deepening relationships, and creating a space where community members are encouraged to bring their whole selves throughout the policy campaign planning process requires shareback loops between all entities. Shareback loops are an iterative process of reflecting and acting. This concept is inspired by "praxis" from popular education.⁴² These shareback loops provide structure for reflection, feedback, and multidirectional learning between all involved. These shareback loops allow for greater reciprocity between community leaders and other partners in a way that shares power and recognizes all entities as teachers and learners.

In practice, this looks like:

1. Sharing learnings at the end of each workshop
2. Surveys conducted by the organization to better understand what the community has learned and what the community wants
3. Conducting debriefs between all entities after all events
4. Shareback at the start of each meeting to reflect what the organization learned from community members

POWER IS LOCAL'S ELEMENTS

POWER IS LOCAL'S PRINCIPLES

FACILITATION OF PARTICIPATORY AND INTENTIONAL SPACES

Facilitation enables groups and organizations to work more effectively; to collaborate and achieve synergy, to deepen dialogue and challenge assumptions.⁴³ Facilitation gives us the opportunity to design the process of decision making, the structure of conversations throughout an event, and even the physical space itself so that the experience is participatory, allows for power to be shared and people to feel connected. Facilitation strategies like Liberating Structures allow for the distribution of control so that everyone participating at an event can shape the direction the event takes and feel heard.⁴⁴

There is power in facilitating intentional events to move us towards greater community ownership and achieving shared goals & vision. Reaching a shared goal and vision is possible when there is a commitment to a bold and disputable purpose.⁴⁵ The specificity of the purpose allows for richer conversation and connection.

For this policy campaign planning process, facilitating participatory and intentional spaces began with defining a disputable purpose, goals, and vision for each event. We then started each event with community agreements. They helped us have an agreement on how to work together respectfully and effectively. And therefore work more cooperatively and respectfully.

LANGUAGE JUSTICE

To hold spaces where a full range of perspectives are valued, it's imperative to build greater language justice. Language justice is the right that everyone has to communicate in the language in which we feel most comfortable.⁴⁶ We recognize that building language justice takes time, resources, and must be embedded in all steps of our processes because language justice is critical to racial and social justice, and for all community members to feel comfortable bringing their whole selves. We have incorporated some tools and techniques from the Antenna organization, to hold events where English and Spanish can coexist.

1. Create an outreach strategy that focuses on having community members who speak the languages representative of the community at the event.
2. Use simultaneous interpretation where interpreters interpret what speakers are saying in real time. A person speaks while the interpreter follows along simultaneously in another language, speaking quietly into a microphone attached to a transmitter that broadcasts to anyone wearing the interpretation headphones/ equipment.
3. Create bilingual presentations & materials.
4. Allocate time and resources for translation of all materials before each event.
5. Have people who speak the languages of the event assigned to the interpreting equipment to welcome attendees, and explain the languages being used during the event.
6. Begin each event with a language justice statement of commitment, and an explanation of how simultaneous interpreting works.

POWER IS LOCAL'S ELEMENTS

POWER IS LOCAL'S ELEMENTS

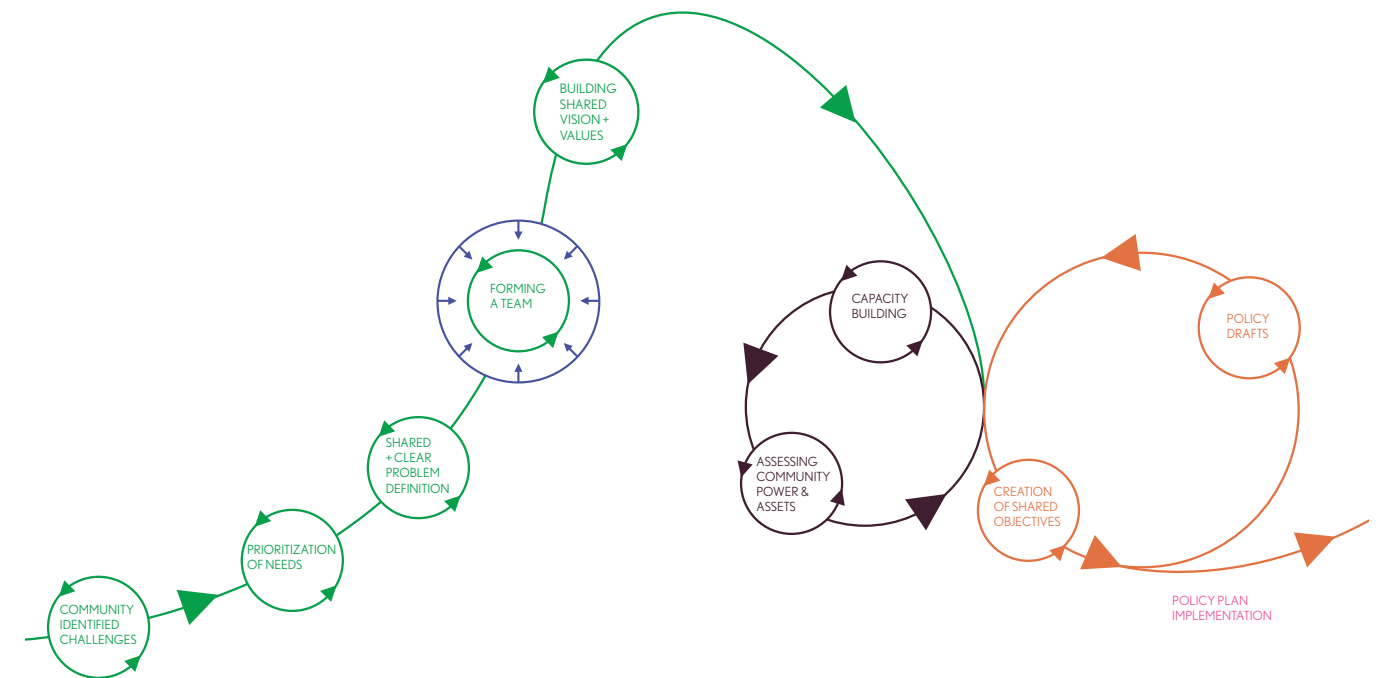


THE PROCESS

This process map documents Power is Local's policy campaign planning process, in which we're working to develop a strategic plan for policy change for WE ACT's Heat, Health, and Equity Initiative. The process is not meant to be read like a checklist. All of these steps are meant to build a community-owned policy campaign planning process. The arrows surrounding each step signifies that there should be shareback loops for reflection and action for every step of the process.

GREEN ARC

The beginning of the process focuses on centering community voices, by developing community-identified challenges, having community members prioritize needs and welcoming community members to build a clear problem definition that they're all aligned on. Once a strong foundation has been built among community members, a larger team will need to be formed in order to better understand the power, roles, and responsibilities of government agencies in the policy making process. After a larger team comprised of subject matter experts from all relevant subject matters and differing living experience, there can be the creation of a shared vision and values set for all entities involved.



PURPLE LOOP

A key part of the process is assessing the power and assets a community holds, and where there is desire and need for capacity building. Assessing community power and assets, and capacity building inform each other. When we take time to assess the community's current assets, we can better plan and facilitate gatherings for capacity building—this way, community members are building capacity for the needs they voice.

ORANGE LOOP

As the team continues to build capacity and assess power and assets, there is time for the creation of shared objectives and policy drafts, which is an iterative process and a crucial moment of continually assessing and incorporating community feedback. The pink portion on the bottom right, is the lead into the second phase of this process, which is the policy plan implementation phase.

⁴³ Kaner, Facilitator's Guide to Participatory Decision-Making.
⁴⁴ Lipmanowicz, "Liberating Structures - Introduction."
⁴⁵ Parker, The Art of Gathering
⁴⁶ "How to Build Language Justice."

THE PROCESS

COMMUNITY IDENTIFIED NEEDS

A foundational moment in the process is surfacing community-identified needs. As an integral component to success of the campaign, a deep listening approach should be taken during events where community members are discussing needs and challenges. Facilitated discussions should allow for movement and not limit the scope or type of needs shared. To ensure all different types of community needs emerge, the community members present should be representative of the community demographics at large.

PRIORITIZATION OF NEEDS

This step of the process must encourage discussion of previously stated needs, the creation of agreed upon criteria for prioritization exercises, and a space where community members can prioritize based on their lived experience and needs. This helps everyone align regarding what might be the campaign's focus. As all systems, and therefore challenges, are interconnected, the prioritization of one challenge will inherently affect another.

BUILDING SHARED VISION & VALUES

Community members, organization staff, and additional subject matter experts, begin to develop a 'North Star' structure for accountability for this campaign and the work they're co-creating with Community Based Organizations and other subject matter experts. A vision and set of values will ground the work. This list of community values can be used to answer the question 'does our work and plan reflect our values?'

FORMING A TEAM

Once the community is settled, aligned, and excited about what they're going to be advocating for, it's time to form a team, which will oversee the remainder of the policy campaign planning process. The team should consist of subject matter experts from all areas pertaining to the problem definition, and remember that community members are subject matter experts—they know best about their experiences and their neighborhood!

SHARED + CLEAR PROBLEM DEFINITION

GENERATE A CLEAR & SHARED SET OF PROBLEM DEFINITIONS

Based on the prioritization of community member's challenges and needs, it's crucial to further align and declare a shared and clear problem definition among community members. During a facilitated conversation, community members share their definition of the problem, followed by moments of feedback, reflection, and iteration. This allows for everyone to have a larger overarching goal to move towards.

BUILDING SHARED VISION + VALUES

FORMING A TEAM

ASSESSING COMMUNITY POWER & ASSETS

ASSESSING COMMUNITY POWER & ASSETS
After all team members are aligned on where they are going (vision and prioritized problem definition) the team can come together to assess what the community holds, in terms of power and assets. This is an evaluative process led by community members. It's an opportunity for community members to share what they believe their assets and available resources are, and for them to recognize where and how they hold power within their community.

CAPACITY BUILDING

CAPACITY BUILDING
Capacity building is also critical to deepening relationships needed to strengthen social movements. This is an opportunity to understand community members' current capacity and desired level of engagement. For community members to collaboratively lead in new ways, mini-trainings can be implemented to teach a range of technical skills like community organizing, storytelling, facilitation, and research.

CREATION OF SHARED OBJECTIVES

CREATION OF SHARED OBJECTIVES

Creating shared objectives is the process of building smaller goals for larger visions for the campaign. The objectives are specific, desired outcomes that the team aims and commits to achieving through their work on the specific campaign. These objectives are typically written in different time frames (short, medium, long term).

POLICY DRAFTS

CREATION OF POLICY DRAFTS

As the team works through the objectives, think about who (policy makers, organizations, etc.) controls the specific objectives, and about who has stake in these objectives' outcomes. The team can identify where similar objectives live in existing policies, to see their approach, or think about which policies would need to be altered or created to best suit the objectives.

POLICY PLAN IMPLEMENTATION

POWER IS LOCAL'S ELEMENTS

POWER IS LOCAL'S ELEMENTS

THE INDICATORS

These indicators are one layer to help create reciprocity and build relationships between community members and community based organizations in order to build the community power needed to deepen democracy. This requires a constant feedback and iteration. The following indicators are based on an approach to measuring not only transactional metrics of success like growth in the number of community members involved in a campaign, but measuring the reciprocity among community members and community based organizations. How have community members and community based organizations deepened their relationships, learned from one another, and ultimately worked towards building community ownership?

BREAKDOWN OF INDICATORS:

POLICY CAMPAIGN PLANNING EVENTS INDICATORS

LEADERSHIP INDICATORS

INDICATOR	DATA SOURCE	FREQUENCY OF DATA COLLECTION
Number of community members that are trained in facilitation - broken down by age, race/ethnicity, language preference*	Count	Per event
Number of community members that lead facilitations during the next phase campaign - - broken down by age, race/ethnicity, language preference*	Count	Per event
Number of community members that are trained in organizing - broken down by age, race/ethnicity, language preference*	Count	Per event
Number of community members that organize during a campaign plan- broken down by age, race/ethnicity, language preference*	Count	Per event
Number of community members trained in participatory action research- broken down by age, race/ethnicity, language preference*	Count	Per event
Number of community members that participate in participatory action research- broken down by age, race/ethnicity, language preference*	Count	Per event

FACILITATION INDICATORS

INDICATOR	DATA SOURCE	FREQUENCY OF DATA COLLECTION
Community members feel heard and understood, people changed their views because of the experience	Survey data	Per event
Community members express what worked well in each event	Survey data	Per event
Community members express what could be improved in each event	Survey data	Per event
Community members express one thing they will take with them after each event	Survey data	Per event

POPULAR EDUCATION INDICATORS

Campaign Topic Specific (Heat, Health, & Equity)

INDICATOR	DATA SOURCE	FREQUENCY OF DATA COLLECTION
Community members understand what climate change is	Survey data	Per event
Community members understand what energy insecurity is	Survey data	Per event
Community members know what LIHEAP/HEAP and cooling centers are	Survey data	Per event
Organization understands community's experience with climate change	Survey data, documentation of what is said at the event	Per event
Organization understands community's experience with extreme heat	Survey data, documentation of what is said at the event	Per event
Organization understands community's experience with energy insecurity	Survey data, documentation of what is said at the event	Per event
Organization understands community's use of of current policy interventions: LIHEAP and cooling centers	Survey data, documentation of what is said at the event	Per event
Political Power		
Community members understand how NYC policy gets passes	Survey data, documentation of what is said at the event	Per event
Community members understand how NYS policy gets passed	Survey data, documentation of what is said at the event	Per event
Community members know who their representatives are	Survey data, documentation of what is said at the event	Per event
Community members understand how WE ACT affects change	Survey data, documentation of what is said at the event	Per event
Community members understand how the policy campaign development process works	Survey data, documentation of what is said at the event	Per event
Community members understand how to get engaged in the policy campaign development process	Survey data, documentation of what is said at the event	Per event
1- storytelling 2- facilitation 3- organizing 4- advocacy 5- participatory action research		
Organization understands how community members would like to lead	Survey data, sign up sheets	Per event
Organization understands what else community members want to know about the campaign (at political or topical level)	Survey data	Per event

HEAT, HEALTH, & EQUITY INITIATIVE PROTOTYPES

The following pages detail events for WE ACT's Heat, Health, and Equity Initiative that were planned and facilitated collaboratively. These events served as prototypes to inform the development of the Power is Local framework.

BREAKDOWN OF THE EVENTS

POWER IS LOCAL'S PROTOTYPES



PLANNING WORKSHOPS

SHARED + CLEAR PROBLEM DEFINITION

WEST HARLEM
NOVEMBER 20, 2019
WE ACT'S NYC OFFICE

INWOOD & WASHINGTON HEIGHTS
DECEMBER 3, 2019
DOMINICAN WOMEN'S DEVELOPMENT CENTER

CENTRAL HARLEM
DECEMBER 5, 2019
NATIONAL BLACK LEADERSHIP COMMISSION ON HEALTH

EAST HARLEM
DECEMBER 7, 2019
PICTURE THE HOMELESS

WHO WAS INVOLVED

Planning: Catherine, Jennifer, WE ACT
Facilitation: Catherine, Jennifer, WE ACT, Northern Manhattan community members (Caelin Alba, Anthony Carrion, Stuart Aaronson, Judith Rissenberg, Darren Kwong, Sophia Longworth)
Educational content creation: Catherine, Jennifer
Educational content presentation: WE ACT
Attendees: 120 Northern Manhattan community members, governmental agencies

PURPOSE

- To inform and engage community members about how extreme heat is increasingly affecting community health and wellbeing.
- To inform and engage community members about what energy insecurity is and the effects it has on community health and wellbeing.
- To create a shared space where community members feel comfortable and encouraged to share their experiences, concerns, and ideas regarding extreme heat, health, housing, and energy insecurity.
- To create a shared space, where language justice is practiced, so community members can participate fully in decision-making regarding key issues that impact their health and community.
- To build community engagement by providing community members with the opportunity to occupy their power and further participate in the political process.

OUTCOMES

- Community members understand the specific relationship between extreme heat, energy insecurity, and health, and how these elements manifest in their daily lives.
- Community members participate meaningfully in the creation of sound and just environmental health policies and interventions.
- Participants experience a sense of excitement and energy in the solutions they've worked to develop.
- Community members have ownership of this process and want to continue being a part of the advocacy process to achieve their shared goals.
- Participants who aren't members want to become members and stay involved in advocacy!

LANGUAGE JUSTICE HIGHLIGHT
Built partnerships with Latinx organizations to help with outreach

LEADERSHIP HIGHLIGHT
Before the event, worked with community members to prepare them to lead a facilitation

- OUR COMMUNITY AGREEMENTS
- BE RESPECTFUL OF OTHERS IN THE ROOM
- WHAT'S SAID HERE, STAYS HERE. WHAT'S LEARNED HERE, LEAVES HERE.
- COMMUNICATE CLEARLY
- SHOW COMPASSION AND EMPATHY
- SPEAK FROM THE "I" PERSPECTIVE
- EXHIBIT FLEXIBILITY
- OBSERVE THE "ONE MIC" RULE
- SPEAK UP AND STEP BACK
- ASSUME POSITIVE INTENTIONS
- PRACTICE REAL TEAMWORK & COLLABORATION
- PRACTICE OPEN MINDEDNESS
- DON'T "YUCK" MY "YUM"
- PUT PERSONAL DIFFERENCES ASIDE
- OBSERVE THE "OUCH" RULE



POWER IS LOCAL'S PROTOTYPES

PLANNING WORKSHOP FACT SHEET

OVERVIEW OF THE EVENT'S FACILITATION:

Welcome: Participants entered the space and were prompted to complete a pre-survey and engage with an interactive activity, which proposed: "Where is your favorite place to spend time in your community?"

Introduction: We began with introductions of ourselves, our roles and why we've called the event. We facilitated a large group go-around to share a one word response to "How are you feeling today?" We then stayed in a large group setting to go through an education level setting presentation about climate justice, extreme heat and energy insecurity in Northern Manhattan.

Main activity: We facilitated a World Cafe discussion, where three or two groups of community members (depending on which neighborhood) rotated after each round with a specific set of facilitators. Each group of facilitators was provided with a unique question set for each round. Community members were encouraged to write thoughts, notes, and concerns on post its to share with the rest of the group. One facilitator from each group took notes on chart paper that were visible to all participants.

Closing: We closed the gathering with a large group share out, which asked participants to share what they learned about energy insecurity, extreme heat, or any additional topics discussed. Participants were also asked to fill out a postcard that asked them to finish the sentence "I will advocate for..." with an individual reflection on the back of the postcard. Participants were also asked to fill out a post survey.

POWER IS LOCAL'S PROTOTYPES



LANGUAGE JUSTICE HIGHLIGHT
Include simultaneous interpretation at your gathering to bring greater power into the room for all participants to comfortably share their experiences and have the ability to listen to the experiences of others.

Provided facilitation questions:

Each round: What does energy insecurity look like in your community? What are the effects of energy insecurity that you see? How do you believe energy insecurity will be negatively affected by extreme heat?

Round 1: What is the role and responsibility of the New York City government in addressing energy insecurity and cooling needs?

Round 2: What is the role and responsibility of the New York State government in addressing energy insecurity and cooling needs?

DIFFERENCES OF EACH WORKSHOP

West Harlem

Included a third group breakout to talk about "other/local" topics in addition to NYC and NYS responsibility

Inwood & Washington Heights

Spanish simultaneous interpretation services
Same facilitators for both rounds of discussion

Central Harlem

Stickers were used by community members to prioritize ideas brought up by other community members

FACILITATE INTENTIONAL SPACE HIGHLIGHT

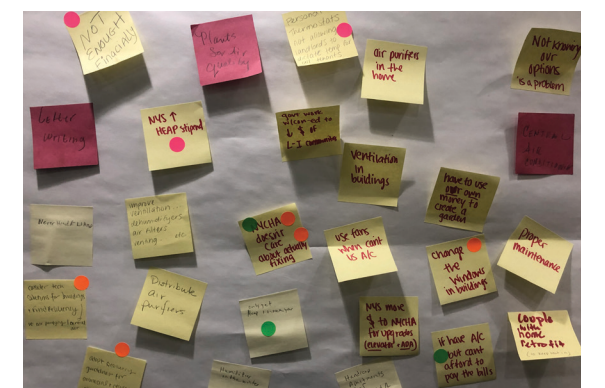
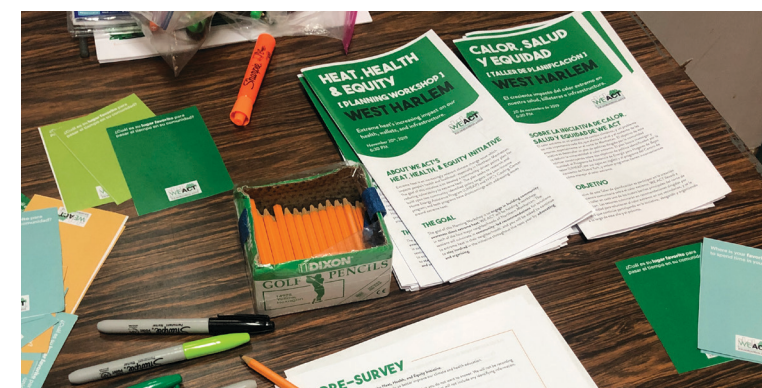
The World Cafe style for discussion allows for all participants to have the opportunity to discuss all of the topics at hand. Build questions that are open ended and provide an opportunity to future and dream, while also remaining grounded.

DEBRIEF HIGHLIGHT

Hold space for a debrief with all the event's facilitators soon after each event. This is an iterative process and building in specific time for feedback and reflection helps prepare for future events.

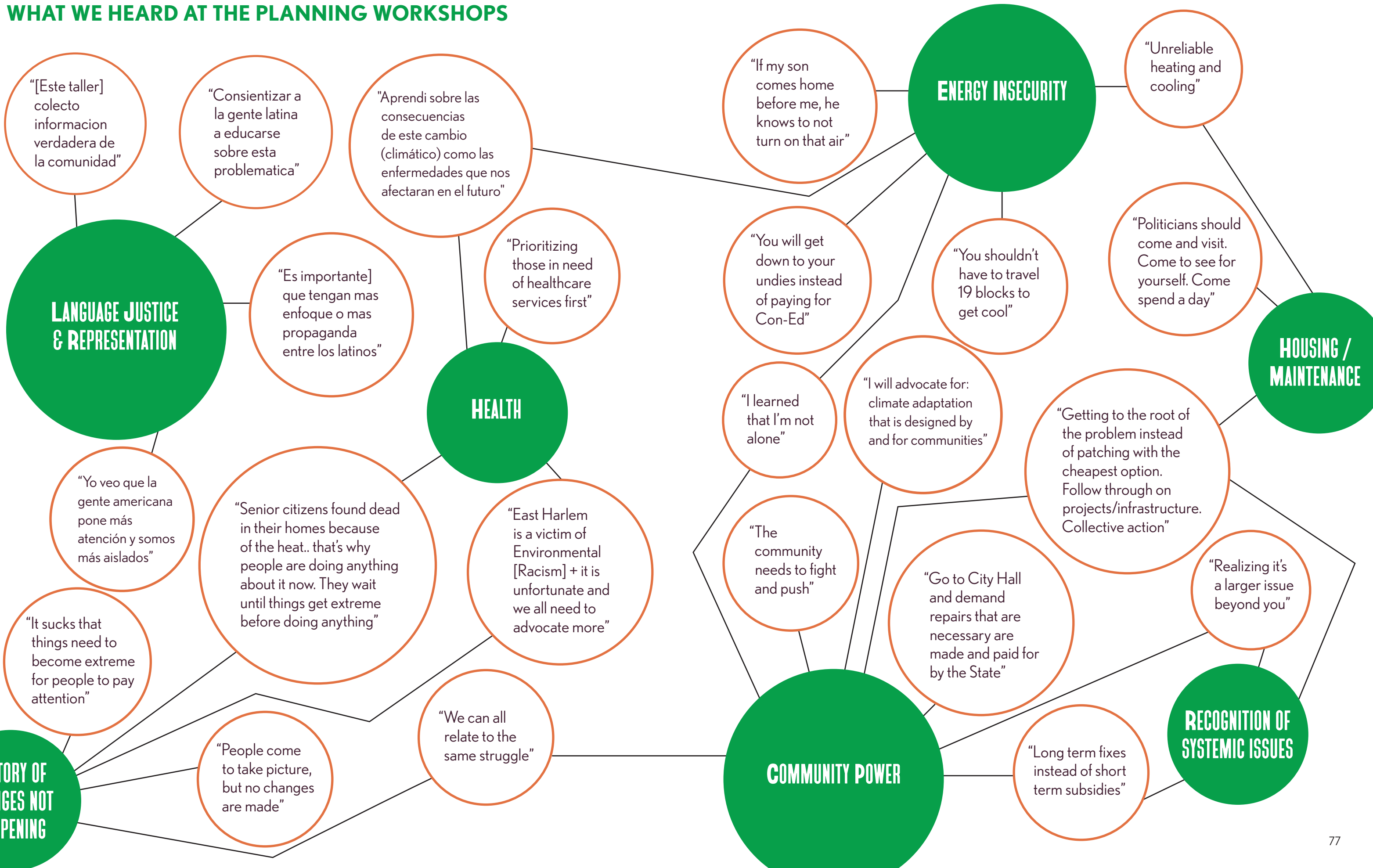
Things to consider:
What worked well?
What could be improved?
How was the timing of the activities and discussion?

POWER IS LOCAL'S PROTOTYPES

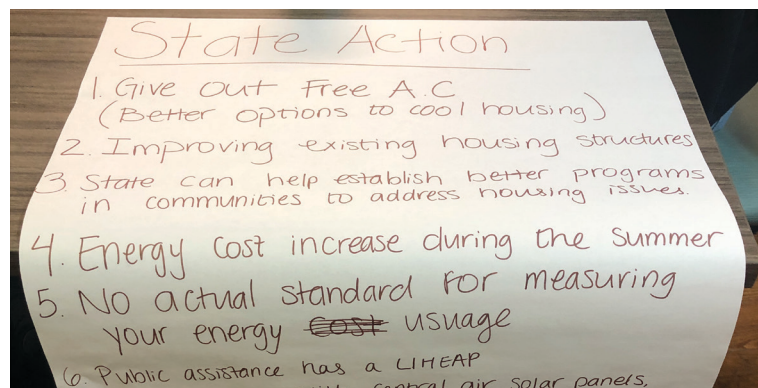
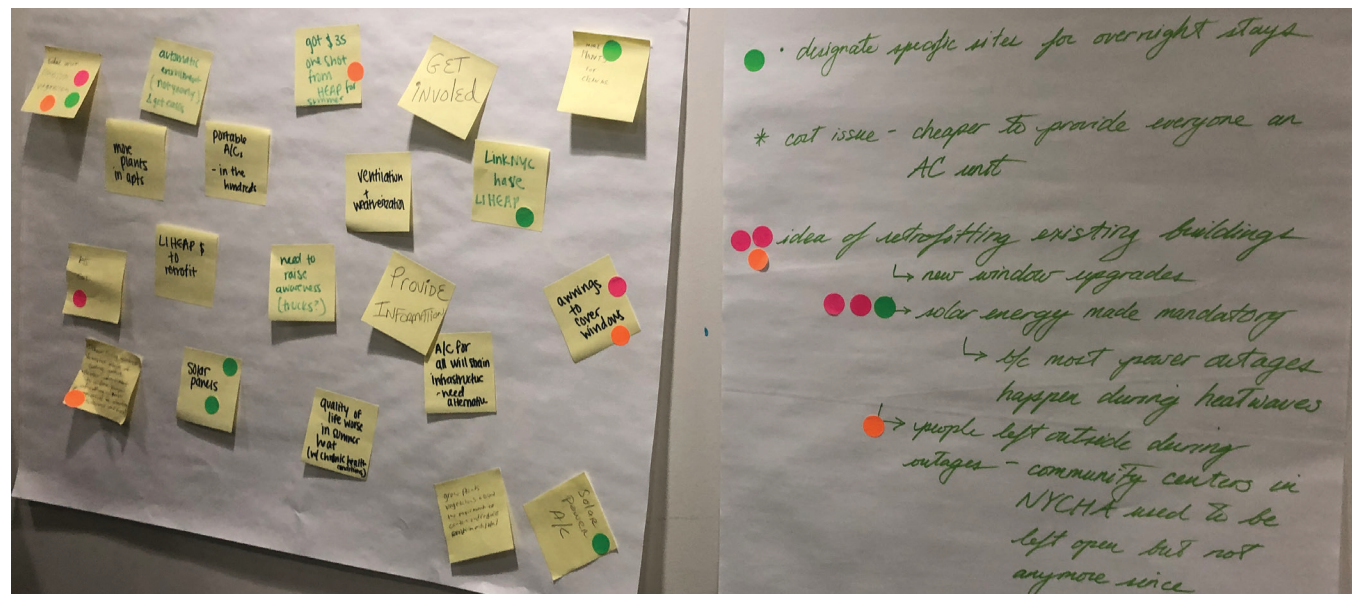
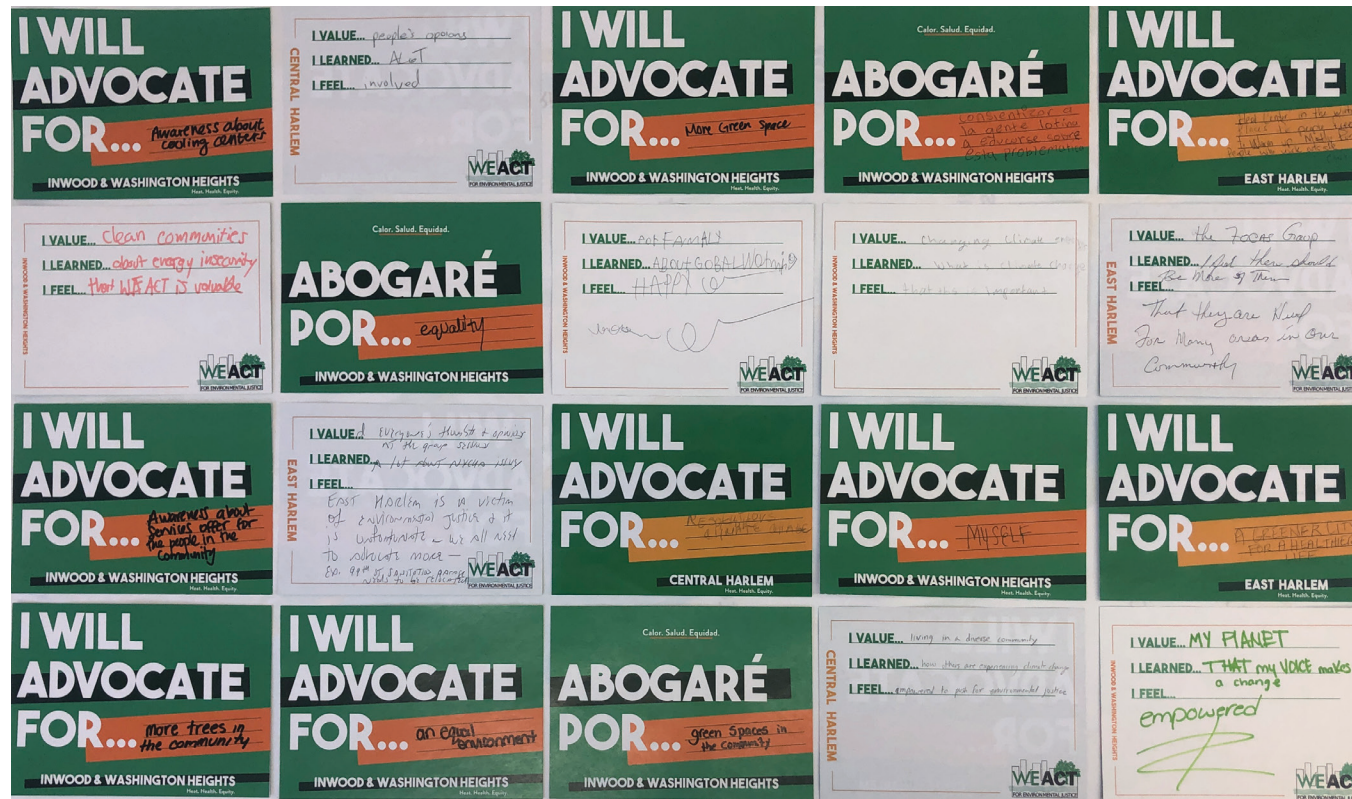


WHAT WE HEARD AT THE PLANNING WORKSHOPS

POWER IS LOCAL'S PROTOTYPES

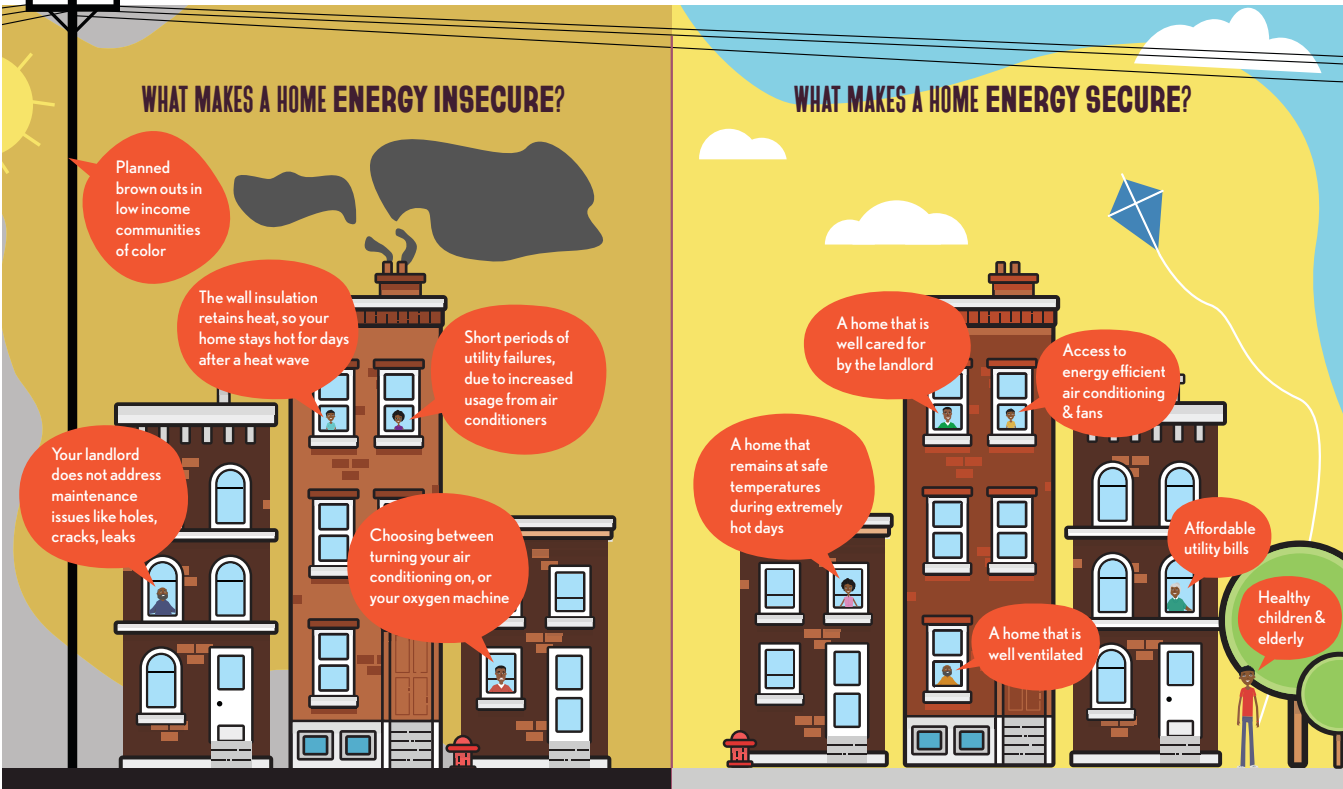


Mini activity outcome:
What will you advocate for in your community?



Mini activity outcome:
Where is your favorite place to spend time in your community?

EVERYONE HAS A RIGHT TO A HEALTHY & COOL HOME



TODOS TIENEN DERECHO A UN HOGAR SALUDABLE Y FRESCO



This is a poster created to showcase the main themes regarding what we heard from community members about energy insecurity.

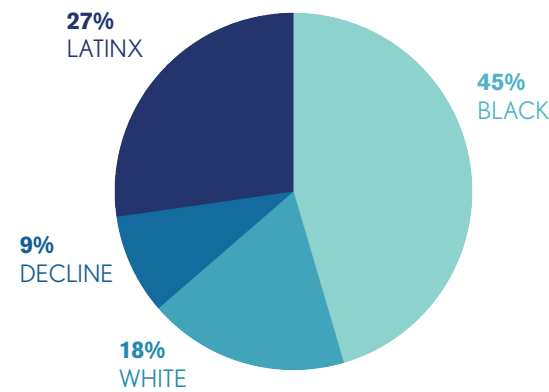
PLANNING WORKSHOP DATA SUMMARY

PRE AND POST SURVEY ANALYSIS

WHO ATTENDED THE PLANNING WORKSHOPS?

WEST HARLEM

WHICH RACIAL GROUP DO YOU IDENTIFY WITH?



DO YOU IDENTIFY AS **LATINX**?
YES: 45%
NO: 55%

IF YES, WHAT ORIGIN?
DOMINICAN: 27%
ECUADORIAN: 9%
DECLINE: 9%

HOW DO YOU DESCRIBE YOURSELF?
MALE: 18%
FEMALE: 82%

DO YOU FACE PROBLEMS WITH ANY OF THE FOLLOWING?
HOUSING: 36%
AIR QUALITY: 9%
UTILITY BILLS: 9%
MEDICAL CARE ACCESS: 9%
HEALTHY FOOD ACCESS: 27%
OTHER: 9%

ARE YOU FAMILIAR WITH THE TERM **ENERGY INSECURITY**?
YES: 40%
NO: 60%

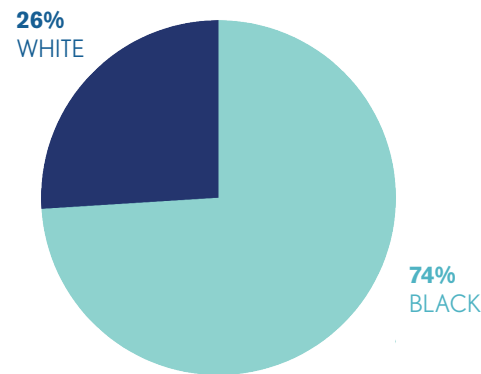
ARE YOU A MEMBER OF **WE ACT**?
YES: 29%
NO: 71%

IF YOU ARE NOT A MEMBER OF WE ACT, WOULD YOU **LIKE TO BECOME A MEMBER**?
YES: 83%
NO: 17%

CORRECTLY RESPONDED TO "WHAT IS ENERGY INSECURITY"
 * post survey
75%

CENTRAL HARLEM

WHICH RACIAL GROUP DO YOU IDENTIFY WITH?



DO YOU IDENTIFY AS **LATINX**?
YES: 14%
NO: 81%
I PREFER NOT TO SAY: 5%

IF YES, WHAT ORIGIN?
ANOTHER HISPANIC, LATINO, OR SPANISH ORIGIN: 14%

HOW DO YOU DESCRIBE YOURSELF?
MALE: 32%
FEMALE: 68%

DO YOU FACE PROBLEMS WITH ANY OF THE FOLLOWING?
HOUSING: 39%
AIR QUALITY: 26%
UTILITY BILLS: 17%
MEDICAL CARE ACCESS: 9%
HEALTHY FOOD ACCESS: 17%
OTHER: 9%

ARE YOU FAMILIAR WITH THE TERM **ENERGY INSECURITY**?
YES: 30%
NO: 35%
UNSURE: 35%

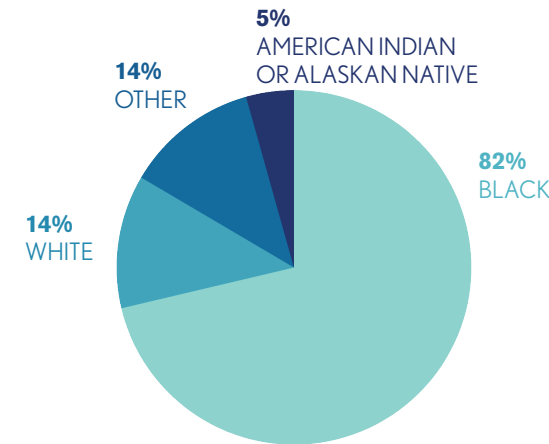
ARE YOU A MEMBER OF **WE ACT**?
YES: 39%
NO: 57%
UNSURE: 4%

IF YOU ARE NOT A MEMBER OF WE ACT, WOULD YOU **LIKE TO BECOME A MEMBER**?
YES: 62%
NO: 8%
UNSURE: 31%

CORRECTLY RESPONDED TO "WHAT IS ENERGY INSECURITY"
 * post survey
91%

EAST HARLEM

WHICH RACIAL GROUP DO YOU IDENTIFY WITH?



DO YOU IDENTIFY AS **LATINX**?
YES: 16%
NO: 84%

IF YES, WHAT ORIGIN?
PUERTO RICAN: 100%

HOW DO YOU DESCRIBE YOURSELF?
MALE: 27%
FEMALE: 64%
TRANS FEMALE/TRANS WOMAN: 5%

DO YOU FACE PROBLEMS WITH ANY OF THE FOLLOWING?
HOUSING: 45%
AIR QUALITY: 45%
UTILITY BILLS: 32%
MEDICAL CARE ACCESS: 14%
HEALTHY FOOD ACCESS: 14%
OTHER: 18%

ARE YOU FAMILIAR WITH THE TERM **ENERGY INSECURITY**?
YES: 45%
NO: 45%
UNSURE: 10%

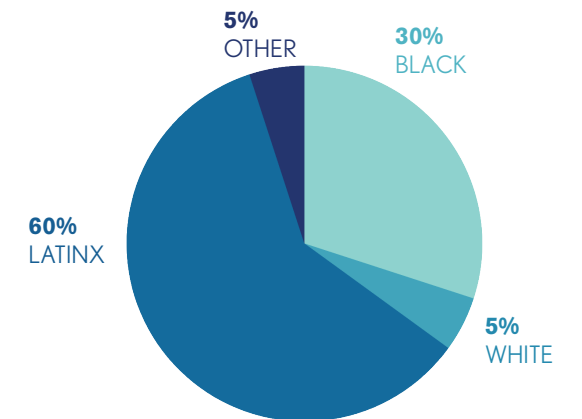
ARE YOU A MEMBER OF **WE ACT**?
YES: 29%
NO: 71%

IF YOU ARE NOT A MEMBER OF WE ACT, WOULD YOU **LIKE TO BECOME A MEMBER**?
YES: 83%
NO: 17%

CORRECTLY RESPONDED TO "WHAT IS ENERGY INSECURITY"
 * post survey
80%

INWOOD & WASHINGTON HEIGHTS

WHICH RACIAL GROUP DO YOU IDENTIFY WITH?



DO YOU IDENTIFY AS **LATINX**?
YES: 63%
NO: 37%

IF YES, WHAT ORIGIN?
DOMINICAN: 47%
MEXICAN: 5%
PUERTO RICAN: 5%
OTHER: 5%

HOW DO YOU DESCRIBE YOURSELF?
MALE: 45%
FEMALE: 45%
TRANSGENDER: 10%

DO YOU FACE PROBLEMS WITH ANY OF THE FOLLOWING?
HOUSING: 35%
AIR QUALITY: 20%
UTILITY BILLS: 30%
MEDICAL CARE ACCESS: 10%
HEALTHY FOOD ACCESS: 20%
OTHER: 5%

ARE YOU FAMILIAR WITH THE TERM **ENERGY INSECURITY**?
YES: 35%
NO: 65%

ARE YOU A MEMBER OF **WE ACT**?
YES: 17%
NO: 75%
UNSURE: 8%

IF YOU ARE NOT A MEMBER OF WE ACT, WOULD YOU **LIKE TO BECOME A MEMBER**?
YES: 74%
NO: 21%
UNSURE: 5%

CORRECTLY RESPONDED TO "WHAT IS ENERGY INSECURITY"
 * post survey
92%

EVENTS DURING COVID-19

Starting in mid-March we moved all of our in-person events to virtual events. Even before the New York State Governor placed a “pause” on the state, we postponed and rescheduled events to ensure the safety of all who planned on participating. As we began to plan for future events, we conducted phone call check ins with community members, to see if any resources were needed that we could help point them in the right direction, understand current capacity and desired level of engagement with the rest of the campaign planning process. We also developed English and Spanish resource guides specific to Northern Manhattan resources available regarding housing, food, education, etc., in response to the pandemic.

NORTHERN MANHATTAN COVID-19 RESOURCES

West Harlem, Central Harlem, East Harlem, Washington Heights, & Inwood

COVID-19 INFORMATION
 See the Special NYC Department of Health Communication Campaign (NYC Department of Health Communication Campaign) for COVID-19 information, including how to get tested, how to stay safe, and how to help others.

To receive COVID-19 updates & information from the City
 English: Text “COVID” to 692692
 All New Yorkers must wear a face covering when outside.



RECURSOS SOBRE EL COVID-19 PARA EL NORTE DE MANHATTAN

West Harlem, Central Harlem, East Harlem, Washington Heights, & Inwood

INFORMACIÓN SOBRE COVID-19
 Ver la información sobre el coronavirus (COVID-19) en español. Información sobre coronavirus. Centro para el Central de la Administración. COVID-19

Para recibir actualizaciones e información de COVID-19 de la Ciudad
 Envíe el mensaje de texto “COVIDESP” al 692-692
 Todos los neoyorquinos deben cubrirse la cara cuando están afuera.



SHAREBACK LOOPS HIGHLIGHT

As the pandemic gained prevalence, we heard from community members regarding what types of resources they were looking for. The response was to build a resource guide that was comprehensive and place-based to best serve their needs.

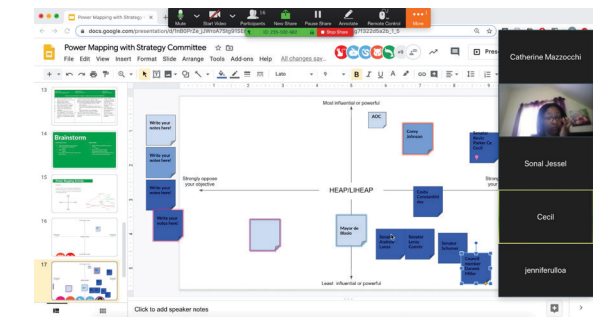
POWER MAPPING (VIRTUAL)



VIA ZOOM MARCH 18, 2020

WHO WAS INVOLVED

- Planning:** Catherine, Jennifer, WE ACT
- Facilitation:** Catherine, Jennifer, WE ACT
- Zoom Screensharer:** Catherine
- Google Slides Moderator:** Jennifer, Catherine, WE ACT
- Attendees:** Community Based Organizations, city governmental agencies, city mayoral offices, state governmental agencies



PURPOSE

1. Identify people with power, resources, and influence to strategically target, to implement policy action that adapts/mitigates extreme heat and energy insecurity, because creating social change requires an understanding of both the power that prevents change from happening, and the power that we have in ourselves and with others to create change.

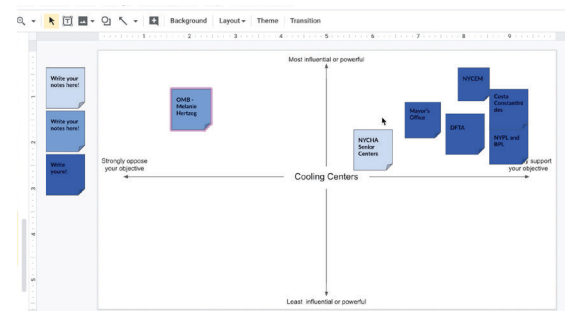
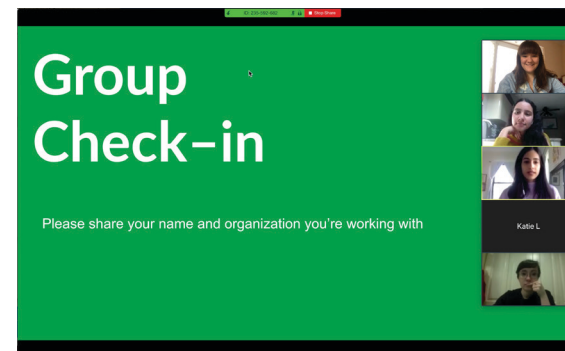
OUTCOMES

1. Break down existing power dynamics, relationships, and resources among Strategy Committee members
2. Turn objectives into problem statements
3. Shared overarching objectives for the campaign

POWER IS LOCAL'S PROTOTYPES

THOUGHTS ABOUT GATHERING VIRTUALLY

1. Explain how the technology platform functions—chat, mute/unmute, screenshare
2. Explain the tech specific roles: who’s going to manage the chat? Who’s going to share their screen/slides?
3. Explain when there’s going to be interactive moments throughout the gathering: typing answers in the chat, speaking aloud, Google maps, Google slides
4. Add in new community agreements for the best ways to interact with everyone virtually: mute yourself when you’re not speaking to be sure we can hear everyone, announce yourself before you speak
5. Verbally explain slides for people who can’t see the slides, as they’re calling in
6. Planning ahead of the event: will you need breakout rooms for smaller group discussions? Who will facilitate these smaller group conversations?
7. Create opportunities for community members to facilitate



Screenshots from the virtual Power Mapping event.

OVERVIEW OF THE EVENT'S FACILITATION:

Welcome: Participants entered the virtual space and were accompanied by music. Once most people were on the line, we facilitated a check in about feelings, thoughts, and concerns regarding pandemic circumstances, gauged participants’ current capacity, and evaluated if we need to change the times of meetings.

Introduction: We began with updates regarding the timeline extension for the grant, how the project will proceed, community agreements, and explaining the purpose of the gathering. We facilitated a large group go-around to share “how do you define power?” and following up with a variety of definitions for the word “power.” WE ACT staff also described some of the policy objectives that we had been creating—these objectives were also informed by thoughts from our Strategy Committee members from a previous meeting and survey.

Main activity: We facilitated a Power Mapping activity via a Google Slides deck that was sent out to participants prior to the gathering. We also explained the importance of these activities (Identify who/what organizations hold power, what type of power and influence do specific people/ organizations have in the community, understand where we need to do more research related to allies for the policy campaign objectives) and how this information will be used in the future (to help us all better understand the connections we have and who we need to connect with for this campaign and getting these policies developed, proposed, and passed.) Everyone was kept in a larger group, as we moved through two power maps regarding the NYC Cooling Center program and LIHEAP legislation.

Closing: We closed the gathering with a large group share out, which asked participants to share their thoughts regarding how it was participating in this virtual and interactive space. We also informed participants about the next phases of the process that they will be involved in.



A power map: Is a useful visual tool for identifying who we need to influence, how to influence them, and who can do the influencing in order to successfully achieve our campaign objective

FACILITATE INTENTIONAL SPACE HIGHLIGHT

When facilitating virtual spaces, we planned for moments where participants could interact with the content being shown, as well as with each other. We sent out the presentation and documents that were going to be utilized ahead of time, providing participants with the opportunity to briefly take a look at how they would be interacting during the event, before even logging in. During the event, we explained the ways to interact (chat, speaking aloud, using an interactive virtual document). We also assigned facilitators to help manage those functions during the virtual call.

POWER IS LOCAL'S PROTOTYPES

COMMUNITY ASSET MAPPING (VIRTUAL)



VIA ZOOM APRIL 2, 2020

WHO WAS INVOLVED

Planning: Catherine, Jennifer, WE ACT
Facilitation: Catherine, Jennifer, WE ACT
Zoom Chat Moderator: Jennifer
Zoom Screensharer: Catherine
Google Map Destination Creator: Catherine, WE ACT
Attendees: Northern Manhattan community members, WE ACT, WE ACT's Climate Justice Working Group

PURPOSE

1. Build a strong foundation with Northern Manhattan community members for a pathway to ownership of policy development by identifying and leveraging community knowledge, resources, and assets to develop policy that adapts to and mitigates extreme heat.

OUTCOMES

1. Identify and understand how to leverage Northern Manhattan community assets and resources to better address community members' responses to extreme heat events—visiting a NYC Cooling Center or New York State HEAP funding allocation.
2. Actively listen to and learn from Community members regarding how they're seeking support during extreme heat emergencies, highly frequented gathering places, as well as community leaders

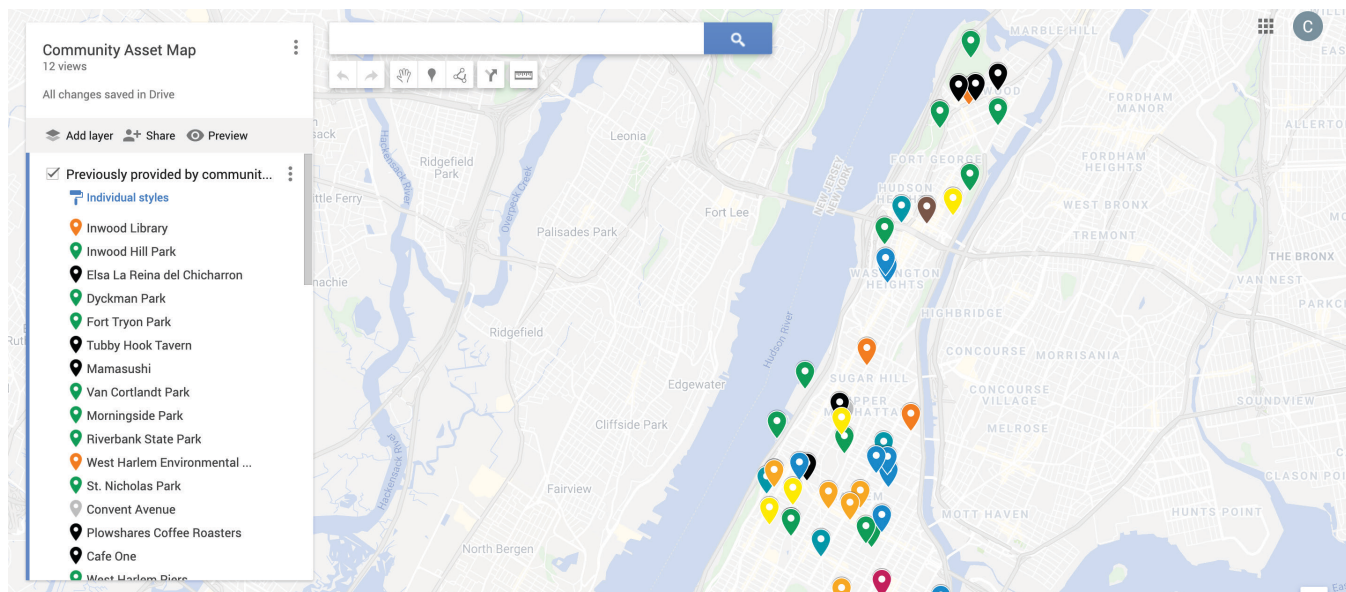
OVERVIEW OF THE EVENT'S FACILITATION:

Welcome: Participants entered the virtual space and were accompanied by music. Once most people were on the line, we facilitated a check in where participants shared their names, which neighborhood they're from, their favorite ice cream flavor (as the weather had started to get warmed), and about how feelings, thoughts, and concerns regarding pandemic circumstances, gauging participants' current capacity. We also offered for people to reach out regarding needed resources for wifi, food assistance, childcare, etc. to ensure community members are safe and informed.

Introduction: We began with updates regarding the timeline extension for the grant, how the project will proceed and how we would like to involve community members in the Strategy Committee, community agreements, and explaining the purpose of the gathering. There was also an education moment, where we discussed environmental health, climate justice, what climate change looks like in NYC, the relationship between air pollution and heat, Cooling Centers and LIHEAP.

Main activity: We facilitated a community asset mapping activity to better understand the scope of: schools, health services, religious centers, social services, events, immigrant services, arts & cultural spaces, businesses, and food services in the community. Then a screen with an editable Google Map was shared with all participants and we were able to facilitate the conversation about community assets, and plot the destinations on the map for all to see. People were also able to write answers in the chat, which was monitored. We encouraged participants to talk through why they believed something should be added to the map, and their relationship to the resource.

Closing: We closed the gathering with a large group share out, which asked participants to share their thoughts regarding how it was participating in this virtual and interactive space. We also reiterated to community members about how they could participate in the Strategy Committee for this initiative.



A portion of the community asset map created during this event.

ADVOCACY 101 + CIVICS TRAINING (VIRTUAL)



VIA ZOOM APRIL 7, 2020

WHO WAS INVOLVED

Planning: Catherine, Jennifer, WE ACT
Facilitation: Jennifer, WE ACT
Zoom Chat Moderator: Catherine
Zoom Screensharer: WE ACT
Attendees: Northern Manhattan community members, WE ACT, WE ACT's Climate Justice Working Group

PURPOSE

1. Building a foundation for community members to better understand how to get involved in policy change and advocacy.

OUTCOMES

1. Community members leave feeling confident and excited about their ability to shape change through the policy development process and advocacy.

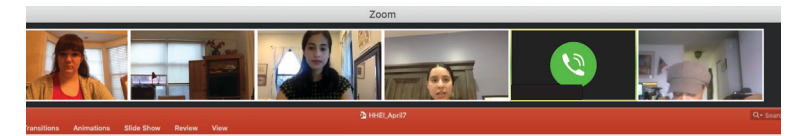
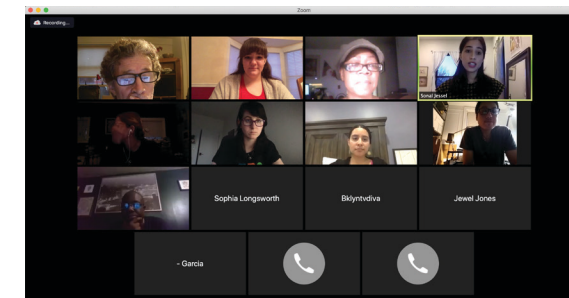
OVERVIEW OF THE EVENT'S FACILITATION:

Welcome: Participants entered the virtual space and were accompanied by music. Once most people were on the line, we facilitated a check-in where participants shared their thoughts about: "Who are the leaders and key players in my community?," "How do I advocate for my community?," "What's one thing you love about your community?," and "What's one thing you would change in your community?."

Introduction: We began with having a discussion about "How do we/can we transform our communities to be better?" This was followed by a quick educational portion which discussed direct service, education, and speaking on the behalf of others. After discussing the possible ways to transform the community for the better, we facilitated a discussion about how community members can engage in the political process (i.e. contacting elected officials, donating time or money, running for office/ getting appointed to a community board, voting, protesting, engaging in support activities, etc.). This discussion naturally flowed into a conversation about how our local, national, and federal government are arranged, including mentions about Northern Manhattan representatives, and which representatives have the ability to make certain types of decisions.

Main activity: We facilitated a discussion about how community members can advocate for laws that impact them. There was an explanation of how laws get proposed, passed, and implemented at the city and state level, accompanied by a how community members can get involved with this process with WE ACT. We also had a moment of sharing an image of legislation that had just been proposed at the city level, allowing community members to become more familiar with what policy draft outcomes can look like. At the end of the event, there was a moment of sharing out how community members could specifically get involved in this Heat, Health, and Equity Initiative, and we also heard about how they'd like to lead.

Closing: We closed the gathering with a large group share out, which asked participants to share, if they felt compelled and comfortable, with how they'd like to lead in this initiative. This conversation continued via email, to follow up with community members who were interested in becoming more involved.



Heat, Health & Equity Initiative Overview

What is the issue?
 The effects of extreme heat disparately impacts Northern Manhattan communities. It is a rising issue that has a negative impact on people's health.

What is the project?
 A convening of a coalition of health, climate change, advocacy partners, and residents to develop a community-driven policy plan for reducing vulnerability to extreme heat.

We will work to improve two community-identified policy targets: The Low-Income Home Energy Assistance Program (LIHEAP) and NYC's Cooling Center program

POWER IS LOCAL'S PROTOTYPES

POWER IS LOCAL'S PROTOTYPES

EVENTS NOT HELD DUE TO COVID-19

Due to the COVID-19 pandemic the timeline for The Kresge Foundation's *Climate Change, Health, and Equity* grant was extended by six months, which allowed for our team to push some events further outside of our Thesis timeline. Some events had to be rescheduled to later dates (to take place in a virtual setting), resulting in the overall timeline of events to shift back a couple of weeks.

BUILDING A SHARED FOUNDATION

*A portion of this event was adapted for the Community Asset Mapping event that took place in-person.



PURPOSE (SAME AS THE VIRTUAL COMMUNITY ASSET MAPPING)

1. Build a strong foundation with Northern Manhattan community members for a pathway to ownership of policy development by identifying and leveraging community values, knowledge, and assets to develop policy that adapts to and mitigates extreme heat.

OUTCOMES (items from the virtual community asset mapping are not included)

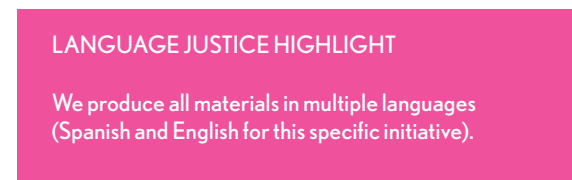
1. Community members collaborate to generate a list of shared and agreed upon values for their community and will therefore ground this overall campaign.
2. Community members begin to develop a 'North Star' structure for accountability for this campaign and the work they're co-creating with WE ACT. (This list of community values can be used to answer the question 'does our work and plan reflect our values?')



Mock up: shared community values



Event materials for building shared values



OVERVIEW OF THE EVENT'S FACILITATION:

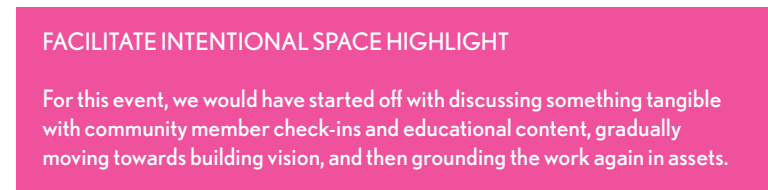
Welcome: Participants would enter the space and fill out cards that ask "What makes (neighborhood name) special?"

Introduction: We would begin with facilitating a large go-around where participants could share their names and what they wrote on their cards, while adding their cards to large chart people in front of the room. We would follow with community agreements, explaining language justice, and taking a moment to discuss extreme heat and energy insecurity.

Mini Activity: We would facilitate a series of scaffolded facilitations, starting with individual reflection and moving towards large group discussion regarding community values. Everyone would receive a worksheet where they would explore the 10 values proposed. As an individual: pick 5 values from the 10 provided values and place the corresponding stickers onto your personal worksheet. As a group, we would come together to discuss the values, coming to an agreement on our 8 shared values. Once the 8 shared values are established, a large sticker for each of the finalized values would be placed on a large chart for everyone to see.

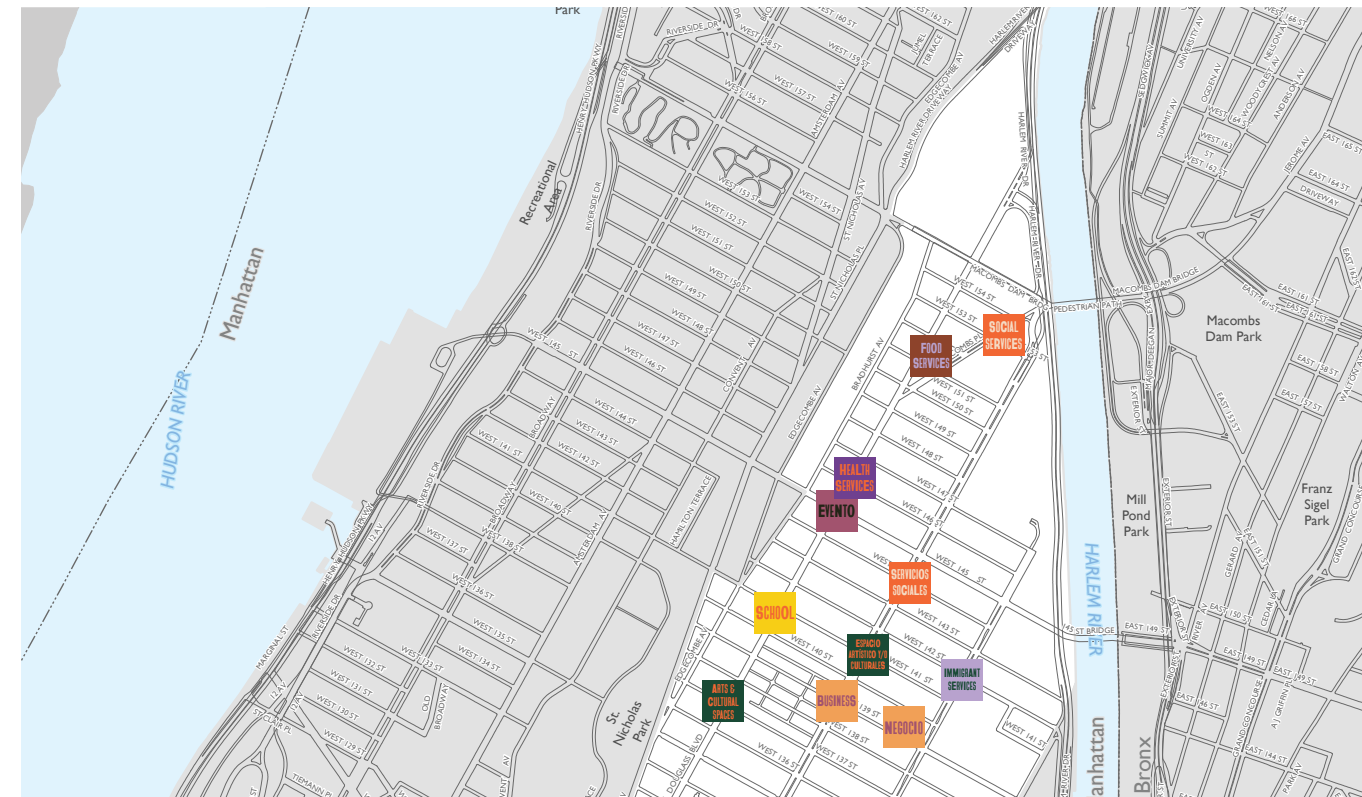
Main activity: We would facilitate a community asset mapping activity where community members would use pushpins to plot destinations on a physical map.

Closing: We would closed the gathering with a large group share out, which would ask participants to share... We would also share next steps in the process, and hand out relevant takeaways.



Mock up: destination indicators for in-person community asset mapping

Mock up: in-person community asset mapping



ADVOCACY 101 + CIVICS TRAINING IN SPANISH



DESCRIPTION

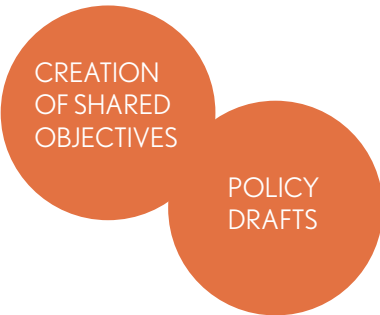
As we collaborated on this initiative with WE ACT, we learned from monolingual Spanish speakers that they wanted to attend events that were held in Spanish. We wanted to be able to provide a space specifically for mono-lingual Spanish speakers to learn more about how they can best advocate for their communities, as well as more about becoming more civically engaged, learning about who represents them on a local, national, and federal level. We wanted to craft a space where community members can ask questions and speak in their dominant language.

POWER IS LOCAL'S PROTOTYPES

REIMAGINED TOWNHALL

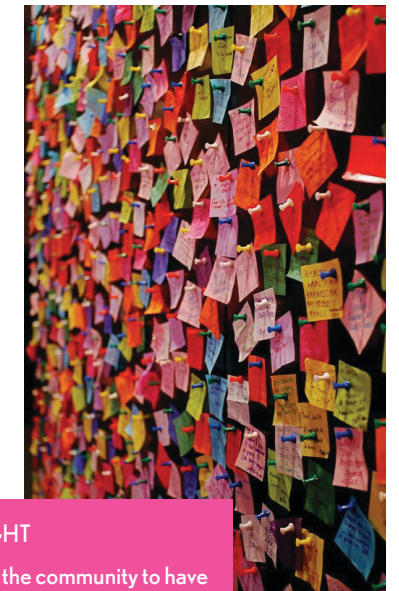
DESCRIPTION

The purpose of this event was to create a highly interactive and hands-on experience where community members and policy makers could physically interact with the policy campaign planning work that the community and strategy committee developed thus far. This event was meant to be an opportunity to reflect, respond, and iterate upon the existing policy proposals. This event was inspired by the DS4SI creative labs.⁴⁴



44 "Creativity Labs."

REIMAGINED TOWNHALL INSPIRATION



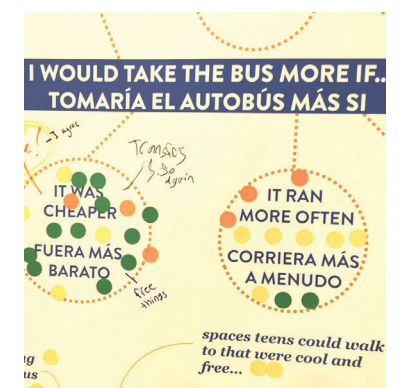
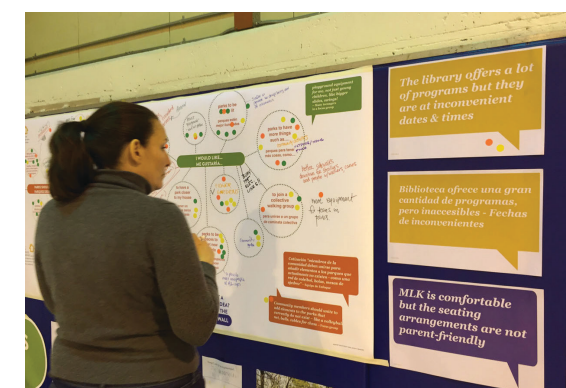
LEADERSHIP HIGHLIGHT

Collaboratively plan with the community to have different stations supported and facilitated by community members.



SHAREBACK LOOPS HIGHLIGHT

Include "exit tickets" to allow participants to provide anonymous feedback at the event's conclusion.



POWER IS LOCAL'S PROTOTYPES

Source: Design Studio 4 Social Intervention

OUR HOPE FOR THE FRAMEWORK

We hope that other community based organizations, focusing on racial equity and policy development, feel free to iterate and adopt any of these strategies, metrics, or resources, that they might find useful, so that together, we can deepen our democracy and ensure people most impacted by environmental racism and systemic inequity can envision and design their futures.



“ I think [power is] about, having control over your life. And for that matter of your the community having control over its life, so decisions aren't made for you. They are something you participate in and have a hand in making. So you're not just handed choices, but you have an active hand in making creating those choices and choosing for yourself.

Anthony Carrion
Northern Manhattan Community Member



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ENVIRONMENTAL JUSTICE. EQUITABLE POLICY DEVELOPMENT. ENVIRON



JENNIFER ULLOA &

CATHERINE MAZZOCCHI

MAY 2020