Leading with Equity

Centering Equity in Public Investments
The Whole Family Approach

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Sponsored by:  Private Practice Division
November 3, 2021
Benefits Cliff
Advancing Children and Families Together:

The Two-Generation

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*THE TWO-GENERATION CONTINUUM*

Child-focused

Child-focused with parent elements (e.g., parenting skills or family literacy)

Parent-focused with child elements (e.g., child care subsidies or food assistance)

Parent-focused
The Six Key Components

A Recommendation
Work more effectively and equitably within and across agencies
'OHANA NUI: Hawai‘i multi-generational approach

‘OHANA NUI IS HAWAII’S APPROACH TO DELIVERING HUMAN SERVICES THAT FOCUSES EARLY & CONCURRENTLY ON WHOLE FAMILIES
‘OHANA NUI FRAMEWORK

5 Pillars of ‘Ohana Nui

‘Ohana Nui focuses on the five pillars or social determinants of health that include housing, food & nutrition, health & wellness, education & economic stability, and social capital.
“The department shall administer programs through an integrated and multigenerational approach designed to improve the social well-being, economic security, and productivity of the people of the State to reduce the incidence of intergenerational poverty and dependence upon public benefits.”

Section 26-14, Hawaii Revised Statutes, Governor David Y. Ige signed Act 82 (SLH 2019) that amended DHS’ enabling statute.
Pre-Pandemic Strategies

Investment in Workforce
- Mission, Vision, Core Values
- Department-wide Strategic Plan
- Encouraged staff wellness and self-care
- Professional Development
- Organizational Change

Business Process Transformation
- Knowledge transfer of seasoned staff to new staff
- Initiate institutional shift from a transaction and compliance posture to relational and integrated approach
- Streamlined processes

IT Modernization
- Migrate to cloud-based applications
- Modernize IT systems, incorporating AI and ML
- Use IT solutions to determine eligibility

Leadership Directives
- Generate new partnerships
- Mindset change to “yes, and”
- Freedom to explore possibilities
Lessons gleaned from the Pandemic

Leadership
- Prioritized staff and client health & safety
- Increased internal communication
- Proactively engaged with media

Flexibility
- Migrated to telework with VDI and already existing cloud-based applications
- Provided PPE to staff, clients, and providers
- Maintained client access to benefits and services
- Obtained federal waivers

Partnerships
- Maintained revenue for providers
- Participated in national webinars for lessons learned
- Facilitated ESF 6 and internal emergency management
- Partnered and collaborated with other state agencies and community-based organizations
Who does the American Rescue Plan help?
American families

- $1,400 checks: $412 billion
- State and local aid (prevent layoffs and service cuts): $350 billion
- Unemployment insurance: $246 billion
- Tax credits, aid, and child care for families: $211 billion
- Veterans: $17 billion
- Restaurant and bars: $25 billion
- Renters and homeowners: $42 billion
- FEMA disaster relief: $47 billion
- Farmers, small businesses, and other vital industries: $108 billion
- Reopen schools and higher education: $177 billion
- Vaccinations and health care: $201 billion
- Pensions: $62 billion

APA Policy Guides
Policy Guides represent APA's official position on critical planning issues and arm planners with the tools to advocate for policies.

More than 25 policy guides on a wide range of issues, including new guides on Hazard Mitigation, Planning for Equity, Housing, and Surface Transportation:

https://www.planning.org/policy/guides/
• **Mildred E. Warner, Ph.D.,** Professor
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• **Jana Lynott, AICP**
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AARP Public Policy Institute
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Equity Across Generations: Collaboration for all ages, rural and urban

APA Webinar - November 3, 2021

Leading with Equity – A more effective way to frame Age-Friendly Approaches

Mildred E. Warner, Professor, City and Reg. Planning
Cornell University
mwarner@cornell.edu
www.mildredwarner.org

Funding from USDA - NIFA and Engaged Cornell
Cornell University is located on the traditional homelands of the Gayogoḥóꞌ:nọ' (the Cayuga Nation). The Gayogoḥóꞌ:nọ' are members of the Haudenosaunee Confederacy, an alliance of six sovereign Nations with a historic and contemporary presence on this land.

The Confederacy precedes the establishment of Cornell University, New York State, and the United States of America.

We acknowledge the painful history of Gayogoḥóꞌ:nọ' dispossession, and honor the ongoing connection of Gayogoḥóꞌ:nọ' people, past and present, to these lands and waters.
Multigenerational Framework

Build equity across generations
The Equity Challenge

Service needs greatest for children and seniors, but federal spending focused on seniors

Federal and State/Local Spending on Elderly and Children

Federal expenditures

State and local expenditures


Multigenerational programs promote equity and fiscal efficiency

Data Source: Isaacs, Julia, "How Much Do We Spend on Children And The Elderly?" Urban Institute, 2009. Figure constructed by Mildred Warner.
Promoting Equity Across the Life Cycle: A Multi-generational Planning Approach

Core Principles
Physical Design + Participation

Child-Friendly Cities
- Basic Services
- Safe Water
- Safe Streets
- Opportunity to Play
- Civic Participation
- Family Support
- Protection from Exploitation

Many Common Elements

Age-Friendly Cities
- Housing
- Transportation
- Services (Health)
- Outdoor Spaces
- Communication
- Civic and Social Participation
- Respect
Rural counties lag on health, transportation, built environment

AARP Livability indicators 2018
Rural lag in built environment

Planning Across Generations Survey, 2019
1312 city managers responding

Percent of communities where >50% of community has this feature

- Neighborhood schools
- Sidewalk system connecting residences and services
- Public gathering spaces
- Park or playground within ½-mile of every resident
- A mix of retail, services, and housing
- Fresh food markets
- Complete streets
- Bike lanes

Metro core (N=233)
Suburb (N=677)
Rural (N=402)
## Planning Across Generations Survey, 2019  
1312 city managers responding

### Rural lag in zoning

<table>
<thead>
<tr>
<th>Feature</th>
<th>Metro Core (N=233)</th>
<th>Suburb (N=677)</th>
<th>Rural (N=402)</th>
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</thead>
<tbody>
<tr>
<td>Mandate sidewalk system</td>
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<tr>
<td>Street connections between adjacent developments</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Promote parks or recreation facilities in all neighborhoods</td>
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<tr>
<td>Pedestrian-friendly design guidelines</td>
<td></td>
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<tr>
<td>Allow child care centers</td>
<td></td>
<td></td>
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<tr>
<td>Allow child care business in residential units by right</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Allow accessory dwelling units</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Require “complete streets”</td>
<td></td>
<td></td>
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<tr>
<td>Allow mixed-use</td>
<td></td>
<td></td>
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<tr>
<td>Mandate universal design for new housing construction</td>
<td></td>
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</tr>
</tbody>
</table>

Percent of communities where >50% of community has this feature
Rural counties lead on engagement
Need a Multi-generational Planning Approach
Design + Services + Engagement

Full Capacity in an Enabling Environment

Improved Capacity

Average Capacity

Age

Early Life | Adult Life | Older Age

Capacity

Networks and Engagement

Formal Service Provision

Inclusive Design

Multi-generational Planning

Design + Services + Engagement

Planning Across Generations
Equity for All Ages, Rural and Urban

Tompkins Co NY

- Task force with broad representation
- All ages – children and seniors
- Inclusive Framework
- Study of local plans and service access
- COVID-19 response
- Cross Agency Collaboration
Age Friendly Domains

- Education
- Health Services
- Childcare
- Other Services
- Transportation
- Civic and Social Engagement
- Communication and Information
- Respect, Inclusion and Trust
- Business and Work Opportunities
- Housing
- Neighborhood
- Built Environment
- Open Spaces
- Recreation
Planning Challenges

Limits of Smart Growth

- Nodal Development primary focus
- Increased housing density could create opportunities to build age-friendly attributes into physical planning
- Hamlets and Villages are urbanized locations that can integrate land use and services
- Rural Transit is limited
- Services & broad community cohesion are essential for age-friendly living in rural areas
Market Rate Senior Housing is more likely to be near groceries and amenities than rural Subsidized Senior Housing.

Transit routes connect – but schedules focused on commuters and bus stops lack benches or shade structures.

Need to promote delivery of pharmacy and groceries to ensure access.

Add Economic Developers to the Age-Friendly Task Force.
Importance of Cross Agency Collaboration
Multi-Agency COVID-19 Food Security Response

- Way2Go
- Foodnet Meals on Wheels
- United Way of Tompkins County
- Child Development Council
- Tompkins County School Districts
- 2-1-1 Tompkins/Cortland
- Department of Social Services
- Tompkins County Office for the Aging
- Food Bank of the Southern Tier
- Love Living at Home
- Human Services Coalition
- New York State Office for the Aging

- Older adults
- School children
- Central agency
- Service provider
- Community members

Broad Community Collaboration
Innovation: Paratransit and school buses used to deliver food
Centers of Cohesion
Schools, Fire Halls, Libraries

Libraries, Fire Departments and School Districts provide:
- Space for community programming
- A hub to connect people to programs

Libraries are “Yes” organizations
- Libraries are key in cross-agency collaboration
- Few secular civic hubs in rural areas

Community Cohesion and Identity is important to
- Ensure a sense of trust
- Create open communication and information
Cross-agency partnerships for service delivery

Libraries and Schools are key partners

Less collaboration in Planning or Transportation

Planning Across Generations Survey, 2019, 1312 city managers responding
Resources


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www.mildredwarner.org
Funding from USDA - NIFA and Engaged Cornell
Financing Cross-Generational Services and Needs Across the Life Cycle

Presentation to ICMA
Laura M. Keyes, Ph.D., AICP
Role of Local Governments in Age Friendly Implementation

- Government closest to the people; influential in shaping lives of residents
- Responsibility to meet the needs of most vulnerable (across the age span)
- Leadership in comprehensive planning for land use, transportation, housing, etc.
- Legal obligations for zoning, infrastructure, and neighborhood development
- Administrative responsibility for provision of services
Leveraging Senior Center Investments

• Centers provide necessary services to support health and independence of older people (Schneider et al., 2014; Choi et al., 2020)

• Senior center is an essential mark of an age friendly community (Fang et al., 2016)

• Municipal departments for senior services typically lead on age friendly policy action (Greenfield et al., 2015; Urban, 2018)

• Senior center alone is a narrow policy action for becoming age friendly (Markwood, 2013)

• Planning coordination across municipal departments captures value of broader public amenities for all ages
San Antonio Case Study, Senior Center Research

• Survey of senior center members measures current service usage
  • N=846

• 10 Comprehensive Centers
  • Participant attributes include being younger and white and having a higher level of educational attainment and higher level of income.

• 8 Specialized centers
  • Participants are on average older, diverse, and lower income

• Service preference findings highlight opportunities to optimize interdepartmental resources
Findings from Senior Center Research
City of San Antonio, Texas (N=846)

<table>
<thead>
<tr>
<th>Combined Service Usage</th>
<th>N</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Meal program</td>
<td>774</td>
<td>89.27</td>
</tr>
<tr>
<td>Games</td>
<td>589</td>
<td>67.94</td>
</tr>
<tr>
<td>Exercise classes</td>
<td>566</td>
<td>65.28</td>
</tr>
<tr>
<td>Health screenings</td>
<td>458</td>
<td>52.85</td>
</tr>
<tr>
<td>Field trips</td>
<td>437</td>
<td>50.40</td>
</tr>
<tr>
<td>Dance</td>
<td>356</td>
<td>41.06</td>
</tr>
<tr>
<td>Arts and crafts</td>
<td>298</td>
<td>34.37</td>
</tr>
<tr>
<td>Volunteer</td>
<td>256</td>
<td>29.53</td>
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<tr>
<td>Social Services</td>
<td>243</td>
<td>28.03</td>
</tr>
<tr>
<td>Computer</td>
<td>225</td>
<td>25.95</td>
</tr>
<tr>
<td>Library</td>
<td>206</td>
<td>23.76</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Service Usage by Center Type</th>
<th>Comprehensive Center</th>
<th>Specialized Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 4 Services Used</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Meal Plan</td>
<td>400</td>
<td>90</td>
</tr>
<tr>
<td>Games</td>
<td>400</td>
<td>80</td>
</tr>
<tr>
<td>Health Screenings</td>
<td>300</td>
<td>75</td>
</tr>
<tr>
<td>Exercise</td>
<td>400</td>
<td>75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Example for Comparison</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>200</td>
<td>25</td>
</tr>
</tbody>
</table>

- Duplication of services at each center type
- Under usage of services at each center type
- Opportunities to optimize other public amenities and increase access to more people
Center Consumer Types by Preferences for Services

1. Multi person activities (i.e. recreation, games)
2. Government programs (i.e. health programs)
3. Individual activities (i.e. art, library, computer)

• Social interaction matters for participation in senior center activities
• Closer friendships at the senior center increases participation in multi-person activities, as well as health screening, arts and exercise
• Integrating social activities into programming may facilitate relationship building and increase overall participation in under used services
• Diversity of center members raises importance of culturally competent programming that fosters relationship building opportunities

(Keyes, Li, Collins, and Rivera-Torres, 2020)
Opportunities for Service Optimization

• Eliminate some services at certain centers

• Combine services with other center facilities

• Collaborate with other public services and amenities
  
  • Capture value through use of broader set of public amenities available in the community
  
  • Create programming opportunities to facilitate social interaction
    
    • i.e. using the public library system provides opportunities for equity access and connections to support lifelong learning and civic participation for all older people.
    
    • Create multi-generational recreational programming with parks and recreation facilities

• Coordinate among city departments in identifying areas for age friendly action

(Keyes, Li, Collins, and Rivera-Torres, 2020)
(Keyes, Collins, Tao, and Tiwari, Forthcoming)
Utilization Rates and Market Potential for Services

Darker shading - number of survey respondents using a senior center amenity within a 5-mile radius as a percentage of the total 60+ population within that area.

Green circles indicate the amenity is available. Circle size indicates the 60 plus population within 5 miles such that larger circles represent greater market potential.

(Keyes, Collins, Tao, and Tiwari, Forthcoming)
Possibilities for Future Public Amenity Locations

Attractiveness Index – identifies locations in the city deficient or rich in age friendly features

Suggests optimal placement of future senior centers

Areas beyond darker shading important for understanding gaps in locations throughout the city where age friendly features are lacking or not emerging

(Keyes, Collins, Tao, and Tiwari, Forthcoming)
Practical Applications for City Managers

• Policy action not limited to administrative divisions of senior services

• Survey senior center participants to gauge demand for services

• Optimize demand information to provide more equitable access and use of public investment

• Use other vehicles for delivery of services such as parks and recreation and library system

• Age friendly policy implementation plans should span across work programs for most municipal departments
Leading with Equity
An APA Private Practice Division Webinar

Jana Lynott, AICP
Senior Transportation Policy Advisor
AARP Public Policy Institute
Twitter: @JanaLynott
Defining Equity

This is equity: just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.

Excerpt from, Equity Manifesto, available at http://www.policylink.org/about/equity-manifesto
Getting to Equity: The Curb-cut Effect

COULD YOU PLEASE SHOVEL THE RAMP?

ALL THESE OTHER KIDS ARE WAITING TO USE THE STAIRS. WHEN I GET THROUGH SHOVELING THEM OFF, THEN I WILL CLEAR THE RAMP FOR YOU.

BUT IF YOU SHOVEL THE RAMP, WE CAN ALL GET IN!
Transportation Equity Influenced by...

Race
  --
Income
  --
Where you live
  --
When you travel
  --
How you travel

For the past 60 years, communities have developed around motor vehicles as the principal form of transportation.
1/3 of Americans do not drive

- 1 in 5 people 65+
- Many with disabilities
- Many low-income
- Children
- Others by choice
EQUITY & JUSTICE FRAMEWORK

Distributive Justice:
Who has physical access to the street, park or trail?

Procedural Justice:
Who has influence over the design, operations, and programming?

Interactional Justice:
What makes people feel welcome or unwanted in the space?

Representational Justice:
Do people feel their experience and history is represented in the space?

Care:
How do people demonstrate their care for the space and other people in it?

Citation: Setha Low, Director of the Public Space Research Group, University of New York
Social Justice as a Framework for Evaluating Public Space
A chapter in Companion to Public Spaces
Distributive Justice

Who has physical access to the street, park, trail, vehicle, app?

Photo courtesy National Complete Streets Coalition
Procedural Justice

Who has influence over the design, operations, and programming?

Photo courtesy WALC Institute
Interactional Justice

What makes people feel welcome or unwanted in the space?

Photo courtesy National Complete Streets Coalition
Representational Justice

Do people feel their experience and history is represented in the space?

Photo by Chris Narisi
Care

How do people demonstrate care for the space and the people in it?
EQUITY & JUSTICE FRAMEWORK

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