

Who are the Stakeholders?

Implicit vs Explicit Bias

• **Implicit:** "Whites Only Swimming Pool"

• Explicit: An individual thinks: "I often don't see people of color at pools. They probably do not need to participate in our program planning, because it must be that people of color aren't interested in swimming, or don't like pools."

Who are the Stakeholders?

Implicit vs Explicit Bias

Implicit: "Whites Only Community" or "Whites Only hiking trail"

• **Explicit:** An individual thinks: "I often don't see people of color who are forest landowners, or who are recreating. They probably do not need to participate in our program planning, because it must be that people of color aren't interested in hiking or owning forest land, or don't like trees."

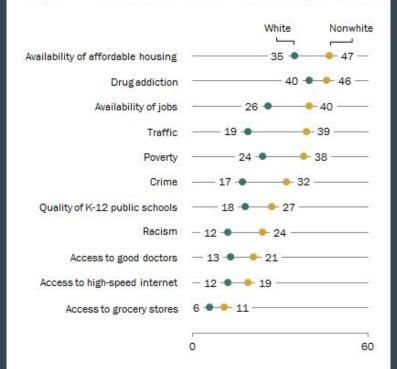
Who are the Stakeholders?

To tackle environmental injustice, we need to get to the why.

- Why don't we see more forest landowners who are people of color?
- Why don't we see more people of color using this trail?

Whites and nonwhites have different perceptions about severity of problems their communities face

% saying each is a major problem in their local community, by race/ethnicity



Note: Whites include only non-Hispanics. Nonwhites include Hispanics. Source: Survey of U.S. adults conducted Feb. 26-March 11, 2018. "What Unites and Divides Urban, Suburban and Rural Communities"

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Drug addiction is seen as a pressing problem in urban and rural communities

% saying each is a major problem in their local community, by type

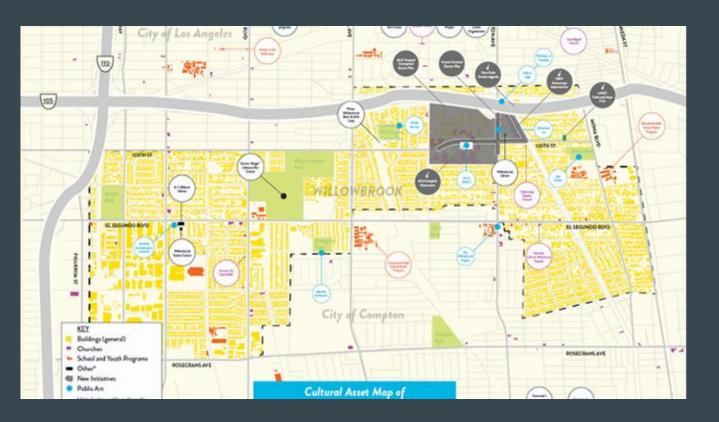
	Urban	Suburban	Rural
Drug addiction	50	35	46
Availability of affordable housing	52	34	36
Availability of jobs	34	22	42
Condition of roads and bridges	36	27	32
Poverty	41	21	32
Access to public transportation	19	25	43
Traffic	36	29	13
Crime	35	16	20
Quality of K-12 public schools	31	17	20
Racism	21	13	17
Access to good doctors and hospitals	18	9	23
Access to high- speed internet	13	9	24
Access to grocery stores	10	4	12

Source: Survey of U.S. adults conducted Feb. 26-March 11, 2018. "What Unites and Divides Urban, Suburban and Rural Communities"

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If you could create change in one of the following areas, which would you consider most important?





- Tangible Assets
- People
- Events
- Culture, Traditions, History
- Public Services



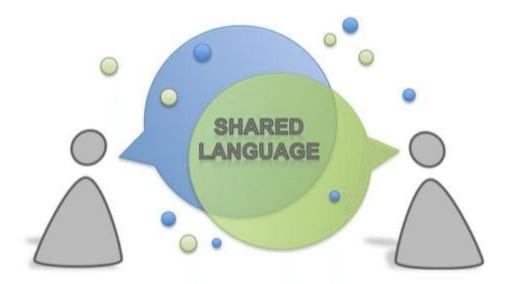
STANCE TOWARDS COMMUNITY	IGNORE	INFORM	CONSULT	INVOLVE	COLLABORATE	DEFER TO
0			2		4	5
IMPACT	Marginalization	Placation	Tokenization	Voice	Delegated Power	Community Ownership
COMMUNITY ENGAGEMENT GOALS	Deny access to decision-making processes	Provide the community with relevant information	Gather input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

Question	Orientation	Description	
Time	Past	We focus on the past (the time before now), and or preserving and maintaining traditional teachings and beliefs.	
	Present	We focus on the present (what is now), and or accommodating changes in beliefs and traditions.	
	Future	We focus on the future (the time to come), planning ahead, and seeking new ways to replace the old.	
Humanity and Natural Environment	Mastery	We can and should exercise total control over the forces of, and in, nature and the super-natural	
	Harmonious	We can and should exercise partial but not total control by living in a balance with the natural forces	
	Submissive	We cannot and should not exercise control ove natural forces but, rather, are subject to the highe power of these forces.	
Relating to other people	Hierarchical ("Lineal")	Emphasis on hierarchical principles and deferring to higher authority or authorities within the group	
	As equals ("Collateral")	Emphasis on consensus within the extended group of equals	
	Individualistic	Emphasis on the individual or individual families within the group who make decisions independently from others	
Motive for behaving	Being	Our motivation is internal, emphasising activity valued by our self but not necessarily by others in the group	
	Being-in-becoming	Motivation is to develop and grow in abilities which are valued by us, although not necessarily by others	
	Achievement	Our motivation is external to us, emphasising	
	("Doing")	activity that is both valued by ourselves	
		and is approved by others in our group.	

Values Orientation Method

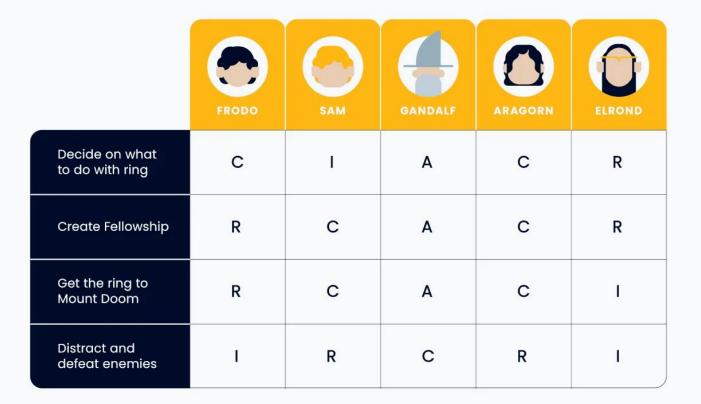
What are your/your organization's orientations to:

- Time?
- Human-environment relationships?
- Human-human relationships?
- Motivation?



technical and design language culture specific language

compromise respect patience intention regional, national and social differences person first language avoid assumptions



BIGGEST THINGS:

• Be additive, NOT repetitive.

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- To be additive, you must understand who all stakeholders are, what their community assets and challenges are, and what their concerns are.
- Listen, listen, listen!!