

# DEVELOP AN EQUITY STRATEGIC PLAN IN FOUR STEPS

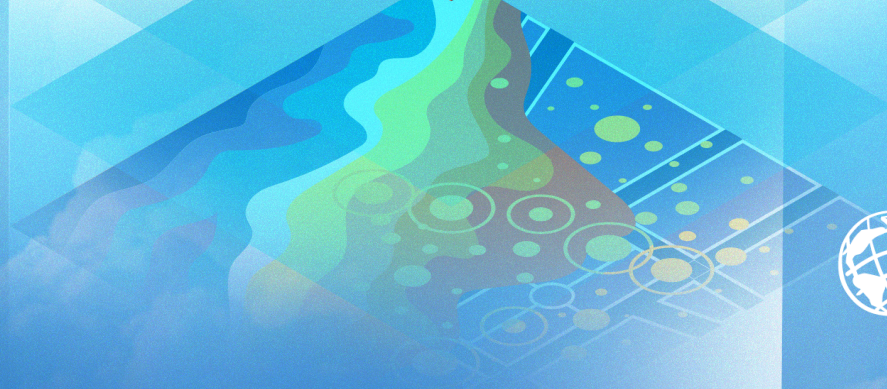
Understanding where inequities are within the community



Creating a location strategy



Operationalizing your plan & workflows



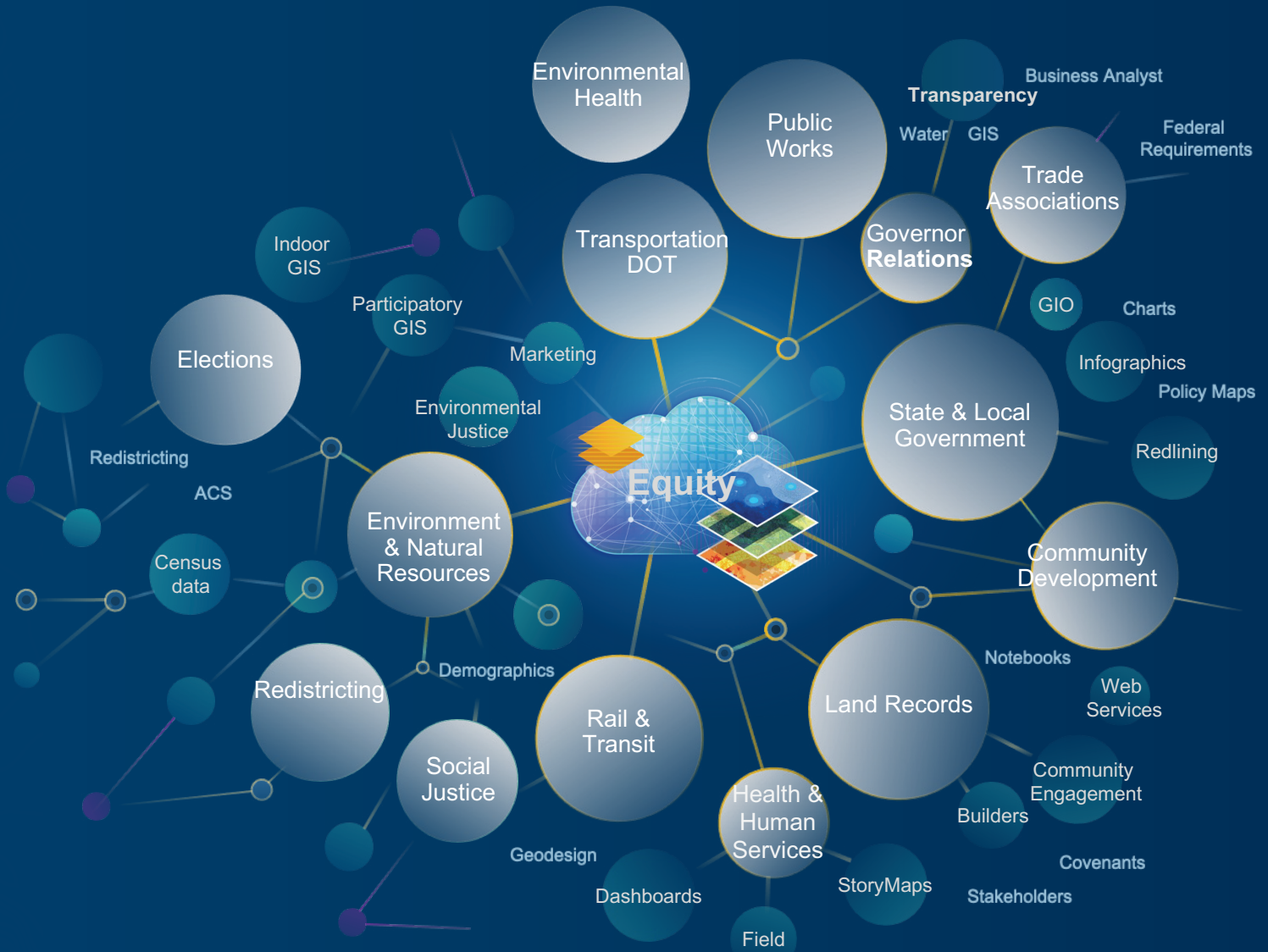
Measuring impact in real time

## Change Happens When You Have a Location-Based Equity Strategy

Every government, nonprofit, and business has an intent for how it wants to address inequities in its communities and operations. Successful organizations achieve their equity goals when they create an equity strategy that helps them clarify their intent and meet objectives.

Location is the critical element for understanding where to prioritize resources and intervene to make a dramatic impact. Geographic information system (GIS) technology is foundational and provides the approach that allows organizations to carry out the four essential steps necessary to develop an equity strategy:

1. Understand where inequities are within the community.
2. Create a location-based strategy.
3. Operationalize the plan and workflows.
4. Measure impact in real time.



## Start by Embracing the Geographic Approach

By incorporating a geographic approach into your work, you set the foundation for collaboration between community members, policymakers, and business leaders; establish benchmarks and priorities; and effectively allocate resources, staff, and services to where they're most

needed. Esri, the leading provider of GIS technology, provides the data, analytics, and solutions you need to empower everyone in your organization to incorporate equity into their existing workflows.

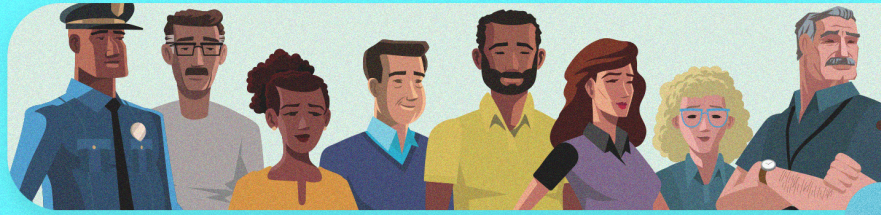
The following pages outline the four essential steps needed to create an equity strategy powered by GIS.

## SOCIAL EQUITY

Age, Gender, Accessibility,  
Housing Affordability

## ENERGY EQUITY

Power Outage Restoration  
Plans, Pollution, Investment  
in Clean Energy



## TRANSPORTATION EQUITY

Access to Transit,  
Transportation Cost,  
Justice40 Initiative

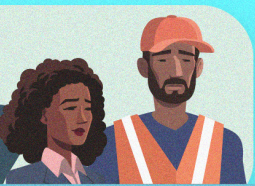
## EDUCATION

Workforce Development,  
Digital Equity



## ECONOMIC OPPORTUNITY

Education, Job Accessibility,  
Digital Equity



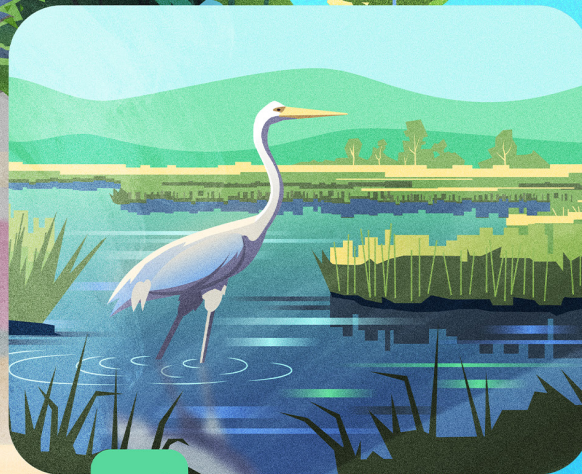
### **PUBLIC SAFETY**

Recidivism, Transparent Policing, Response Time



### **RACIAL EQUITY**

Social Justice, Redistricting, Public Engagement



### **ENVIRONMENTAL JUSTICE**

Conservation, Land Management, Safe Water, Pollution



### **HEALTH EQUITY**

Access to Health Care, Food Security, Park Accessibility, Social Determinants of Health, Digital Equity



## STEP 1

# Understand Your Community

## Initiate Your Equity Strategy by First Understanding Your Community

To effectively create an equity strategy, your effort must start with data-driven decisions. GIS is a foundational system that allows organizations to better understand their community makeup and where inequities such as the lack of transportation access, park access, or affordable housing are concentrated. GIS is the tool to help you organize, collect, and analyze demographic, socioeconomic, lifestyle, and vulnerability factors across disciplines. With location at the forefront, you can expose patterns of inequity with the help of other departments, residents, or community leaders. Equity is a complex issue, but moving toward data-driven interventions can help you move from discussion to action.

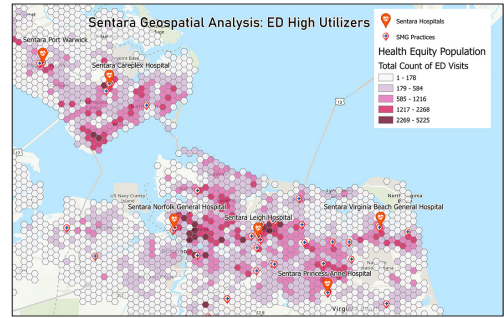
Move your equity strategy forward by embracing GIS technology to

- Map and identify at-risk populations.
- Ensure diverse perspectives by incorporating data from multiple disciplines, departments, and stakeholders into your analysis.
- Overlay demographic, socioeconomic, and lifestyle information for additional insight.
- Identify patterns of inequities to establish priorities that are specific to your community.
- Collect feedback and neighborhood sentiments on pressing issues through community surveys.

# In Action: Understand Your Community

## Sentara Healthcare

Sentara Healthcare, serving Virginia and northeastern North Carolina, identified areas with high emergency department utilization rates in order to address health disparities and adjust the organization's service offerings.



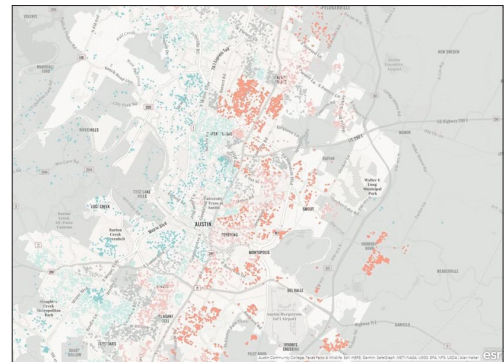
## Mothers' Milk Bank

Mothers' Milk Bank in San Jose, California, is able to provide human milk to feed medically vulnerable infants by analyzing demographic and lifestyle data to determine the characteristics and profiles of eligible donors, identify where they are located, and see which areas need prioritized access to breast milk.



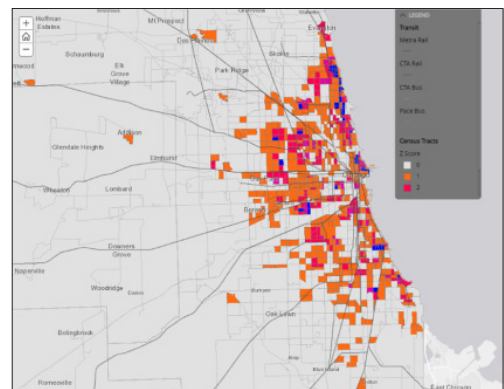
## City of Austin, Texas

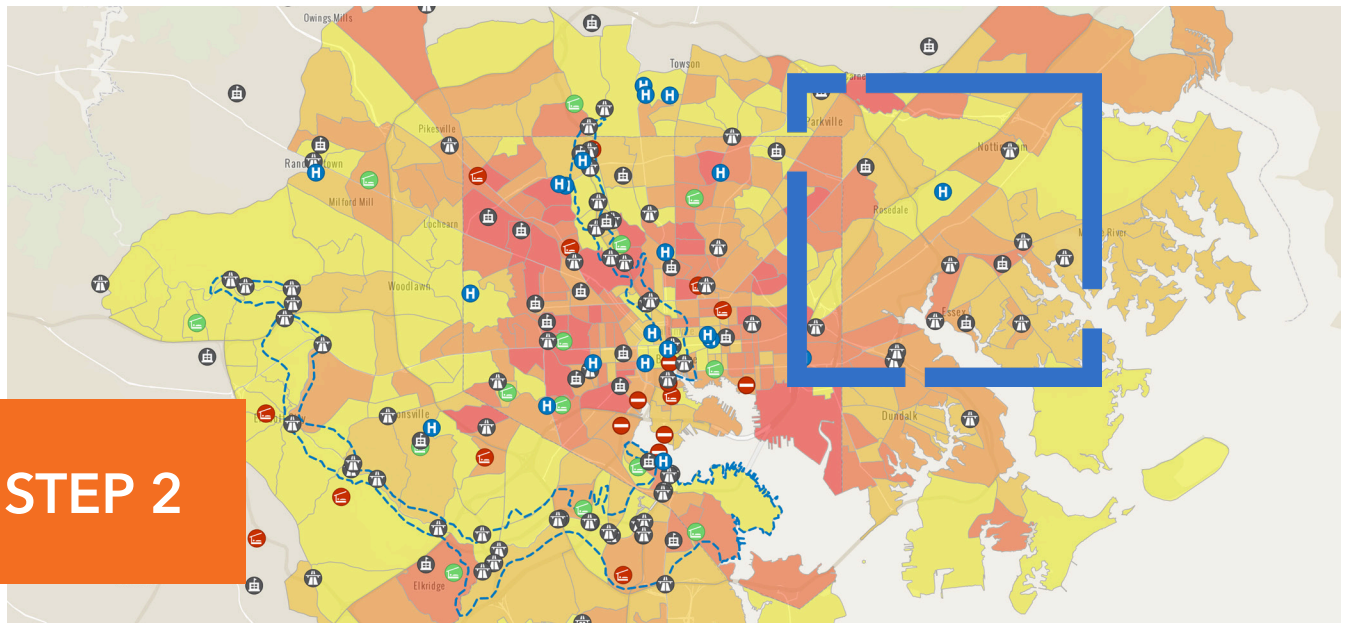
The City of Austin developed a priority plan to determine where to plant more trees in neighborhoods that have historically received little investment. Planting more trees means there will be more shade, less heat, lower energy bills, more outdoor activity, therefore improving health and quality of life.



## Chicago Regional Transportation Authority

Chicago Regional Transportation Authority (RTA) is preparing for future service needs by identifying Critical Need Areas (CNAs)—geographies for which regular, dependable transit services are a must. RTA is prioritizing equity by ensuring that service supports nonwhite populations, low-income households, people with limited English-language proficiency, underserved age groups, and people with handicaps.





## Create a Location-Based Strategy

### Advance Your Equity Strategy by Creating a Location-Based Strategy

Organizations achieve equity when they accept the concept of a location-based strategy and apply GIS technology to help it progress. With a location-based strategy, organizations can identify what barriers they have to achieving equity in terms of mobility, economic opportunity, health care, climate impact, or access to resources. GIS is the technology organizations are using to define where inequities exist for those they serve and to align departments around specific purposes rather than unconnected sets of activities. Organizations around the world have leveraged GIS to solve their complex problems, and now, individual departments and disciplines are turning to GIS to apply equity within their workflows. With a location-based strategy in place, each stakeholder is able to address inequities within their discipline and contribute to the overall equity strategy.

Move your equity strategy forward by embracing GIS technology to

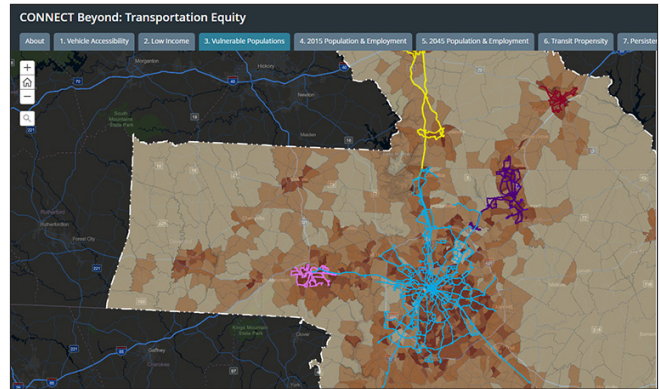
- Collect and analyze data across departments and disciplines.
- Promote equity perspectives in your department workflows.
- Apply an equity lens in all of your processes and analyses.
- Integrate data from various business systems with demographics and socioeconomic information to build an authoritative resource for data-driven decisions.
- Establish communication tools to help decision-makers demonstrate progress.
- Use location as a benchmark to attain equitable budgeting and planning.



# In Action: Create a Location-Based Strategy

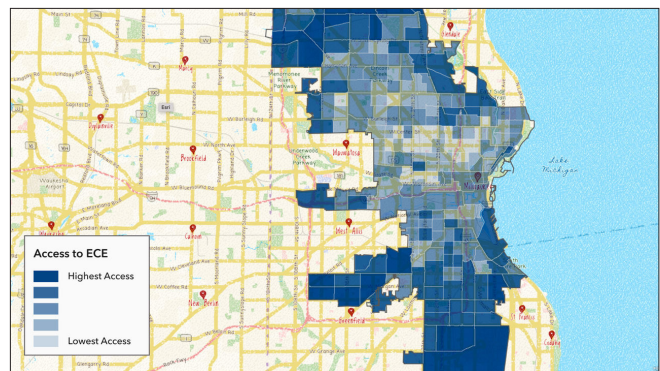
## Centralina Regional Council and Charlotte Area Transit System

Centralina Regional Council, together with the Charlotte Area Transit System (CATS), is improving transportation choices and accessibility and increasing affordable housing in order to enhance equity in the region.



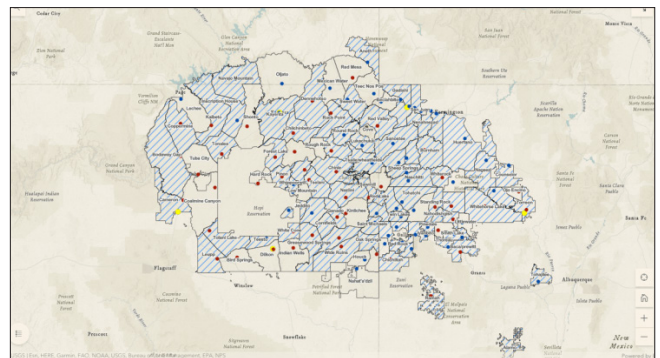
## IFF and Greater Milwaukee Foundation

IFF and Greater Milwaukee Foundation compare access to early childhood education, neighborhood by neighborhood, to address the gaps in childcare African American and Hispanic communities experience greatly.



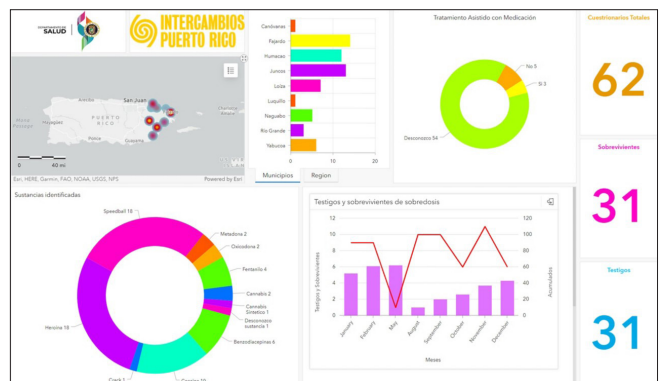
## Indian Health Service and the Navajo Nation

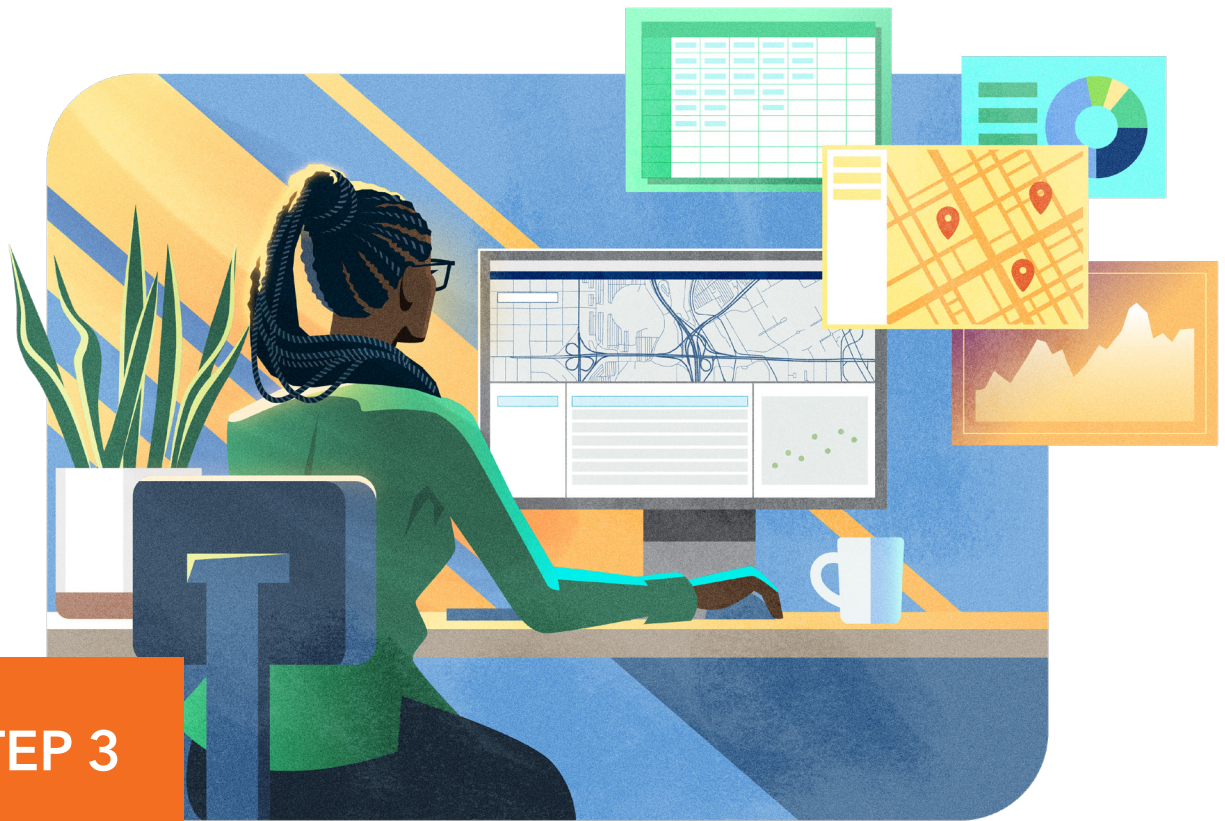
The Indian Health Service (IHS) and the Navajo Nation successfully used GIS to identify locations where greater water access was needed and to complete the design and construction of new water distribution points.



## Puerto Rico Department of Health

Puerto Rico Department of Health leveraged GIS to identify areas where opioid misuse was taking place. The department shared the information with community organizations who worked with the identified communities to provide resources and education materials.





## STEP 3

### Operationalize Your Plan

#### Advance Your Equity Strategy by Operationalizing Your Work

Solving for inequities requires different disciplines and experts coming together. Now that you better understand your community and have established a location-based strategy, it's time to empower each department to set benchmarks and mobilize resources and tools. GIS provides an approach and the necessary solutions for each department to implement concentrated efforts to those most in need. Aligning your staff around a common vision allows you to strategically plan where you need to be, set goals, improve your workflows, and streamline processes. This allows the entire organization to work toward equity in the same direction and with the same framework. The geographic

approach allows you to effectively apply resources such as budget, personnel, and services to improve efficiencies and productivity. Organizations that use GIS are able to track their progress and make adjustments as gaps are exposed.

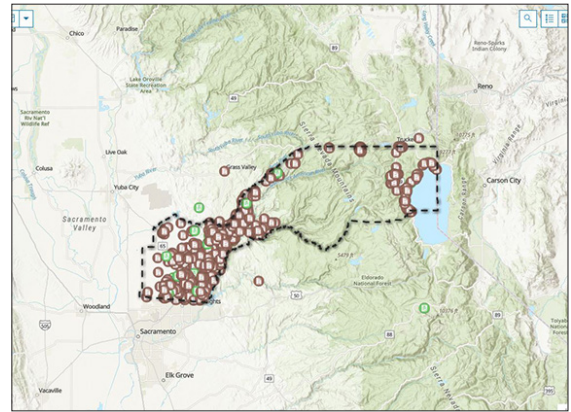
Move your equity strategy forward by embracing GIS technology to

- Deliver ready-to-use solutions to each department in order to apply equity into its workflows.
- Develop benchmarks and indexes to monitor progress.
- Empower staff through tools and analysis.
- Establish a data hub as an authoritative source of information.

# In Action: Operationalize Your Plan

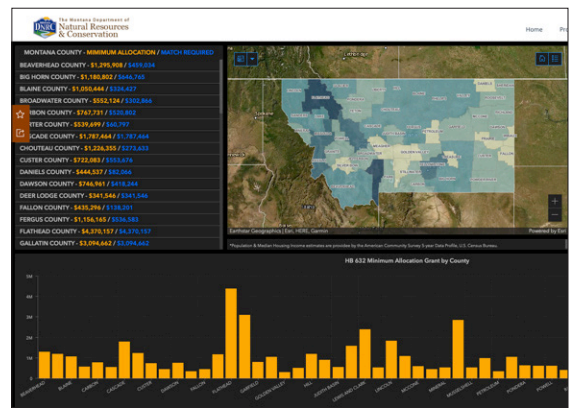
## Placer County, California

Placer County, California, mapped existing internet provider networks in relation to underserved and unserved residents and businesses. This helped staff better understand coverage; see gaps in service; and make a positive impact on vulnerable populations, which, in Placer County, are in primarily rural communities.



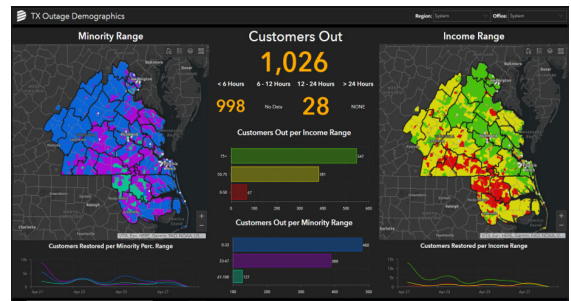
## State of Montana, Department of Natural Resources and Conservation

Montana's Department of Natural Resources and Conservation (DNRC) employed maps and dashboards to add transparency to the distribution of economic stimulus funds. With the help of maps, DNRC staff ensured equitable distribution of funds across the state.



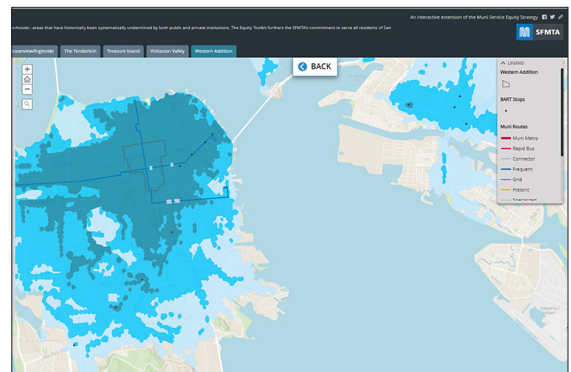
## Dominion Energy Virginia

Dominion Energy Virginia is developing service restoration plans based on demographic and socioeconomic factors to track outages in real time and ensure that no group is experiencing outages disproportionately.



## San Francisco Municipal Transportation Agency

San Francisco Municipal Transportation Agency (SFMTA) developed the SFMTA Equity Toolkit to identify transit service gaps that the agency needed to address. The tools allowed transit professionals to make focused service improvements that increase transportation equity and benefit those who use public transportation the most.





## STEP 4

### Measure Your Impact

#### Advance Your Equity Strategy by Measuring Your Impact in Real Time

Achieving equity takes time—especially when you consider the various factors such as health, transportation, economic considerations, and education that need to be addressed. The time needed to apply interventions and effect change can be shortened when success is measured and there are opportunities to redirect efforts quickly and efficiently. GIS allows you to better understand your current conditions, presents alternate models and approaches, and helps you acknowledge what is working and what is not. Organizations that achieve equity are monitoring decisions and policies with real-time GIS, making necessary adjustments to their strategy and applying the most appropriate resources where

needed. GIS provides powerful dashboards and tools that ensure transparency and accountability.

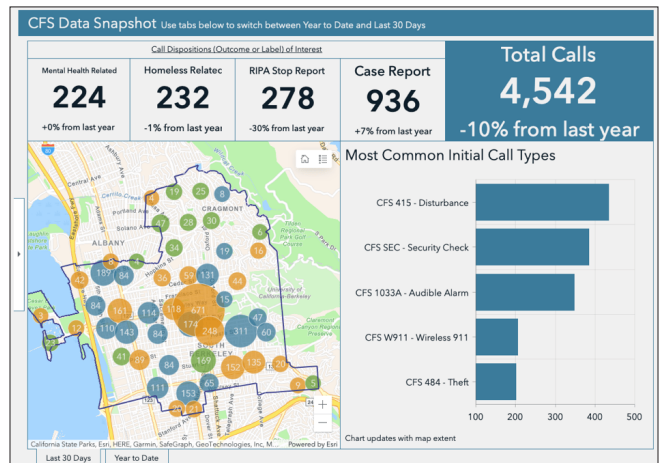
Move your equity strategy forward by embracing GIS technology to

- Monitor conditions in real time in order to shorten time to action.
- Incorporate new information as it becomes available.
- Expose new patterns through standardized mapping and analysis.
- Communicate up-to-date information to decision-makers and stakeholders.
- Integrate accountability and transparency tools into your workflow.

# In Action: Measure Your Impact

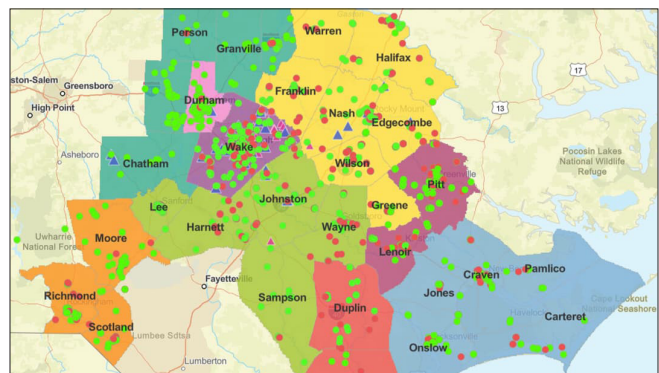
## City of Berkeley, California, Police Department

Berkeley Police Department's (BPD) Office of Strategic Analysis launched the Transparency Hub, where staff publish data about all traffic stops to promote accountability and community engagement.



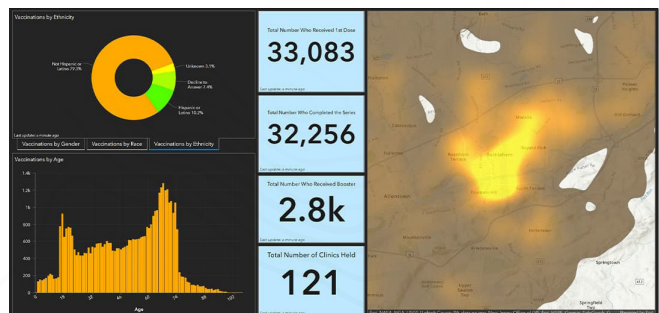
## Food Bank of Central & Eastern North Carolina

Food Bank of Central & Eastern North Carolina visualizes and analyzes residents' proximity to partner agencies, identifies which neighborhoods are being served, pinpoints underresourced areas, and determines where pop-up markets are needed most in order to support people experiencing hunger.



## City of Bethlehem, Pennsylvania, Health Bureau

The City of Bethlehem analyzes vaccination rates by ethnicity to ensure that outreach efforts are tailored to specific population needs and languages. Based on this information, the city's health bureau tailored marketing efforts that increased the percentage of Hispanic residents getting vaccinated from 6 percent to 10.2 percent.



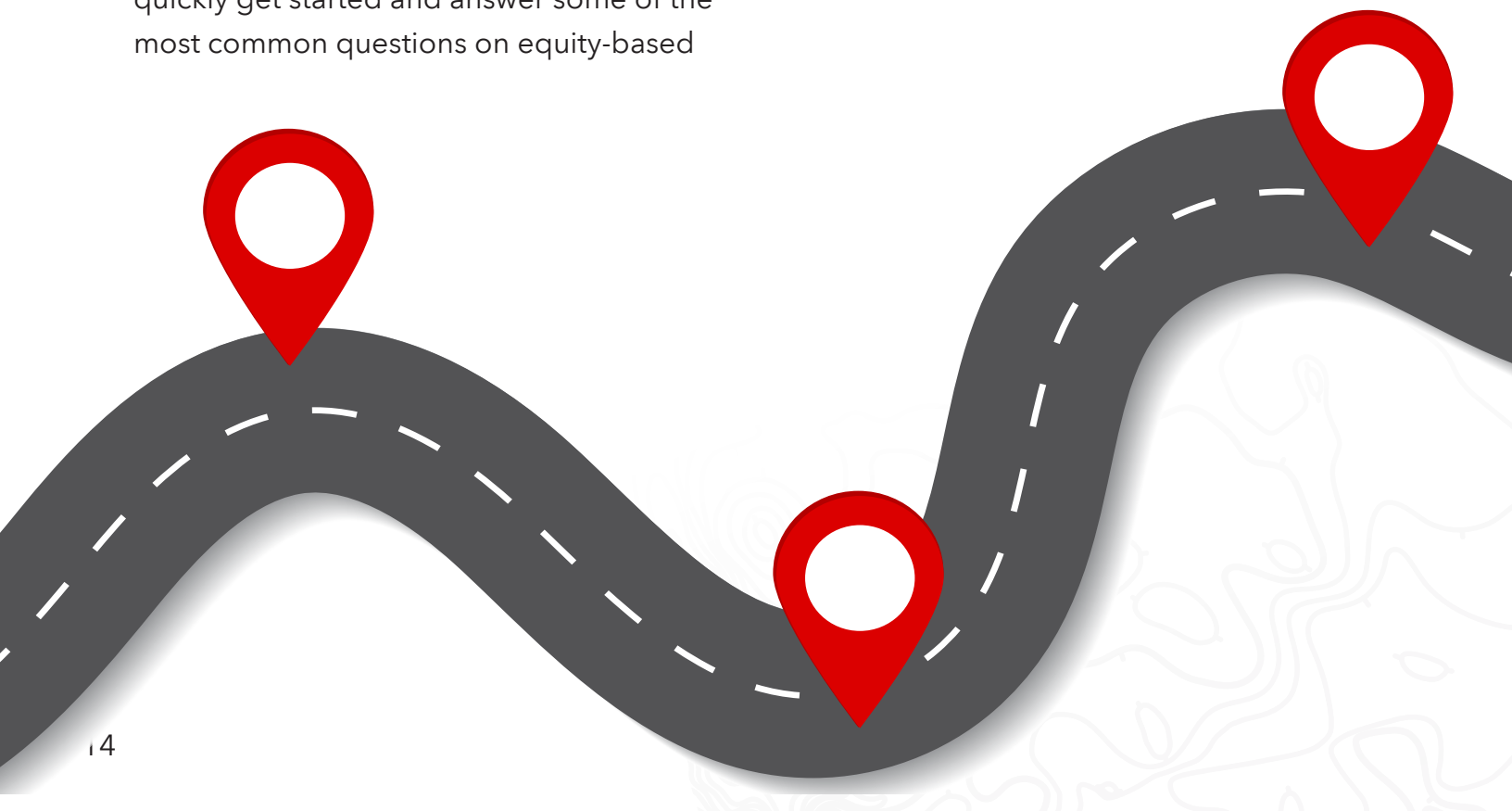
# Ensuring the Success of Your Equity Strategic Plan

A successful equity strategic plan requires more than just an idea or initiative—it depends on having the right data, using the appropriate solutions, and empowering motivated people. Esri have worked with hundreds of organizations to develop their equity strategies, and the following have emerged as the common elements needed to turn an idea into a successful equity strategic plan:

## Data

Data should be your starting point. GIS allows you to bring disparate datasets together through their geographic location. Data can come from a variety of sources such as federal, state, local, nonprofit, or internal authoritative information. Data resources such as ArcGIS® Living Atlas of the World and Esri® Maps for Public Policy provide ready-to-use basemaps, maps, apps, and more, from Esri and the global GIS community. The content is curated, authoritative, and continually updated. These resources allow organizations to quickly get started and answer some of the most common questions on equity-based

topics—health, transportation, environment, housing, and more. ArcGIS Business Analyst™ provides an added boost by providing access to over 15,000 variables of socioeconomic, behavioral, lifestyle, and at-risk population demographics from authoritative sources and data providers. Develop infographics and key indicators that allow you to better understand your community's makeup and implement policies or deploy resources to where they're most needed.



## GIS Tools and Solutions

Organizations are using core GIS capabilities and equity-specific tools to empower staff to contribute to equity goals. Core GIS software serves as the technological foundation for your organization's equity strategic plan. ArcGIS Pro, the desktop GIS software, and ArcGIS Online, the web-based mapping software as a service (SaaS), allow department staff to create and manage

data, build interactive maps, run complex analyses, and share insight. Once you have the core technology in place, you can leverage complimentary applications and solutions, such as ArcGIS Solutions, ArcGIS Dashboards, and ArcGIS Survey123 to amplify your equity work, monitor conditions in real time, and collect authoritative data.

## Strategy

An idea can't come to fruition until a business-oriented plan is developed. Documenting your equity strategic plan starts by defining equity as it relates to your specific organization or community. Next, define your priorities and objectives and establish consensus on them. Let Esri guide you through an equity strategic plan to establish your organization's internal readiness, address any gaps in resources, or provide staff training. Finally, take the time to educate your stakeholders on the role that GIS will play in helping achieve equity so that everyone is clear on how their work will contribute to the overall strategy.

Join the conversation

[go.esri.com/ESJgroup](https://go.esri.com/ESJgroup)



Esri, the global market leader in geographic information system (GIS) software, location intelligence, and mapping, helps customers unlock the full potential of data to improve operational and business results.

Founded in 1969 in Redlands, California, USA, Esri software is deployed in hundreds of thousands of organizations globally, including Fortune 500 companies, government agencies, nonprofit institutions, and universities.

Esri has regional offices, international distributors, and partners providing local support in over 100 countries on six continents. With its pioneering commitment to geospatial technology and analytics, Esri engineers the most innovative solutions that leverage a geographic approach to solving some of the world's most complex problems by placing them in the crucial context of location.

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