



# designing **EQUITY**

**COMMUNITY ENGAGED DESIGN CONVENING  
SUMMARY NOTES**  
MAY 2016  
Washington DC

# designingEQUITY

## COMMUNITY ENGAGED DESIGN CONVENING NOTES

MAY 2016

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During this one-day session, we will push forward the conversation about community engaged design with the goal of gaining clarity about what exemplary practice, partnership, and funding looks like. We will focus on how architects, landscape architects, urban planners and designers are working in partnership with people and organizations from low income communities and low income communities of color to improve the quality of the built environment and to build local power and capacity. Throughout the day we'll raise questions like:

- What are the equity and justice issues that historically excluded communities confront and how does our work address these issues?
- What are the tools that designers use to build capacity and agency?
- How are effective partnerships structured between designers and communities?

By creating an environment for learning and exchange, all participants - whether designers, partners, funders or allies – will have the opportunity to engage with each other and walk away with expanded knowledge and a better sense of who's doing this work. By using direct and jargon-free language and hearing diverse voices present case studies and projects, we will update our understanding of how design fits within the broader range of practices that focus on social justice and impact goals.



**ART WORKS.**



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# Welcome



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## NEA Welcome:

Jason Schupbach, director of Design Programs,  
National Endowment for the Arts

## Surdna Foundation Welcome:

Judilee Reed, director of the Thriving Cultures Program,  
Surdna Foundation

## *Designers in the context of social justice and systems change.*

*Schupbach:* What is the role of design to empower communities to work on development and design equity; what does design do what does it not do? This is a partnership with Surdna Foundation.

*Reed:* Surdna Foundation builds an honest and collaborative space that is required for us to work on our endeavors; please fill out questionnaire for reflections and feedback. Our mission is sustaining community in the US guided by principles of social justice, healthy environments, strong local government; community engagement for ten years, evolved, puts designers, architectural planners in practice; builds the power of the voice of resident; planning processes leave people out till the end; equity economics, and community engagement not hard coded into many communities. Help us describe the challenges that remain.

## Overview of the Day:

Toni L. Griffin, facilitator,  
Urban Planning for the American City

*Griffin:* Describing what will happen today as well as goals. Notes that designers love to critique design of the day; set ground rules; NextCity is here, and there will be a series of articles coming out of this day on their site.

The roots of this discussion on designing equity in a context, how the role we play as designers contributes to barriers/to knocking those barriers to justice. Our agency; multiple sectors, what are the roles you are playing in the design process in your community? Where is your agency strong or weak? Notion of collaborative work advances; effectiveness—how effective are those partnerships working, what are the tools and resources needed to make this stronger? Does the work we do have an impact on equity? What does that mean? Often we find ourselves in the room with people not like us but with shared goals but different ideas about what that is. Equity is often defined as something distributed. Are we elevating all with same tool or do different people get different tools for a shared outcome?

# Session 1: Community Engaged Design in Context

## Session Goals:

1) To situate community engaged design within social, economic and political contexts; and to reflect on the history of architects, designers and planners working in community contexts;

2) To clarify a definition for what we mean when we say “designing for equity” and to consider a broader vocabulary of values that community-engaged and community-centered design work is and could be addressing; and

3) To clearly state that communities are racially/ethnically/socially/politically and geographically different, so we have to be clear and specific when using the term and describing our work.

## Introduction

### Overview of the Conditions of Injustice:

Toni L. Griffin

### Design in the Context of Race, Class & Gender:

Assata-Nicole Richards, PhD, Director,  
Sankofa Research Institute

*Richards:* The context of race, class, gender. Change is possible; change that creates equity requires an adept set of strategies; understanding the places we work. Willingness to work collaboratively, however it is apparent that our collective work lacks effectiveness. Physical structures have not corresponded with social structures understanding; lack fundamental knowledge of how local communities function leads to misdirected resources; need to understand historical and structural features. Profoundly effects our values, aesthetics, and behavior; produced institutional practices that shape our professional knowledge. We are looking at race class and gender, these are the dominant features of our structures; historical structures allot privileges to white male and wealth (property owners are defined as this); the difficulty lies in that we are comforted by oversimplified biographical details/markers that give us a false sense of progress toward equity, allows social structure to remain intact; allows for diversity within structures but does not shake up the structure; example of Obama and simultaneous loss of economic power of people of color; rewards and penalties have not changed, they are socially constructed, not earned or deserved but bequeathed at birth beyond personal choice; constrains and limit our strategies and approaches we use; our funding structures are maintained by the very structures that undermine our

communities; Quote from Audre Lorde, “The Master’s Tools Will Never Dismantle the Master’s House”; communities must be structurally commissioned to LEAD us not FOLLOW us in those efforts.

### Indigenous Planner as Healer:

Ted Jojola, PhD, director,  
Indigenous Design & Planning Institute

Michaela Paulette Shirley, MCRP, program specialist,  
Indigenous Design & Planning Institute

*Jojola and Shirley:* They open talk in multiple languages. They tell a story about bear and coyote.

*Shirley:* Jojola is my mentor. Tells an anecdote about schooling and the insults small children endure; incidents of physical violence against children and others on reservation. Or other unhealthy and dysfunctional communities. Studying the impact of schools in remote places. Schools are the center of transformation but without any cultural voice; issues of land fragmentation; “attemptive planning” – short-term and stop-gap measures instead of localized, long-term planning; solutions imposed as a stop-gap, top down approach.

*Jojola:* Well-meaning efforts from medical and other groups; design and planning need to be part of the planning; Indigenous planning. Intergenerational interplay; lifecycle response and roles; this structure is the foundation for the worldview; Indigenous communities deserve the best practices of planning but in a way that balances desire for action with community values; four tenets; they are not minorities; native self is center of native scholarship; Indigenous voices need no translation; informed by Indigenous world view.

*Shirley:* Beauty is there (yes there are problems); Indigenous planner as healer. Seven generations vision.

## Moderated Dialogue between Session Presenters

*Griffin leads a discussion among the panelists.*

*Griffin:* What is the counterproposal? direction beyond?

*Richards:* Recognizes that communities have intrinsic values; we don’t bring any values; awareness of them, connect to them; we have missed those values; create an equity before we work; to be there we should



Assata-Nicole Richards

support them in participation—what did it cost them to participate? Burdening with our desire for information; process over outcome. “my job is to connect to people, not to get them to do something” equity does not mean everyone needs the same amount of money;

*Griffin:* Just outcomes versus just processes; lacking real sense of ownership in process; we are still trying to crawl out of the 60s and 70s style of planning the outsider coming in to work with the indigenous community. How is the tension reconciled?

*Jojola/Shirley:* The Master’s House? We are right across the street from HUD! Urban revitalization; HUD housing; transforming us from a collective to an individual society. Reeducating our own people not to think like the “other.” Some of the most hurtful things is when our own people do it to ourselves; bridging is shared over food and laughter, making yourself vulnerable; (ex: sometimes he misspells words on purpose – I have a formal education, but I’m human). What matters is what you think and do.

*Griffin:* Humanizing ourselves at the table we sit at; acknowledgement. The importance of history; know and accept it as a reality;

*Richards:* More important than our names is the structural position we play; we shouldn’t decide what we are going to do, when we show up with a plan in the pocket we’ve already put them in a position of structural lesser. We show up with what we want. Decision-making needs to be grounded in; I train



Ted Jojola

communities to make myself less valuable—need to have both outside expertise but also invest in training inside; I need to leave something behind besides a report; teach people how to do the work they have to pay us to do; build that capacity. Community definition: we want the comfort of the term; but the community defines it for themselves. What do you think of your community? We need the term to put in a model as planners but in a dynamic conversation it has to be them.

*Jojola/Shirley:* Elevate their knowledge and skills so they can interplay with the outside world.

*Shirley:* Community is seven generations; our ancestors are with us.

*Griffin:* Get out of the binary either/or. Our technical expertise is different than community expertise. What is community?

*Richards:* We can ABSOLUTELY design for social equity. We can change the structure. Will require that we are part of the problem we are trying to solve; communities did not create these problems. Others and outsiders created that problem and we need to have an honest conversation about this.

*Jojola:* Silo’ing, happening via tech; reconnecting the dots and making places safe for conversations ideas and contributions.

*Shirley:* You have to believe it can happen.

## Exercise 1: The Common Conditions of Injustice that We Face in Our Work (15 min)

### Description:

Participants will use Post-it notes to write the top 3 issues of injustice they confront in their work in their community. Post-it notes will be put on a larger board at each table to observe and discuss common themes. Table scribe will create a word cloud that can be shared on the large screen for report out during breaks.

### Discussion Goals:

- 1) To encourage participants to think about and articulate the conditions of injustice in their own community;
- 2) To discuss the common injustice issues we attempt to use design to solve for; and 3) To get to know each other a bit better.

### Summary of Findings:

Only a few table scribes took notes during the process; most focused on capturing the terminology in the provided spreadsheets that would be used for the word cloud (see Appendix B)

Common points of discussion had to do with the nature of power and powerlessness, what this provides/creates, and the naturalizing of inequality.

Also several comments about the nature of outsider perspective, education and access undermines the designer/organization's engagement with community.

### Comments of Note:

Conversation about how states of being are being criminalized – trans, immigrant, etc. – and this reinforces inequity related to being divorced from personal choice.

Various discussions on the role of power, and access to resources.

Education and understanding of issue is critical to working on it.

Predominate models in educational systems dictate innovation and solutions particularly from the West; overall the assumptions that people who support this work are based on these.

## Exercise 2: Defining Equity in Community Engaged Design Work (15 min)

### Description:

A two-part exercise intended to begin to tease out continuities and disjunctions in the definition of defining equity. A) participants write the answer to the question “Designing for Equity in my community means...” on a Post-It note b) Conversation is facilitated intended to develop important attributes and common themes.

### Discussion Goal:

To develop a broader and more specific definition of what Designing for Equity means.

### Summary of Findings:

There are three kinds of data here – the individual response data, the characteristics and attributes of the aggregate data, and the thematic emphasis derived from the first two by the group. The third (thematic) was not always captured by the scribes but is the source of the most cohesive findings. (Because the word cloud captured the first data, comments here will be about the second and third categories).

Frequent mention that structural inequalities and system problems must be acknowledged from the outset. Relinquishing expectations that come from privilege.

A number of comments located the relationship between the writer/designer/organization and the people in the community as a place where equity must begin. The relationship is complex and requires enormous thoughtfulness, listening, and respect for the values already in place.

The challenge of navigating the process v. outcome expectation. The system produces pressure to make a product; the process is actually more important, but system demands a product.

Different strategies for getting everyone in the room; but then how to help the conversation, what questions to ask, and how to balance power dynamics are important also.

Institutions should be considered part of communities – how to include and balance?

### Comments of Note:

You need to really address the more systemic issues that underlie all the processes of equitable design.

Elevating and supporting social networking within communities.



Below:  
Steven Lewis, Dayna Cunningham and  
Lynne McCormack

Right:  
Betsy MacLean

Far right:  
José Serrano-McClain



Those most affected need to be most involved from beginning to end of process and make the final decision.

Empowering communities while also relinquishing control; Take a step back and ask the question of what are we actually doing; Flipping the power relationship.

Community partners as co-architects of process, resources, implementation.

It's not just getting the whole community to the table, but it's about getting the decision makers to value having the whole community at the table.

Asking the question about who is NOT in a meeting, and why are they not here – always looking for how power is distributed amongst decision makers; even the conversation structure can indicate what's really going on, asking about this can help.

Negotiation – communities themselves contain multiple perspectives.

Managing community anger and trauma healthfully without taking it personally.

Checking privilege – for example, assuming that these will be anger free spaces.

# Session 2: Design, Engagement & Partnership

## Session Goals:

The primary goal of this session is to understand how and why partnerships between designers and other organizations are formed and structured to address particular systemic challenges; and to learn about engagement techniques and design strategies for tackling such challenges.

## Introduction

### Session Overview:

Barbara Brown Wilson, PhD, University of Virginia

*Wilson begins the talk by showing a climate change bubble graph to illustrate our world and its makers:*

*Wilson: Community groups (grassroots, the meat); Resource mobilizers (media and funders, incentivizing and driving practice); Knowledge brokers (helping to understand what the field looks like; disseminating lessons learned, think tank and universities, media); Code makers (government and quasi government; policy watchdog, etc.)*

Design's unique challenge of coming from a client/designer simpler tradition; patron role that defines what is going to happen, the values, and for whom; this work is different and iterative.

## Project Presentation: Charlottesville, VA

### Presenters:

Claudette Grant, community organizer, Piedmont Housing Alliance

Frank Groush, CEO, Piedmont Housing Alliance

Liz Ogbu, founder and principal, Studio O

### Summary:

Friendship Court ("Garett"): 150 families, 12 acre site; deeply African American single moms with young kids; 1978 100% Section 8; acquired by Piedmont Housing and partners.

Area is deeply and "remarkably" segregated.

Was once the edge of town, prone to flooding, least desirable part of town; urban renewal of Vinegar Hill story essential to understand.

No Displacement was the core value; to 450-500 units without displacing original 150; "mixed use" and

"mixed income."

Resident input "how do you feel" about this place; social isolation, feel "beat down" by the system, perception of "ghetto,"—kids feel stigmatized by where they live. Kids are over 1/2 residents, creating a youth cohort really important.

Fence feels like a prison; isolated; example of learning translated into design and then brought back to the community—did we get this right? How do we pull the street in and make a neighborhood?

"Mixed income," means access to stuff but also that world; but having them around isn't enough. Creating diversity in the property so that when you get out of Section 8 you have some place actually possible to move in the building.

## Project Presentation: South Texas

### Presenters:

Brent Brown, founder and director, bcWORKSHOP

Juanita Valdez-Cox, executive director, LUPE

John Henneberger, co-director, Texas Low Income Housing Information Service

### Summary:

Lowest tip of Texas (four hours south of San Antonio); quite poor, major immigration issues; 99% Hispanic.

Grassroots organizing in the labor/agriculture.

Organizing, law, finance, and design together—infrastructure. Employing these technical skills in the service of the residents.

*Valdez-Cox: People join and pay dues. They organize and provide services. LUPE and ARISE have been there many years, have the trust. New people come in with different options but in the end we decide. They have to do the hard work so they decide what will get done. Those that live the impact have to be involved in the solutions.*

*Henneberger: Easy to come into a community where there is already strong advocacy. Rules known etc. Struggles where this is not the case. What is the new paradigm for outside experts who engage? Not just one "project"—ongoing initiatives, universities and flooding for example. All happening inside a broken*

and exploitive immigration system.

## Project Presentation: San Francisco, CA

### Presenters:

Deanna Van Buren, co-founder,  
Designing Justice + Designing Spaces

Kyle Rawlins, co-founder,  
Designing Justice + Designing Spaces

Steve Good, executive director,  
Five Keys Charter Schools

### Summary:

Five Keys Charter school operates inside a correctional facility.

Branched out into communities and partnered with workforce development.

*Van Buren:* Working to end mass incarceration and helping afterwards.

Issues of mobility; not being able to walk three blocks to the new school facility because of gang territory.

Creating school on wheels but also wraparound services (food, childcare, basic literacy)

Design project was to create a bus, but a really NICE BUS – did some prototypes. Got some Burners (Burning Man) building in and others to help.

Women's Shelter: Incarcerated women released in the middle of night with no clothes. Shelter is parked in front of the prison. Brought the women in to build the bus prototype—not actually wanted beds but spaces and services to “prepare for meeting the world.”

Fundraising/programming: workshops really reveal what people really need and want and not what outsiders think is needed. Often a great discrepancy.

“It takes a popup resource village”—not amenities but resources.

## Q&A

*Wilson leads a discussion among panelists, with audience Q&A.*

*Wilson:* How to you bring people to the table?

Different strategies for each one. Advisory boards made up of half residents. Interaction is important with other community members; In Texas, when people are ready to take it on, it will happen, lawyers can really

help; You have to stay connected even after the project done. SF, you have to deal with the fact that your communities aren't liked/respected. Have to confront it.

*Wilson:* What do you do when it's not working or when you don't have a strong community organizing structure? What's the role of technical service providers in these places?

Where is the power—change that relationship, get out of the way, restraint. A technical resource who is there if and when needed? In a fractured place like Dallas, where fracturing is not an accident, but part of the power structure; place-making work can sow the seeds for folks to organize in places where they aren't. Prison women's project there is no organizing; giving them a space to express their point of view; bringing together the formerly incarcerated on equal footing with mayor's office and others.

Temporal Questions; Government created these problems, they aren't going to solve them. They provide the money. Government doesn't KNOW how to fix them. Have to create political power and community organizations. The “expert leader” model.

INTENSIVE transfer of information from outsiders to insiders. Only then could they get listened to. People have to tell the government what they need.

## Exercise 3: Mapping Stakeholder Participation Through Community Engaged Design Projects

### Description:

Participants will use colored dots to map the levels of engagement of each actor along an X (Decision Points) and Y axis (Involvement) for a particular project they have worked on.

### Discussion Goals:

- 1) To identify the level of participation of different community actors play in a typical community engaged design project;
- 2) To identify where levels of participation are strongest or weakest among community actors; and
- 3) To identify where participation and capacity should be increased among the different community actors.

### Summary of Findings:

There was little consistency across experiences, although there seem to be clusters of points in many projects where designers and community members where highly engaged, usually around the “conduct

design process” stage.

Even when participants were mapping the same project (ex. 11th Street Bridge) there was not always agreement about levels of engagement and roles.

Many questions about how we define the roles of “designer” and the “design process.” There little consensus about what designers do well, or should do.

Several acknowledged that the maps would look very different depending on who was filling them out.

The challenge of organizing unorganized communities came up in many comments. How to incorporate that into the process when starting from nothing. Trust, difference, are significant obstacles.

Some frustration that project-focus undermines big picture systems change—this was a critique of the exercise as well. This kind of change is ongoing and iterative and is difficult to capture comprehensively.

Several comments pointed out that the role of government, funder, or organization could vary wildly based on approach of those entities—collaborative vs. ‘transactional.’ A belief that these entities need to be involved early on, not informed after the fact. Others felt they should not lead but be led.

Several comments pointed out that the process isn’t linear in the way that it is presented or suggested by the grid—multiple layers; iterations. Projects that are not about housing are structured differently.

#### **Comments of Note:**

An inherent challenge in using this model – it applies most readily to physical projects that are bounded in space and time – but not so much to projects that aim at systemic change.

We need to zoom out, the work is project based, but we need to move beyond the project so that this leads to systems change.

Government showed up low and high for many projects – spread pretty evenly. Challenge is the different types of governments – federal, state, local.

It seems that community organizations help to connect residents – because residents aren’t organized or empowered or resourced in the same way as community organizers.

How to improve and increase government involvement – keep the information. flowing toward them from residents. Define role as sitting back, listening, learning and being a resource partner, not directing the process

or being the knowledge source. Their capacity and education needs to be increased.

Hard for government to be creative and iterate well.

Government entities may seek to disempower community organizations and prefer to deal with individual residents as their “customers.”

Interesting to see low designer involvement in the defining of the problem – when this is actually their strength.

Designers help to refine projects rather than define, and not there to state the problem because that is the role of the community.

State agency now has 20 points toward resident engagement (NY) in any pursuit of state funding. Funders are thinking about support for early stage-setting, not project completion. Funders need to look at budgets for this work differently – most of cost is in time/salaries – but this is not general support funding.

Glad we added resident dots to this exercise because that is often the best indicator for how a project is going.

Bigger issue is that the population they’re working with is so disempowered that they don’t believe that anything is really going to get done, based on past experienced there is no trust.

Turning the table on a 90 degree angle is important to realize the process runs in parallel around assembling all the overlays in the process. Analyzing all the different layers at the same time is critical to getting the solution. Important to acknowledge the process isn’t linear.

Field is evolving – no aggregate of dots.



# Session 3: Design at the Scale of Systemic Change

## Session Goals:

The primary goal of this session is to present a case study that illustrates how community engaged design can have broad city-wide impact; and to describe, in detail, the economic, social, human and political capital needs to sustain the work.

## Introduction

### Session Overview:

Jerry Maldonado, senior program officer,  
Ford Foundation

*Maldonado introduces and discusses the Housing New York plan:*

*Maldonado:* A plan to re-zone/upzone 15 New York City neighborhoods. Approximately 5-6 that have been announced. Many are low-income. There is uneven capacity across neighborhoods. Donor Collab launched Neighborhood First Fund; funds community planning.

*A panel discussion follows.*

## Panel Discussion: Systems Change in Planning in New York City

### Panelists:

Isella Ramirez, program manager,  
Hester Street Collaborative

Kevin Ryan, program director,  
New York Foundation

George Sarkissian, deputy director, NYC Council's  
Economic and Community Development Division

Sondra Youdelman, executive director,  
Community Voices Heard

### Panel Discussion:

When the East Harlem neighborhood came up in the rezoning plan there were opportunities to talk about the current as well the future issues and plans.

*Youdelman:* Not just community engagement, but community decision making; Push back on the city to say the community needs to come first in the process (having the speaker represent the neighborhood helps)

Important to have the support of food, childcare etc. in

bringing the community; (The Center for Urban Pedagogy helped with educating their members to get the language and concepts so they could go in and participate in the meeting. Urban Justice Center developed surveys. An example of community organizing vs. community engagement)

*Ramirez:* We saw our role as info providers/translators/mediators. Create activity and spaces so that those happen organically. Housing; tradeoffs, priorities.

*Ryan:* Aligning funders private, local, national. Looking for models of community engagement as we fund this work.

*Youdelman:* Shifting from just oppositional but encouraging people to run for office and governance change; process and tensions around various issues.

There was WNYC's "There Goes the Neighborhood" podcast, a nine-part series with perspectives from all people involved.

## Q&A

*Maldonado leads audience Q&A with panelists*

### Summary:

Zoning needs to be redefined to be more labor and job focused as well as housing focused; some think it's not for that but it needs to become that.

Agencies: about half into the process, we have a plan but too many recommendations going to have to sit down with the city agencies again.

Outreach: How did you get more than the usual suspects to the meeting? Steering committees from different organizations reached out to their groups; but Community Voices Heard went into the community knocking doors, asking questions in the street/home as well as outreach. Targeting those that are least likely to be involved as highest priority to outreach.

Local businesses loss as well as housing loss.

Aligning funding resources – public and private; a kind of decision to work together rather than butt heads.

# Closing

## Summary of the Day

*Toni Griffin summarizes the findings of the day, including the word clouds from the first and second exercise and the mapping exercise.*

The role of government came up frequently as well as exposing the structures of power and governance. Labels and categories need to be revisited.

*Griffin shows the individual word clouds for each table.*

For Exercise 1 (The Common Conditions of Injustice that We Face in our Work), the words poverty, education, and power were strongly featured.

For Exercise 2 (Defining Equity in Community Engaged Design Work), listening, inclusion, humility, and honesty were strongly featured.

For Exercise 3 (Mapping Stakeholder Participation Through Community Engaged Design Project), there were many comments: too architecturally oriented! Too narrow! comments of note included emphasis on accountability; providing resources; frameworks for unexpected outcomes; maintenance and care, etc. etc.

Examples of the maps showed the roles of community based organizations spread around; designers and government all around; residents low in the beginning and high in the end;

Where capacity is needed? Government, and different types of government. What is the capacity we need to make them better partners?

Example: 11th Street Bridge project; 2 people from the same project had wildly different ideas about the roles.

Example: Rebuild by Design, residents not seen as very involved.

Notices how everyone sees their role are so different than how others perceive them. This can be an important self-check.

## Reflections from Convening Participants

*Griffin poses a series of questions and asks the panelists to reflect.*

TC: Transformation of social structure; rethink governance; gov. is not about in or out but developing a critique or current lack of public investment and

infrastructure. Progressive governance can exist; Beauty is contextual, not about images but about practices, organizations, economies.

*Griffin:* Bring the players to the table, break down the barriers and adversarial approach.

*Wilson:* Like all other partners, there is a lot of nuance when we talk about government; they are not all the same.

*McCormick:* There is variation within government over time, too.

*Richards:* Engagement. The toolkit is not rich and varied enough for all the ways we need it to be; are we talking about romantic ideals? Not always appropriate or really tangible.

Engagement inviting isn't real and substantive in some ways. People know when they think you are listening and meaningful; contribution has value, people can tell when is and isn't.

Structural and systemic critiques are de-personalized; benefits are more humans and personal; is there something there?

Aesthetics and design are fetishization of gentrification – they are so linked.

Floods of investment capital in cities, hard to get your head around it; have to help our communities understand how this force acts and not just the description of individual choices.

If there were a 4th Session: More conversations with private sector developers. We don't do it enough. It's out there.

## Closing Remarks

Jason Schupbach  
Jessica Garz, program officer, Surdna Foundation

*Schupbach:* We use this information—the Community Solutions initiative is about collaborating across agencies that do place-based work; It is an Obama administration initiative.

*Garz:* When does this work “begin” and when does it “end”—a question. But it goes forward.

# Appendix A: Convening Attendees

**Aaron Bartley**  
co-founder  
PUSH Buffalo

**Hilary (Dita) Beard**  
2016 masters candidate  
University of Virginia

**Tiarra Bell**  
high school senior  
Public Workshop

**Jamie Blosser**  
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University of Virginia

**Sondra Youdelman**  
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Above:  
Shani Carter, Sanjit Sethi and Maria  
Rosario Jackson

Right:  
Ariella Cohen and Claudette Grant

Far Right:  
Frank Groush and DeAnna Cummings

# Appendix B: Exercise 1 Word Clouds

## Description:

Participants used Post-it notes to write the top 3 issues of injustice they confront in their work in their community. Post-it notes were put on a larger board at each table to observe and discuss common themes. Table scribes created a word cloud that was shared on the large screen for report out at the end of the day. A combined group word cloud was created with all of the results from each table.

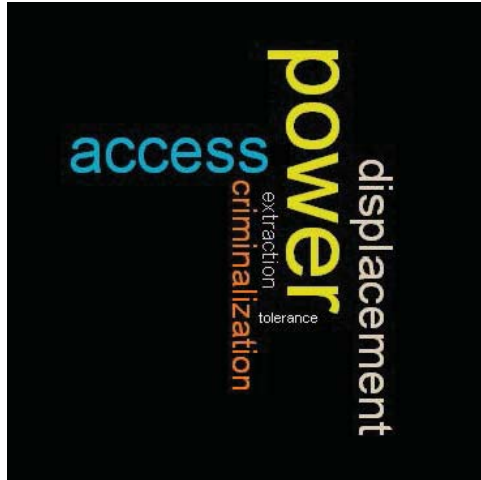


Table 1

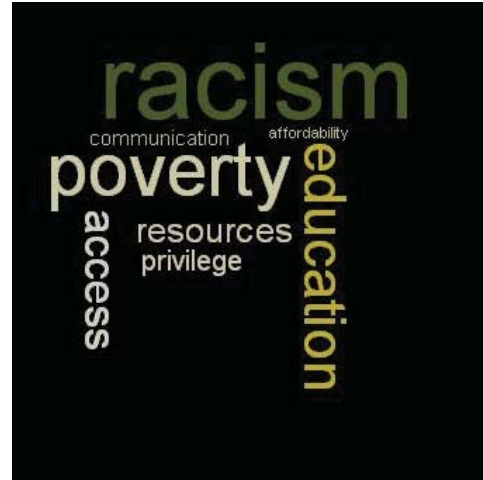


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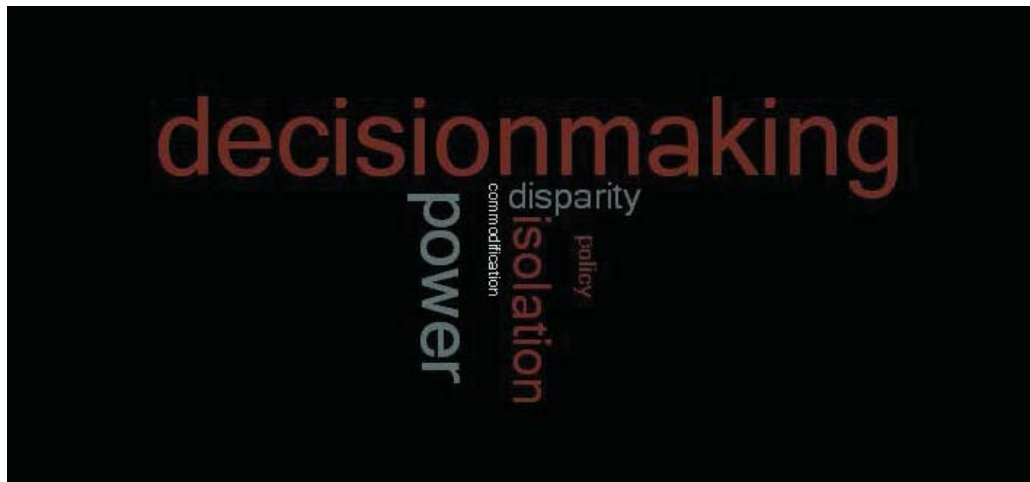


Table 3



Table 4



Table 5

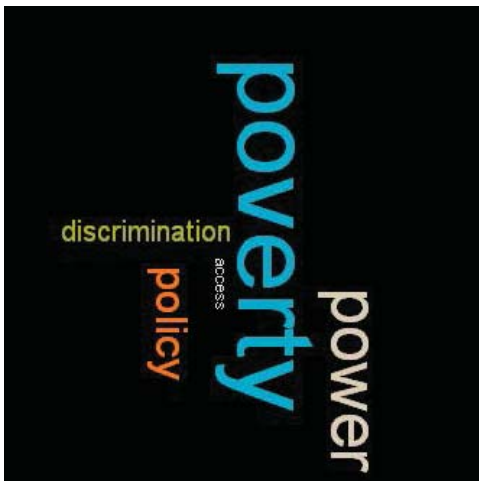


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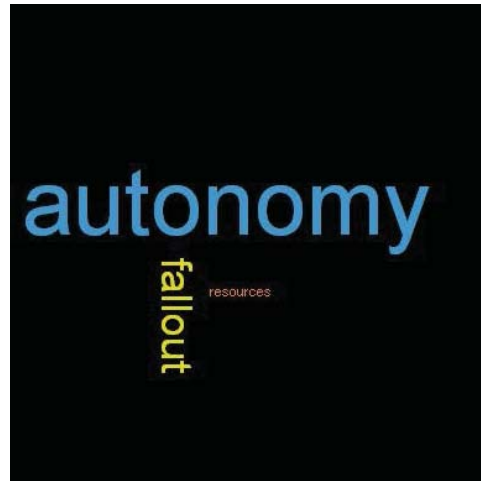


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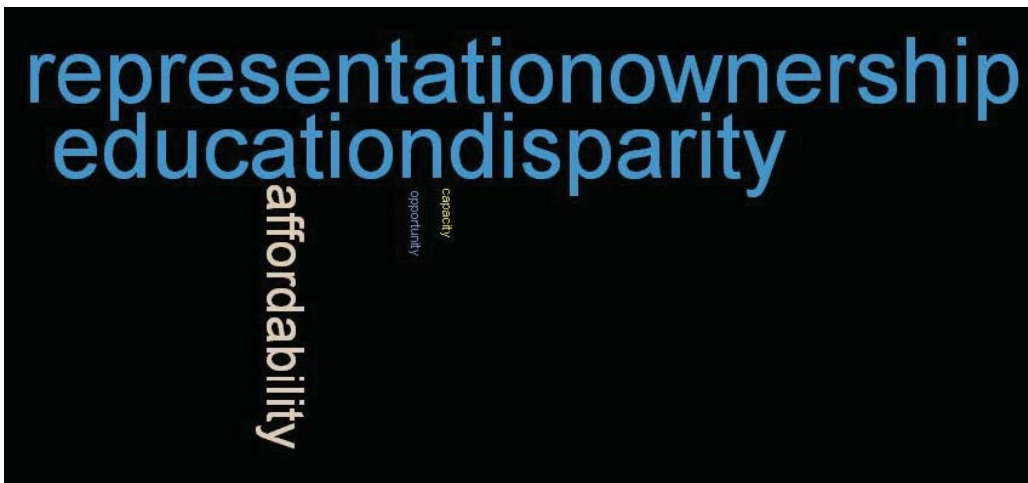


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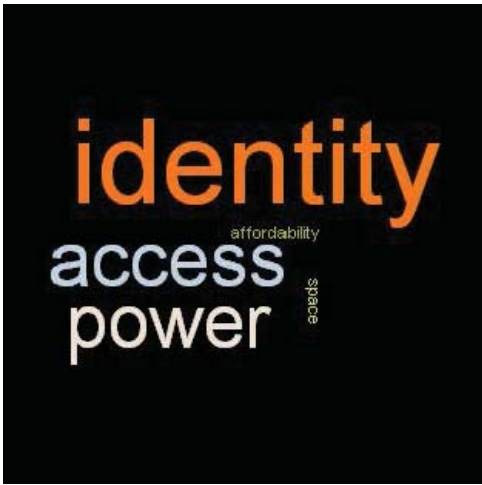


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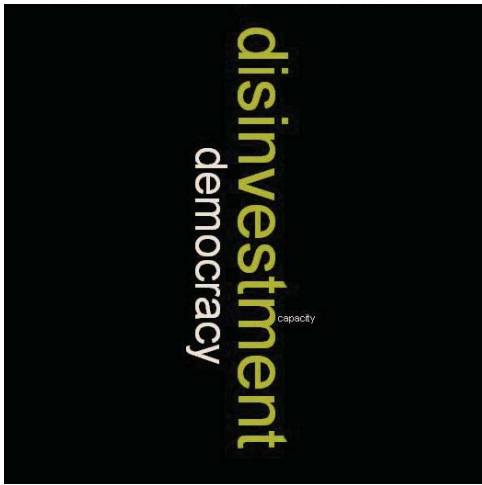


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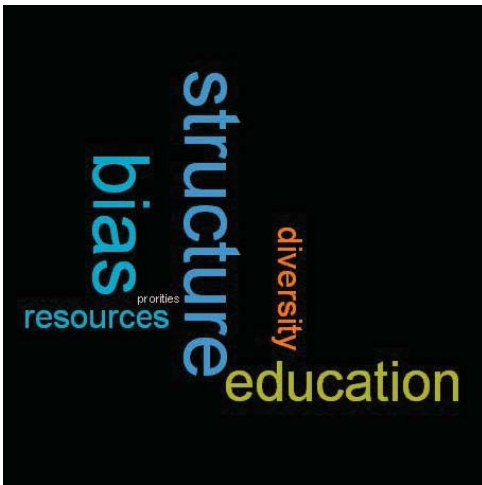
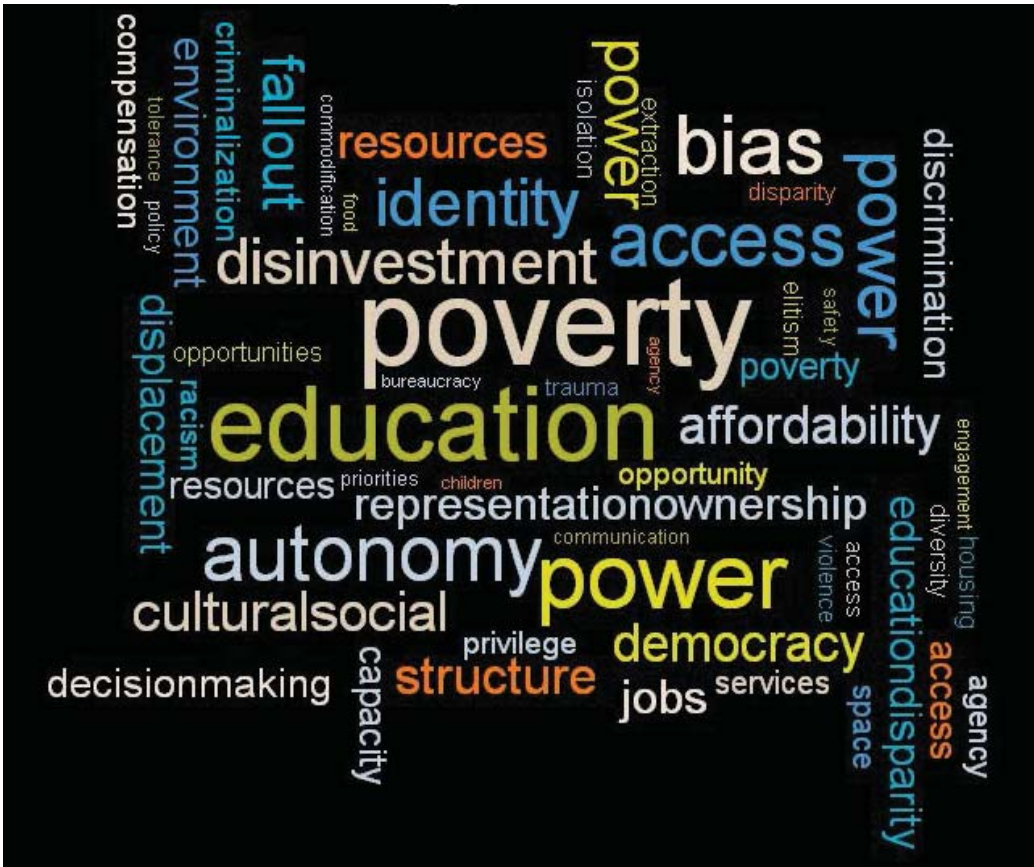


Table 11



Table 12



Combined

