



**THRIVING  
PEOPLE &  
PLACES**

# **THRIVING TOGETHER**

A SPRINGBOARD FOR EQUITABLE RECOVERY & RESILIENCE  
IN COMMUNITIES ACROSS AMERICA

JULY 4, 2020

# AN EVOLVING WORK

Thriving Together: A Springboard for Equitable Recovery and Resilience in Communities Across America is a project of the Well Being Trust, coordinated with Community Initiatives and ReThink Health. This project, conducted between May and June, 2020 is an evolving work. Support for this project was provided by the CDC Foundations. So far, it includes the views and opinions of more than 100 contributors, which do not necessarily reflect the official position of any individual or organization. It is now ready to evolve with your input. For more information or to provide input, connect with us at [input@thriving.us](mailto:input@thriving.us).

## EDITORS

**Bobby Milstein**  
ReThink Health

**Monte Roulier**  
Community Initiatives

**Christopher Kelleher**  
Better Focus

**Elizabeth Hartig**  
Community Initiatives

**Stacy Wegley**  
Community Initiatives

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## GRAPHIC DESIGN

Samantha Slaughter-Mason

## DEEP DIVE CONTRIBUTORS

**Kelly Anchrum**, StriveTogether • **John Auerbach**, Trust for America's Health • **Mary Ayala**, Enterprise Community Partners • **Rayla Bellis**, Transportation for America • **Laura Blanke**, Well Being Trust • **Jennifer Blatz**, StriveTogether • **Brian Dabson**, Univ of North Carolina/Aspen Institute • **Velvet Bryant**, Annie E. Casey Foundation • **Jonah C Cunningham**, Trust for America's Health • **Amanda Cavanagh**, Data Across Sectors for Health (DASH), Illinois Public Health Institute (PHI) • **David Chrislip**, Skillful Means • **Jennifer Cleghorn**, Growth Philanthropy Network/Social Impact Exchange (SIE) • **Parker Cohen**, Prosperity Now • **Cherie Collins Sims**, Prosperity Now • **Catherine Cox Blair**, Natural Resource Defense Council (NRDC) • **Gary Cunningham**, Prosperity Now • **Teresa Cutts**, Stakeholder Health, Wake Forest School of Medicine • **Paula Daniels**, Center for Good Food Purchasing • **Jennifer Davis**, Education Redesign Lab, Harvard Graduate School of Education • **Joslyn Davis**, StriveTogether • **Eleni Delimpaltadaki**, National Community Reinvestment Coalition • **Peter Eckart**, DASH, Illinois PHI • **Sasha Forbes**, NRDC • **Jenna Fortunati**, Transportation for America • **Rob Friedman**, NRDC • **Robert E Friedman**, Prosperity Now • **Meleah Geertsma**, NRDC • **Bob Giloth**, Annie E. Casey Foundation • **Sara Goldrick-Rab**, Hope Center for College, Community, and Justice • **Melissa Grober-Morrow**, Prosperity Now • **Colin Groth**, StriveTogether • **Gary Gunderson**, Stakeholder Health, Wake Forest • **Rosanne Haggerty**, Community Solutions • **Janet Heinrich**, Funders Forum on Accountable Health • **Lisa Herron**, Well Being Trust • **Paul Howard**, Institute for Healthcare Improvement (IHI) • **Dora Hughes**, Funders Forum on Accountable Health • **Bridget Jancarz**, StriveTogether • **Patrick Jordan**, Enterprise Community Partners • **Richard Laine**, DFI Consulting • **Irene Lee**, Annie E. Casey Foundation • **Andrea Levere**, Yale School of Management • **Jeff Levi**, Funders Forum on Accountable Health • **Ninon Lewis**, IHI • **Susan Martinez**, DASH, Illinois PHI • **Barbara Masters**, Funders Forum on Accountable Health • **Marianne McPherson**, IHI • **Benjamin F Miller**, Well Being Trust • **Sarah Milligan-Toffler**, Children & Nature Network • **Helen Mittmann**, Funders Forum on Accountable Health • **Tyler Norris**, Well Being Trust • **Erik Olson**, NRDC • **Beth Osborne**, Transportation for America • **David Persky**, Growth Philanthropy Network/SEI • **Shelley Poticha**, NRDC • **Brian Rahmer**, Enterprise Community Partners • **Marissa Ramirez**, NRDC • **Amy Reid**, IHI • **Paul Reville**, Education Redesign Lab, Harvard • **Carley Riley**, Cincinnati Children's Hospital, Univ of Cincinnati College of Medicine, 100 Million Healthier Lives, WIN Network • **Jim Ritchie Dunham**, Vibrancy • **Alexander Rossides**, Growth Philanthropy Network/SEI • **Brita Roy**, Yale Schools of Medicine and Public Health, 100 Million, WIN Network • **Somava Saha**, Well-Being and Equity (WE) in the World, Harvard Medical School, WIN Network • **Parvathi Santhosh-Kumar**, StriveTogether • **Sarah Seegal**, Affect Mental Health • **Khalil Shahyd**, NRDC • **Anne Sherman**, Growth Philanthropy Network/SEI • **Lebaron Sims**, Prosperity Now • **Clare Tanner**, DASH, Michigan PHI • **Trissa Torres**, IHI • **Holden Weisman**, Prosperity Now

## CRITICAL PERSPECTIVES

**Imran Andrabi**, ThedaCare • **Liz Baxter**, North Sound Accountable Community of Health • **Dayna Bowen Matthew**, Univ of Virginia School of Law and Medical School • **Harry Boyte**, Institute for Public Life and Work • **Rayon Brown**, Fox Valley Technical College • **Michael Brumage**, West Virginia Univ • **Nick Cochart**, Algoma School District • **Pearce Godwin**, Listen First Project • **Darrell Hillaire**, Children of the Setting Sun Productions • **Dalila Madison Almquist**, PolicyLink • **Louisa Mancey**, WE in the World • **Michael McAfee**, PolicyLink • **Katie McCormack**, WE in the World • **Paula Morgen**, ThedaCare • **Zayd Muhammad**, Proviso Partners for Health • **Sue Polis**, National League of Cities • **Jason Schulist**, Boldt • **Marie Strom**, Institute for Public Life and Work • **Trygve Throntveit**, Institute for Public Life and Work • **Nick Tilsen**, NDN Collective • **Teal VanLanen**, Algoma School District • **Mary Wilson**, South Fulton People Centered Economic Development Collaborative

## PRODUCTION PARTNERS

**Ella Auchincloss**, ReThink Health • **Erin Barbaro**, Institute for People, Place, and Possibility (IP3) + Community Commons • **Nina Burke**, ReThink Health • **Colleen Butler**, Local Voices Network • **Anna Creegan**, ReThink Health • **Anne Ekedahl De Biasi**, WE in the World • **Jane Erickson**, ReThink Health • **Roxanne Medina Fulcher**, IP3 + Community Commons • **David Gibbs**, Community Initiatives • **Sloan Gingg**, IP3 + Community Commons • **Jennifer Graves**, Well Being Trust • **Jack Homer**, ReThink Health • **Sara Ivey**, IP3 + Community Commons • **Laura Landy**, ReThink Health • **Albert Lang**, Well Being Trust • **Mathias Lemos Castillo**, Local Voices Network • **Tiffany Manuel**, The CaseMade • **Grainger Marburg**, Well Being Trust • **Sona Pai**, SP Editorial • **Parisa Parsa**, Cortico • **Pedja Stojicic**, ReThink Health • **Michelle Windmoeller**, IP3 + Community Commons



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# THRIVING TOGETHER

A SPRINGBOARD FOR EQUITABLE RECOVERY & RESILIENCE  
IN COMMUNITIES ACROSS AMERICA

## THE MIRACLE OF MORNING

*From a wave of woes our world will emerge stronger.  
We'll observe how the burdens braved by humankind  
Are also the moments that make us humans kind;  
Let every dawn find us courageous, brought closer;  
Heeding the light before the fight is over.  
When this ends, we'll smile sweetly, finally seeing  
In testing times, we became the best of beings.*

**AMANDA GORMAN**

US YOUTH POET LAUREATE, 2020

## A LARGER STORY & A LONGER MOVEMENT

**America is a land of innovators and hard workers.** Today, our lives and livelihoods are being destabilized and, tragically, destroyed on a massive scale. As we rush to recover, there is a danger of stopping short, of missing the big picture, and fooling ourselves that getting back to normal is good enough. This is a legacy moment, when the full force of our values and all of our assets are needed to escape the trouble we are in. We created this Springboard to leverage the immense resilience in America's communities. It describes how we see the current situation and what we could do, together, to organize local and nationwide action around a single, unifying—and measurable—expectation: All people and places thriving—no exceptions.

Over the past eight weeks (May through June 2020), amidst unprecedented upheavals across the country and around the world, more than 100 people and organizations diverted their daily work to help craft this Springboard for equitable recovery and resilience in communities across America. We drafted this document for ourselves, and for everyone who wants to help America to emerge from the compounding crises of 2020 with greater resilience, humanity, and direction.

This document is an imperfect work-in-progress, written for today, yet part of a larger story in a long, evolving movement. We share it with humility, in hopes of joining with others as we search for better ways to thrive together.

Stewards of well-being and justice are people and organizations who share responsibility for working across differences to expand the vital conditions all people and places need to thrive.

## WE THE AUTHORS

We are part of a growing network of people and organizations who see ourselves—and each other—as shared stewards of well-being and justice.

We do not represent any single organization, sector, or issue area. We are not lobbyists, partisan operatives, or profiteers. We defy narrow categories of red and blue, left and right, women and men, rural and urban, Native and newcomer, youth and elder, White people and People of Color.

We believe that each generation has a sacred obligation to fulfill America's founding commitments, which have never been fully honored or realized: to create a more perfect union, establish justice, provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our posterity.

We take these five commitments at face value, as written, with no exceptions. Yet, in practice, life in America becomes defined by unjust exclusion when we treat some people as more worthy than others. This ever-present legacy shapes how Americans live and, too often, how we die. The renewal that our communities need now will be impossible to achieve as long as structural racism and social exclusion persist. They are toxic forces that destroy lives and dehumanize us all. We believe that the path to true prosperity in America is inextricably tied to racial justice and full inclusion, not only in principle, but as a daily, living reality. America is built to be better—and needs to become so.

**America is crying out in pain**, but I would submit that we have a choice in this very moment. We retreat into our comfortable homogeneous tribes and lash out. Or we step out and bravely step forward into a different future—a future that’s built on fresh, authentic relationships that weave a stronger social fabric and local communities, and build bridges across our differences.

**PEARCE GODWIN**  
LISTEN FIRST PROJECT



I have an inherent belief that the more we **take care of the people** in our community, the better our economy and our society will be.

**LIZ BAXTER**  
NORTH SOUND ACCOUNTABLE  
COMMUNITY OF HEALTH

You see this same type of methodical, structural, legal way in which we have designed solutions in our systems to oppress and do harm. And it’s going to take a very slow and steady campaign **to unravel all of this.**

**MICHAEL MCAFEE**  
POLICYLINK

This pandemic **demonstrates our interconnectedness**. The racially disproportionate incidence of chronic diseases are reflections of our inequity. They're reflections of an inequitable education system, an inequitable housing system, an inequitable employment and job and wage structure that consigns those people to lesser jobs, inadequate food, inadequate recreation, polluted environments, and produces the comorbidities that, theoretically epidemiologists say that they can control for to explain disproportionate incidence of disease and death among African Americans. However, it is a structural inequality that produces those, and that is what's needed to change.

**DAYNA BOWEN MATTHEWS**

UNIVERSITY OF VIRGINIA SCHOOL OF LAW & MEDICAL SCHOOL



For a lot of young people, it's an opportunity to change their perspective. I'm really **looking forward to the next generation** not necessarily being comfortable with what's been the status quo.

**LOUISA MANCEY**

WE IN THE WORLD



# LEGACY MOMENT 2020

## A LARGER STORY & A LONGER MOVEMENT

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I draw hope from knowing that in my DNA, **I was built to survive.** ...People of Color were built to endure in this nation...I came into this world having to learn how to adapt to an environment that was hostile. ...**I draw hope from knowing that my people are strong people.**

**MICHAEL MCAFEE, POLICYLINK**

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**Across America and beyond, we aspire to become thriving people in a thriving world.** In 2020, that quest grew much more difficult. Right now, amidst profound losses, we are scrambling to stem the tide of mounting affliction. We are also questioning what it takes to renew our lives together.

Throughout history, communities across the country have endured many forms of sweeping adversity: war, economic collapse, enslavement, terrorism, trails of tears, climate catastrophes, rising chronic disease, gun violence, drunk driving, diseases of despair, even pandemics. Time and again, through tragedy after tragedy, we have found resilience. And in a few historic moments, we have even transformed adversity into advantage, taking dramatic strides toward wider well-being and justice.

American innovators expanded people's freedoms to thrive through impressive efforts to secure some of the vital conditions that make prosperity possible. Thanks to successes such as sanitation, smallpox eradication, stronger starts for kids, smoking cessation, Social Security, and scores of other achievements, our predecessors helped people live longer, better lives. They also expanded the circle of America's caring and concern to protect children, once forced to work in sweatshops; to recognize women, once denied the right to vote; and to dignify previously enslaved people, once legally devalued as less than fully human.

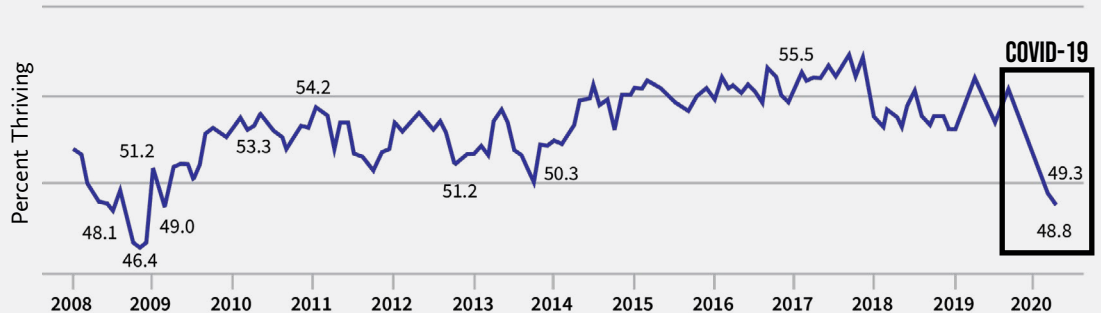
While the road to inclusion has not been straight or steady, we have sometimes managed to find the strength in our nation to move toward justice.

**In 2020, our resilience and humanity are once again being tested.**

In a year unlike any our nation has previously faced, 2020 began by taking us at whiplash speed through a series of connected, compounding crises—any one of which could take years to recover from. And while no single measure can possibly capture how we are experiencing these crises, one reliable indicator begins to tell the story.

In April, Gallup recorded a startling drop in the percentage of Americans who feel that they are thriving, along with a corresponding surge of people struggling and suffering. There is no mystery about the cause: Weeks before, the coronavirus pandemic had forced nearly everyone on Earth to experience what life is like under assault from an invisible threat.

## Overall Life Evaluation of US Adults, Adapted From Gallup



## MEASURING WELL-BEING

Our single best measure of well-being is Cantril's Ladder. This simple two question scale asks people to rate their well-being on a ladder from 0 (worst possible life) to 10 (best possible life), both now and in five years. When combined, those ratings reveal who feels they are **thriving, struggling, or suffering**. This measure is routinely tracked both across the US and around the world by groups such as Gallup, the Organization for Economic Cooperation and Development, and the World Happiness Report, which enables standardized comparisons over time and geography. Gallup alone has polled more than 3 million people over the last decade.

Living through a pandemic and its sweeping consequences delivers endless lessons in fragility and loss. We have seen familiar patterns and treasured rhythms obliterated with dizzying speed, from sports, worship, and work, to graduations, weddings, and travel. Almost overnight, careers have ended and paychecks have disappeared. Schools have closed. Items and pleasures once taken for granted have become scarce. Individuals have been forced to isolate from their own families. Once-healthy people have gasped for air and died alone.

Even if you have weathered the pandemic in relative safety and comfort, your life's vulnerabilities and the world's fault lines have been exposed. And if you entered the pandemic on the bottom of America's hierarchy of dignity and opportunity, COVID-19 has greatly amplified your all-too-familiar experience of constant adversity and injustice.

**Much of the anxiety in this moment can be traced to the sense that we are not experiencing a crisis event but a crisis trend:** a steadily worsening series of threats and disasters. The last decade alone has brought a spectacular series of fires, heat waves, mass shootings, government shutdowns, and other kinds of calamity. COVID-19 is not merely another bad storm we need to put up with until the sun comes out again—it is the most extreme example yet of the multiplying dangers that threaten our lives and livelihoods. Moreover, we are not only ill-equipped to avert and manage these largely preventable phenomena, it seems many of our own actions are making matters worse. That is why, even before the pandemic, Americans' confidence in the future was in decline.

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While the US has a guide known as the National Disaster Recovery Framework for dealing with the aftermath of disasters, the coronavirus pandemic overwhelms its scope. Currently, there is no national plan for recovery from this pandemic.

SAMANTHA MONTANO, 2020

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## A Projected 75,000 ‘Deaths Of Despair’ Could Result From Coronavirus Pandemic Impact

### *Two Crises Convulse a Nation: A Pandemic and Police Violence*

Emotions were already raw over the toll of a pandemic that has killed more than 100,000 people across the country and cost millions of jobs.

## State of Emergency: End the War on Black people!

UP FRONT

**Housing hardships reach unprecedented heights during the COVID-19 pandemic**

## Americans Say COVID-19 Hurting Mental Health Most

**Coronavirus school closures could cause epic slide in math and literacy skills**

## Opioid Crisis Is Engulfed By Pandemic, Leaving Many Vulnerable To Overdose, Relapse

RACE

### **COVID-19 and the Color Line**

Black Americans are dying of COVID-19 at much higher rates than whites, and nowhere more so than in St. Louis. This is the result of racist policies which collapsed the social safety net while setting blacks in the path of danger.

IN BRIEF

## A Double Pandemic: Domestic Violence in the Age of COVID-19

**Food insecurity set to become the bigger pandemic**

Over 40 million Americans have filed for unemployment during the pandemic—real jobless rate over 23.9%

## TANGLED THREATS

There is more to the story of 2020 than one pandemic. Look no further than the headlines to appreciate the sheer size and scope of the tangled threats that are spreading across the country.

Our challenge now is to heed the lessons from this wakeup call about our fragility and fragmentation. The escalating crises we face are not confined to a single sector, place, or class; nor do they stem from the failures of a single group or belief system. What we face now is an intergenerational, multifaceted spiral of adversity—sweeping through not only communities that have been historically designed to concentrate affliction, but every place and social stratum.

Vital conditions for well-being are eroding, raising the odds that there will be darker days ahead. It is easy to see a gloomy future of disappearing or dead-end jobs, dwindling wages and escalating debt, insidious addiction and spiraling deaths of despair, deepening sexism and racism, increasing health care costs and worsening health, disinformation and demagogues undermining democracy—all on top of looming environmental catastrophes that none of us will escape.

In this toxic situation, the hopes we have for ourselves and for our children are fragile and fading. We must act now to change course and renew the system that imperils us. Fortunately, there is reason for hope and even optimism.

**Our country still has an immense reservoir of energy, courage, and imagination.** Health care workers are risking their lives to care for fellow Americans, often to the point of exhaustion. Millions of people are filling streets in nonviolent calls for equal justice. When damage follows, ordinary people are showing up with brooms, buckets, and the will to help neighbors recover economically and emotionally. Mayors and governors, both red and blue, are rebuilding trust through honest, empathic leadership. Corporate CEOs are speaking out, guided by newfound connections between purpose and profit. Nonprofit organizations are reshaping themselves on the fly. Philanthropies and faith organizations are shifting from generosity to justice. Journalists are telling stories about solutions rather than scandals. Tribal Nations are defending, developing, and decolonizing cherished traditions. And families are creatively finding new ways to function and support one another.

These promising trends are not mature enough to make a systemic difference unto themselves. Most are quietly gathering momentum on the margins and have yet to reach the mainstream. However, they are all hopeful, adaptive responses to a world out of balance.

## AS SYSTEMS COLLAPSE, PEOPLE RISE

Otto Scharmer famously observed that, “as systems collapse, people rise.” This single dynamic explains how people with a just cause, animated by a new mindset, can transform failing systems for the better. Our conventional categories and rehearsed routines are not built to handle compounding crises simultaneously. Nor are those crises truly separate. They are symptoms of a system designed long ago that we must now leave in the past. To thrive in today’s interconnected world, we must operate, not as narrowly focused problem fixers, but as a network of system-focused stewards and multisolvers.

Our best hope for escaping the adversity spiral and changing course is to organize local and nationwide action around a single unifying and measurable expectation: **All people and places thriving—no exceptions.**

This is our north star. It conveys our commitment to create communities where all people have a fair chance to participate, prosper, and reach their full potential. It also raises many questions.

- *How can we change course to rapidly increase the number of thriving people and places?*
- *Which pivotal moves must we make right now?*
- *What can we do to bend the big trends that shape our lives?*
- *Which measures matter most as we learn together?*

As this movement continues, 2020 will be remembered as the year when an invisible virus, an inequitable economy, an ailing democracy, and indelible images of police brutality exposed America’s staggering contradictions: our fates are intertwined, yet we continue to inflict inhumane, self-defeating harm on each other, and on the environment. For those who care about well-being and justice, this is a legacy moment. **With 20/20 vision, we see a way forward toward wider well-being, and we are eager to join with others in the work ahead.**



## BECOMING MULTISOLVERS

System stewards increasingly recognize that it is not possible to counter systemic threats by delivering more and more services to growing groups of people in need. In fact, our tendency to over-rely on expert-led, technocratic responses often disempowers people, squanders resources, and is itself part of the problem.

Instead, we must become multisolvers: more likely to look through a macroscope than a microscope, to connect rather than go solo, and to solve for many goals at once rather than switch from one crisis to another. When stewards move beyond the limits of a service marketplace, they often find new ways to work across differences, expanding the belonging and civic muscle we need to shape a more vibrant, thriving commonwealth.



## VITAL CONDITIONS & LEGACIES FOR LIVING TOGETHER

To find a way forward, we need more than hope. We need a plan and a framework for decisive action. That plan starts with understanding, at a practical level, how we can assess and evaluate where we are as a nation.

It helps to distinguish two related ways of viewing well-being:

### Personal Experiences

Individual perspectives and experiences that affect how we think, feel, and function, as well as how we evaluate our lives as a whole.

### Vital Conditions

Properties of places and institutions that we all depend on to reach our potential.

Our freedom to thrive depends on having a consistent set of vital conditions, such as clean air, fair pay, humane housing, early education, routine health care, and other pragmatic necessities. Personal experiences may rise and fall from birth to death. However, vital conditions persist over generations. They shape the exposures, choices, opportunities, and adversities that we each encounter throughout our lives.

Each vital condition is distinct and indispensable. Together, they form an interdependent system that shapes opportunities for people and places to thrive.

If any vital condition is denied or otherwise unfulfilled—or if there is a sudden shock, such as the emergence of a novel pathogen—serious adversity can accumulate, revealing itself in excess rates of illness, unemployment, housing distress, food insecurity, loneliness, and more. Mounting adversity, in turn, drives the demand for urgent services, such as acute care for illness or injury, addiction treatment, crime response, environmental cleanup, homeless services, unemployment support, and food assistance.

Urgent services are necessary for alleviating short-term suffering. But temporary efforts to help people in crisis cannot increase the experience of thriving. Nor could those services counter an entrenched adversity spiral that is fueled by inadequate vital conditions and ongoing legacies of trauma and exclusion. To change course toward the goal of thriving people and places, we

must first step back and see the system that shapes our ability to move in a new direction. It is a system designed long ago, with ever-present effects that can support or diminish our freedom to thrive. Those are what we call our legacies for living together.

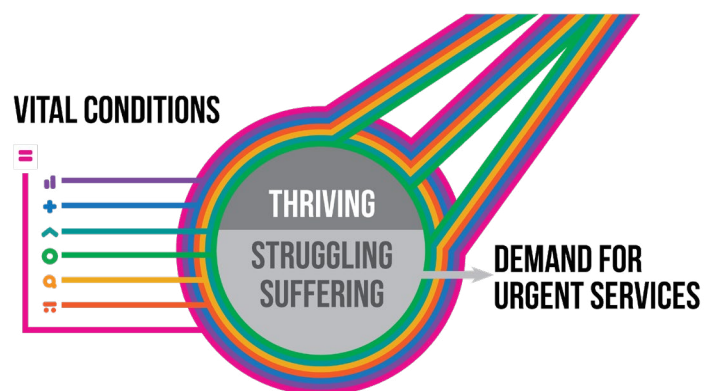
Many of those legacies confer extraordinary benefits. They must be celebrated and sustained. But not all legacies are like that. Some are rooted in unjust, unwise, unsustainable, or racist ideas that are manifestly harmful. Those legacies, which greatly hinder our ability to thrive, can't be erased. But they can be reckoned with and replaced. Not in some distant future but now. The work at hand is to define the imperatives that will shape legacies for the next generation—the legacies that will prepare us for future crises and determine our identity as a people.

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We really need to have this concept of children in all policies. What do you see the future like for your children? When we have housing policies we need to consider children. When we talk about education policy, transportation policy, economic policies—all of these things have to include our children.

**MICHAEL BRUMAGE**  
WEST VIRGINIA UNIVERSITY

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## Vital Conditions

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### THRIVING NATURAL WORLD

#### *Sustainable resources, contact with nature, freedom from hazards*

Clean air, water, soil; healthy ecosystems able to sustainably provide necessary resources; accessible natural spaces; freedom from extreme heat, flooding, wind, radiation, earthquakes, pathogens

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### BASIC NEEDS FOR HEALTH & SAFETY

#### *Basic requirements for health and safety*

Nutritious food, safe drinking water; fresh air; sufficient sleep; routine physical activity; safe, satisfying sexuality and reproduction; freedom from trauma, violence, addiction, and crime; routine care for physical and mental health

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### HUMANE HOUSING

#### *Humane, consistent housing*

Adequate space per person; safe structures; affordable costs; diverse neighborhoods (without gentrification, segregation, concentrated poverty); close to work, school, food, recreation and nature

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### MEANINGFUL WORK & WEALTH

#### *Rewarding work, careers, and standards of living*

Job training/retraining; good-paying and fulfilling jobs; family and community wealth; savings and limited debt

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### LIFELONG LEARNING

#### *Continuous learning, education, and literacy*

Continuous development of cognitive, social, emotional abilities; early childhood experiences; elementary, high school, and higher education; career and adult education

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### RELIABLE TRANSPORTATION

#### *Reliable, safe, and accessible transportation*

Close to work, school, food, leisure; safe transport; active transport; efficient energy use; few environmental hazards

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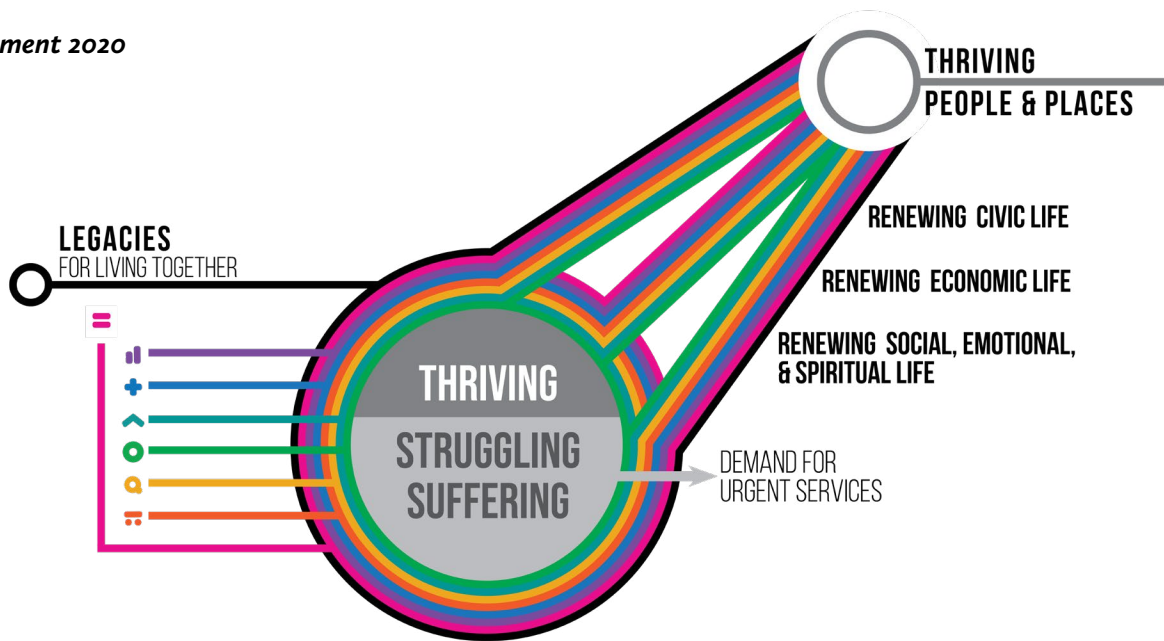
### BELONGING & CIVIC MUSCLE

#### *Sense of belonging and power to shape a common world*

Social support; civic associations; freedom from stigma, discrimination, oppression; support for civil rights, human rights; civic agency; collective efficacy; vibrant arts, culture, and spiritual life; equitable access to information; many opportunities for civic engagement (voting, volunteer, public work)

# LEGACY MOMENT 2020

Legacy Moment 2020



## RENEWING LEGACIES FOR LIVING TOGETHER

We inherit vital conditions from our predecessors—their legacies are the starting points for our lives. However, we possess enormous capacities to transform current and future conditions, for better or for worse. When deciding which policies, practices, services, and investments to continue and which to leave in the past, a basic question for every person and organization is whether our own legacies will affirm dignity and inclusion for all people or inflict trauma and exclusion.

Legacies that honor everyone's human dignity strengthen a mutual sense of belonging and civic muscle. In the accompanying image, *Belonging and Civic Muscle* (☰) wraps around the other vital conditions because it is both a vital condition unto itself and a pragmatic necessity for success in almost any endeavor to expand well-being.

Each step toward full and fair inclusion expands the circle of those who feel that they belong and can contribute to shape our common world. Legacies that favor some while inflicting trauma and exclusion on others do the opposite. They increase the number of people and places that are struggling and suffering, and intensify the adversity spiral that harms us all.

The good news is that even in the midst of a crisis, every person and organization can help to make a difference. Together, we have the power to counter this corrosive dynamic. It begins by joining to embrace new priorities for equitable recovery and resilience. Consider zoning policies that stand in the way of affordable housing. Or

the way we finance public schools—privileging families in higher-income neighborhoods while increasing obstacles for others. In almost every sector of our society, we can identify policies, programs, services, or investments that advantage some at the expense of others. These policies are not forces of nature: They were created by Americans and can be changed by Americans who combine their ideas and energy.

In general, four strategic imperatives, in this order, offer the highest leverage:

### Strategic Imperatives

1. **Affirm human dignity by establishing racial justice and full inclusion for all people** as a daily, living reality
2. **Strengthen Belonging and Civic Muscle** by working across differences for the well-being of people and places, which in turn, unlocks abundant assets of those same people and places
3. **Expand the other vital conditions** with local stewards in the lead, beginning with people and places that are struggling and suffering
4. **Solidify new legacies for living together** by renewing civic life; economic life; as well as social, emotional, and spiritual life.

## THE ART & SCIENCE OF THRIVING

Over the past several decades, the art and science of designing systems for thriving has matured into a vibrant frontier of knowledge, policy, and practice. Other countries, as well as a growing group of cities and major institutions, have embraced equitable well-being as their chief concern, backed by budget authority and transparent living standards. More remains to be discovered, but the work of advancing well-being for people and places is becoming increasingly practical.

Nevertheless, some will surely dismiss this course of action as overly ambitious under current circumstances. To them, we say: Look around. Things that were widely dismissed as impossible in February became worldwide realities two months later. Given the scale and cost of other systemwide changes that have already been implemented, is it really so unlikely that we might also be poised to convert our immense loss into long-overdue renewal?

We hold this contradiction with confidence and clarity. Especially now, as we pull together by staying apart.

## SPRINGBOARD FOR A THRIVING MOVEMENT

This Springboard is designed to help us open a new chapter in America's quest for well-being and justice—to propel a movement that will match the high stakes of this legacy moment.

The guiding framework used in this Springboard does not tell us what to do or how to act. It simply organizes the things that all people and places need in order to thrive. This same framework has been incorporated into the Healthy People 2030 Objectives for the nation, as well as the forthcoming Surgeon General's Report on Community Health and Economic Prosperity. And it fits seamlessly with a uniform set of Well-Being in the Nation (WIN) Measures that are freely available to communities across the country. Most importantly, it is being embraced by a growing network of fellow system stewards.

In less than eight weeks, amidst intense competing priorities, nearly 100 people and organizations made substantive contributions to this Springboard. That fact alone suggests that the movement for well-being may already be more expansive than any of us know. There are, of course, countless other movements gaining strength in 2020 to advance human dignity and justice, such as Black Lives Matter, the Poor People's Campaign, the National Domestic Workers Alliance, and too many others to list here. We did not try to enumerate or examine their intersecting agendas. This document is a quick synthesis of our perspectives, infused with guiding wisdom and stories throughout. It is divided into the following sections:

**CHANGING COURSE SUMMARIES** are brief chapters focused on a particular vital condition or selected topic. There are 15 here, and each links to a longer *Deep Dive* document that was contributed by one or more well-established organizations. Each adapted summary features working definitions, recent facts, key issues, and a short list of pivotal moves that stand out as high priorities for quick action.

**PATHS TO RENEWAL** point to larger and longer-term ways of renewing Civic Life, Economic Life, and Social, Economic, and Spiritual Life. Each brief profile centers on a few crux legacy questions, framed by a quick sketch of current conditions, troubling trends, signs of momentum, and then leading to a short list of trend benders that could play out over a decade. Each section ends with a curated list of the measures that matter for learning together. These three renewals are distinct but synergistically connected. No single renewal could fully succeed alone, but together they could be truly transformational.

**DEEP DIVES** are the full source documents contributed by colleagues on the various topics selected in the *Changing Course* section. Other than having been formatted for consistency, these papers reflect the original work of each author group.

# LEGACY MOMENT 2020

## RELATED EFFORTS

A growing catalogue of related plans and blueprints is beginning to emerge, including:

### **E PLURIBUS UNUM INSTITUTE**

[Roadmap to an Equitable Response, Recovery & Resilience](#)

### **FULL FRAME INITIATIVE**

[Wellbeing Blueprint](#)

### **HARVARD**

[Roadmap to Pandemic Resilience](#)

### **HEALTH IMPACT PARTNERS**

[Health Equity Policy Platform for COVID-19 Response and Recovery](#)

### **JUST CAPITAL**

[Just Principles to Help Guide Corporate America During the Coronavirus Crisis](#)

### **NEW YORK TIMES**

[The America We Need](#)

### **POLICYLINK**

[Federal Policy Priorities for an Equitable COVID-19 Relief and Recovery](#)

[Principles for a Common-Sense, Street-Smart Recovery](#)

### **WELLBEING ECONOMY ALLIANCE**

[Wellbeing Economics for the COVID-19 Recovery](#)

All parts of this Springboard remain open to evolve through ongoing discussion and debate. No one person or organization is likely to endorse every idea in this document. That is as it should be. At this stage, we are surfacing a diverse range of ideas and proposals designed to prompt creative thinking and swift action. In the work ahead, coalitions will form and new ideas will emerge.

This is a messy, far-reaching, rapidly changing movement, as all serious system change endeavors must be. Over time, new pivotal moves may arise. New measures may be devised. Stronger civic muscle might be necessary to bring trend benders to life. Along the way, this Springboard can evolve to help system stewards stay on course to thrive together.

## GUIDING PRINCIPLES

When making choices or weighing trade-offs, let these be our guiding principles:

### **LONG, THRIVING LIVES**

Fully value long thriving lives, in aspiration and in calculations. Balance attention to physical health and wealth with equal concern for other states of being (mental, emotional, social, spiritual). Always begin with those who are struggling and suffering.

### **DIGNITY & JUSTICE**

Fulfill America's overdue promise of justice for People of Color, Tribal Nations, people who experience gender inequality, and all others who endure unjust adversity; reject hierarchies of human value and tell a new story in which human differences are a strength, not a reason to destroy each other.

### **PEOPLE & PLACE**

Let local wisdom shape solutions that are fit for each place and its people; look for existing assets and enrich them; remove constraints that impose segregation; pay attention to the interdependence of all things within whole living systems.

### **SHARED STEWARDSHIP**

See ourselves—and one another—as interdependent stewards of well-being for people and places; negotiate vested interests, but do not lead only on behalf of your own issue or organization; work across differences with curiosity, grace, and humility.

### **PAST & FUTURE LEGACIES**

Look back and reckon with legacies that inflict harm; look ahead to sustain past achievements while solidifying new legacies that expand opportunities for well-being and justice.





If we make sure **Indigenous people aren't an afterthought** and people see Indigenous people as value added as a collaborator for change. There's a huge opportunity. But it requires us to recalibrate how we think about innovation. And quite frankly, how we think about capitalism altogether. And it requires us to push our learning edge. Let's create policies that prioritize community wealth building strategies instead of just creating tax incentives for the large corporate industries who aren't going to be the ones deploying these ideas.

**NICK TILSEN**  
NDN COLLECTIVE

You can't rely on waiting for the crisis to hit and then expect all these players in the community to come to your aid. **We've been doing this work for a long time**, recognizing the value of relationships over a very long period of time, and have really worked to develop those and find ways that we can come together to study needs together and address needs together.

**PAULA MORGEN**  
THE DACARE

We are looking at the trauma of the entire family unit, not only the trauma involved with the person, but understanding the concept of intergenerational trauma that gets passed on from person to person. **If we don't break that cycle now**, we are going to have another generation of people set up for substance use in some form or another, and for mental health disorders.

**MICHAEL BRUMAGE**  
WEST VIRGINIA UNIVERSITY

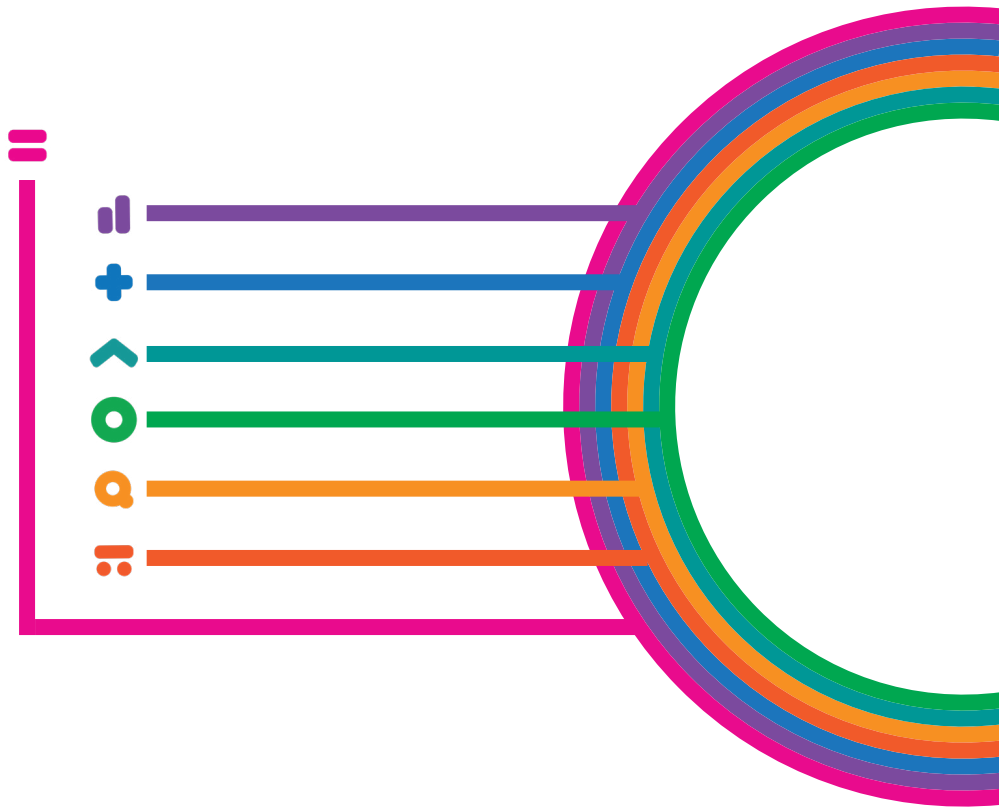


It became very clear that **the community stepped up and stayed home** from a health and well-being perspective, not only for themselves, but for each other, and truly took that to heart.

**IMRAN ANDRABI**  
THEDACARE

You can look around as a leader and you can say, well, this is my piece, and this is what I'm going to contribute. But I also have all of these other formal leaders, emerging leaders—whoever—they're going to come to the table, and this is what they're going to do. That's how we can mobilize things very fast. If COVID-19 happened 10 years ago, we would never have **had that culture of collaboration built** in order to mobilize that fast.

**TEAL VANLANEN**  
ALGOMA SCHOOL DISTRICT



# CHANGING COURSE

VITAL CONDITIONS FOR WELL-BEING & JUSTICE



# THRIVING NATURAL WORLD

Everyone deserves to live in a clean, healthy environment—one that is free from hazards and emerging pathogens, resilient to future changes, and fulfills our need to connect with nature.

Healthy environments provide clean air, water, land, and well-functioning ecosystems, ensuring people are able to adapt to the inevitable impacts of climate change. Individuals need thriving natural places to feel healthy today—and communities rely on natural systems to support health now and in the future.





# THRIVING NATURAL WORLD

## CHANGING ECOSYSTEMS

**54%** of Black people face a higher health burden from air pollution than the overall population

**2M+** Americans live without running water or a working toilet at home—and Native Americans are more likely than any other group to have trouble accessing water

**1 in 3** households in the United States faces extreme hardships paying energy bills to heat and cool their home, prepare meals, and keep food and medicine secure

**2X** as many Black people suffer heat-related deaths as compared with non-Hispanic White people

*Facts adapted from the Thriving Natural World Deep Dive*

**LOW-INCOME COMMUNITIES AND COMMUNITIES OF COLOR** in the United States have experienced disproportionate burdens from environmental hazards, unhealthy land uses, lack of access to parks and green spaces, historical traumas, and other sociodemographic stressors. Communities of Color are more likely to live near sources of toxic air and water pollution, exposing them to a higher risk of serious health problems. These very health conditions—asthma and cardiovascular disease, for example—have now been linked to worse COVID-19 outcomes, underscoring the cumulative nature of vulnerability that is experienced daily by low-income communities and Communities of Color.

A just response and recovery to COVID-19 requires an understanding of the interconnectedness of this global pandemic with issues of income and place-based inequality, environmental degradation, and racism. The loss of ecosystems and habitat, climate change, and other factors are part of the reason for this and future pandemics. Addressing climate change, health inequities, and disparities in access to nature will require transformational change in our policies and systems. We cannot have healthy people without healthy places, and we cannot have healthy places without a thriving natural world.

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### KEY ISSUES

- **Climate change disproportionately impacts the health of low-income communities and Communities of Color.**
- **People of Color are more likely to live in neighborhoods with multiple environmental stressors, such as air and water pollution.**
- **Safe running water, energy, and healthy housing are especially necessary** during this pandemic and are basic conditions everyone needs to be healthy and thrive.
- **Low-income communities and Communities of Color are least likely to have access to the public, open spaces** that are critical to well-being, particularly during the COVID-19 crisis, when access to fresh air, sunlight, and exercise while maintaining proper distancing is so important.

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## EQUITABLE ACCESS TO PARKS & OPEN SPACE

Cities can adopt a transparent, data-driven, community-led approach to improve the equitable allocation of public resources as part of park and urban open-space development. Parks can contribute to higher land values that lead to gentrification. The positive aspects of parks and open space can only be created if their development is just, equitable, and inclusive in both process and outcome—so that people can stay in place if they so choose.

## TURN EDUCATION INSIDE OUT: GREEN SCHOOLYARDS

Outdoor classrooms can help with social distancing and, over the long term, studies show that exploring, playing, and learning in nature improves academic achievement. Green schoolyards also help address climate change by reducing flooding, loss of pollinator habitat, and heat island impacts. Public schools are one of the largest landholders in most communities and can be incentivized to create more green schoolyards.

Creating more parks and green spaces, including green schoolyards, as part of COVID-19 recovery is an important opportunity to train and employ youth—particularly youth of color who are more likely to be unemployed than White youth.

## NO SHUT OFF

A national moratorium on shutoffs of water, electricity, and gas for residential buildings would ensure all people have basic necessities to be healthy and combat the spread of COVID-19.

## CONNECTIONS

### BASIC NEEDS

Running water and electricity are necessary to be safe and healthy, yet are not affordable for everyone. Residential water rates have increased at three times the rate of inflation over the last decade, and in some cities, such as Flint, MI, water affordability has reached crisis levels.

### PATH TO RENEWAL

Parks, green schoolyards, and other community spaces not only have many health benefits, but they can also strengthen social bonds and social capital, especially when communities are engaged in planning.

ADAPTED FROM THE [THRIVING NATURAL WORLD](#) DEEP DIVE

We need to flip the sequence of events—**create community-driven equity strategies**, implement those strategies, and only then create the asset (park, infrastructure, etc.). In the Bridge Park’s case, by the time the park is expected to open in 2023, we’ll have implemented our equitable development strategies for seven years.

**SCOTT KRATZ**

DIRECTOR, 11TH STREET BRIDGE PARK  
WASHINGTON, D.C.



**The 11th Street Bridge Park** in Washington, D.C., brings green infrastructure to a community that lacks it, including stormwater management, native plants and trees, a rooftop farm, meadow, and river garden. The Street Bridge Park project has:

- Created 71 full-time jobs in historically lower-income Wards 7 and 8
- Engaged more than 2,500 residents in tenants’ rights initiatives
- Supported cultural works, like the Black Love Experience featuring music and art
- Harvested more than 7,500 pounds of fresh produce

This model illustrates how green spaces can facilitate equitable community development and ensure a wide range of social, economic, environmental, health, and cultural benefits for all.

# BASIC NEEDS FOR HEALTH & SAFETY

People's foundation for physical and mental well-being starts with access to fresh air, clean water, and nutritious food. We all need a balance between physical activity and sleep. We need healthy relationships, with freedom to express our gender and sexuality. We need to support the health and needs of women of reproductive age to ensure the conditions exist to nurture healthy babies. We need to feel safe from violence, crime, and injury. And we need to be free from addiction, trauma, and toxic stress.

Meeting these basic needs allows us to be healthier today by avoiding hunger, exhaustion, disease, and injury. It also means we are more likely to thrive tomorrow by supporting our ability to withstand adversity.

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FREEDOM FROM TRAUMA, VIOLENCE & ADDICTION

PUBLIC HEALTH

HEALTH CARE

FOOD





# BASIC NEEDS

## FREEDOM FROM TRAUMA, VIOLENCE, & ADDICTION

**1,000%** increase in calls to the federal Disaster Distress hotline

**>50%** of American children experience at least one adverse childhood event

**33%** of Americans wait more than a week to access a mental health clinician

**67%** of American adults believe their sleep was healthier before the pandemic

**45%** of Americans said they felt “down, depressed, or hopeless” for several days in the previous week

*Facts adapted from the Basic Needs: Freedom from Trauma, Violence, & Addiction and Basic Needs: Public Health Deep Dives*

**THE IMPACTS OF TRAUMA, VIOLENCE, AND ADDICTION** on human life are far reaching. Adverse childhood experiences and toxic environments can harm health and well-being across a lifespan and generations. Unfortunately, quality mental health and addiction care has long been difficult to access, hard to afford, and too uncoordinated, and underfunded to provide real healing.

To address our mental, emotional, and social health needs as whole persons, and particularly the loss, trauma, and substance misuse occurring in the wake of COVID-19, we must move toward ensuring everyone has access to integrated, comprehensive, multi-sector, community-based care, solidly anchored in the promotion of mental health and emotional resilience.

### KEY ISSUES

- **Depression is the leading contributor to disability**, with far-ranging effects on physical, social, and emotional health.
- **With increasing rates of unemployment**, the number of uninsured is rising even as the need for care increases.
- **Without viable community treatment options**, those in need often go without care, or are forced into more expensive emergency services.
- **COVID-19 has highlighted vulnerabilities within our current delivery system**, underscoring that care in the clinical or hospital setting is not always feasible or the most effective approach.
- **The traditional mental health workforce does not have the capacity** on its own to meet the demand for services. This was true prior to COVID-19 and is even more evident now.
- **A large body of research on “task-shifting”** demonstrates how many of the tasks of treating addiction and mental health needs—such as screening and tracking improvement, providing aspects of supportive counseling, coaching skills in self-care—can be done by trusted nonclinical health professionals.

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## ENSURE ACCESS TO CARE, NOW

Emergency funding must be dedicated to clinicians and organizations treating individuals with mental health and substance use disorders.

A significant portion of emergency funds should be set aside for organizations serving those enrolled in Medicaid.

## CHANGE DELIVERY OF MENTAL HEALTH CARE

Integrate mental health staff and universal screening into primary care, improve assessment and referral pathways, undertake outreach into communities and schools, and ensure that digital care is available.

Adopt a “no wrong door” approach that allows people to secure the appropriate level of care without imposing burdens that worsen their distress.

Distribute the workforce to reach people where they are.

## TRANSFORM THE MENTAL HEALTH WORKFORCE

Implement a Community Health Service Corps that is dedicated to prevention and to meeting distinct needs with culturally sensitive approaches.

Embrace task-shifting—package clinical and cultural knowledge with methods that heal and prevent harm, led by the community.

Leverage clergy, teachers, community health workers, parents, trusted peers to change the character and expand the reach of mental health services.

Large-scale efforts to shift care into communities will require strong community leadership and a unifying infrastructure, as well as steps to ensure availability and equitable distribution.

## GET THE FACTS & PUT THEM INTO ACTION

Implement real-time surveillance of critical issues like suicide, drug overdose deaths, and the incidence of mental health diagnoses in crises.

Devote additional resources to evaluating community and clinical interventions that mitigate or even prevent behavioral health conditions.

Translate findings into effective education and skill-building rooted in best practices and enhanced by technical and peer assistance.

## CONNECTIONS

### PATH TO RENEWAL

We need to face the reality of a broken, fragmented system of mental health care. Effective action to address this failure will impact each area of renewal discussed in the next section of this document. It will enhance civic life through commitment and investment in community solutions. It will strengthen the economy by providing meaningful jobs, improving improved educational attainment, increasing productivity, and reducing costs. It will improve social, emotional, and spiritual well-being by creating accessible and culturally competent support services.

ADAPTED FROM  
THE **BASIC NEEDS:**  
**FREEDOM FROM**  
**TRAUMA, VIOLENCE,**  
**& ADDICTION DEEP**  
**DIVE**

Mental health and addiction issues touch every one of us—either directly or through someone we love. The consequences of trauma, violence, and exclusion threaten our well-being, and undercut our freedom to flourish. We all have healing to do, even as some of us suffer disproportionately as a result of systemic inequities borne by our race, ethnicity, gender identity, and socio-economic status. It's time we recognize that whatever may divide us, that which connects us is greater still. **Let us turn to one another and listen, learn, recover and find new ways to heal, thrive and grow our collective resilience.** Our lives, families and nation depend on it.

**TYLER NORRIS**  
WELL BEING TRUST





# BASIC NEEDS

## PUBLIC HEALTH

**3%** of all US health care spending goes to public health

**51%** of Americans are served by a comprehensive public health system

**30,000** local public health jobs have been lost since the Great Recession

**12** public health emergencies were federally declared in 2019, compared with only 2 in 2010

**\$4.5B** is needed to modernize the foundational capabilities of state, local, tribal, and territorial health departments

*Facts adapted from the Basic Needs: Public Health Deep Dive*

**THE GOVERNMENTAL PUBLIC HEALTH SECTOR** has agencies at the federal, state, local, tribal, and territorial levels focused on the protection and promotion of good health among all the members within its jurisdictions, with special attention to those at elevated risk of poor health. All agencies are engaged in core activities: data collection and analysis; disease and injury prevention and control; and the promotion and/or implementation of health-oriented policies and practices.

In addition to core activities, health departments are:

- Addressing a variety of new issues: the opioid epidemic, the dramatic rise in suicides, widespread vaping and vaping-related lung injuries, weather-related emergencies, and the reemergence of vaccine-preventable infectious diseases, like measles
- Developing partnerships with other sectors that impact health and well-being, such as health care, education, criminal justice, housing, transportation and economic development

More health agencies have refocused their attention on the promotion of equity. Systemic inequities have led to higher rates of underlying medical conditions in Communities of Color, increasing vulnerability for severe COVID-19 illness. While everyone is at risk for COVID-19, Black people, Latinos, American Indians/Alaska Natives, Asian Americans, Native Hawaiians, and Pacific Islanders are at elevated risk. The root causes of racial and ethnic health and health care disparities are complex and interconnected, and these inequities existed long before COVID-19.

### KEY ISSUES

- **Chronic underfunding of public health** has limited health departments' ability to:
  - Modernize labs, surveillance systems, and informatics
  - Hire and retain workforce
  - Address the underlying health conditions that put communities at heightened risk from COVID-19
- **Root causes of racial and ethnic health and health care disparities** limit communities' ability to be prepared against and recover from public health emergencies, like COVID-19.
- **Public health is increasingly focused on equity** and the vital conditions for community well-being.

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## STOP SHORT-CHANGING PUBLIC HEALTH

We need to ensure state, local, tribal, and territorial health departments have the tools, workforce, and systems in place to address existing and emerging health threats.

## REDOUBLE EQUITY EFFORTS

We need to collect and publicly report comprehensive demographic data, and information related to COVID-19 cases, hospitalizations, and deaths. This disaggregated data is necessary for identifying impacted areas and supporting outreach, prevention, and access to care.

## END AGENCY SILOS

Prevention, health screening, and treatment services have been siloed in specialized agencies. A transformative approach is needed: All federal agencies impacting any aspect of behavioral health need to collaborate.

## EXPAND AGE-FRIENDLY PUBLIC HEALTH

COVID-19 has exposed the need for a specialized public health focus on the growing older adult population. Public health agencies at the federal, state, and local levels need funding to protect older adults from COVID-19 infection, as well as from the consequences of social isolation and interruptions in care.

## PREPARE FOR THE NEXT MAJOR THREAT

To avoid a repeat of the COVID-19 public health emergency, we must increase funding to build preparedness capabilities in all states, territories, and Tribal Nations.

## CONNECTIONS

### MEANINGFUL WORK & WEALTH

Lack of sick leave benefits may result in workers coming to work when they should be in quarantine or isolation. Low-income workers are much less likely to receive paid sick leave even though these workers are often less able to miss work when they are sick because they rely on their full pay.

### PATH TO RENEWAL

Public health departments are uniquely situated to build collaborations across sectors, identify priorities in communities, and help address policies that inhibit health.

ADAPTED FROM THE [BASIC NEEDS: PUBLIC HEALTH](#) DEEP DIVE

There is growing momentum for public health to contribute to programs, policies, and innovative interventions to promote health and well-being for people as they age. Although public health efforts are partly responsible for the dramatic increases in longevity over the 20th century, historically there have been limited collaborations across the public health and aging fields.

## TRUST FOR AMERICA'S HEALTH



**Trust for America's Health** is partnering with the Florida Department of Health to implement a public health framework to improve the health and well-being of older adults, focusing on areas where public health can support, complement, or enhance aging services. Our work strives to engage the public health system in efforts to address the health and well-being of older adults individually and, importantly, by creating the conditions at the community level that older adults need to achieve and maintain their optimal health and well-being.



# BASIC NEEDS

## HEALTH CARE

**4000%** more non-urgent telehealth visits occurred in March and April within one health system

**20%** of the average American's paycheck is spent on health insurance

**67%** of COVID-19 deaths in Chicago were Black people, even though the city's population is only 32% Black

**54%** of providers and 60% of medical students and residents have substantial symptoms of burnout

*Facts adapted from the Basic Needs: Health Care Deep Dive*

**EVEN PRIOR TO THIS GLOBAL PANDEMIC**, health care in the United States has held a tension. There are incredible contributions, breakthroughs, and improvements that the health care delivery system can proudly claim, as well as systemic problems that chronically plague the sector. Despite pockets of excellence and innovation, the United States health care system continues to experience inefficiencies, challenges, and poor outcomes for populations in relation to the investment made.

The system's focus on acute, episodic, fee-for-service care has resulted in fragmented, inadequate, and/or inappropriate service delivery for many chronic physical and mental health conditions. Structural inequities and interpersonal bias have been drivers of adverse experiences and stark disparities. The pandemic has only amplified those problems, as seen in the greatly higher rates at which People of Color are contracting the virus and dying from it.

In addition to the direct impacts on patients, COVID-19 has had a substantial impact on our health care delivery system, from the supply chain to the well-being of the health care workforce. Drastic reductions in elective procedures have reduced revenue for many health care delivery systems. Hospitals and health systems that were struggling before COVID-19 are fighting to stave off insolvency. This crisis allows us the opportunity to examine the way care is delivered, coordinated, and paid for. We can use this disruptive moment to drive a radical redesign that achieves better, more equitable outcomes.

### KEY ISSUES

- **The United States has some of the worst health outcomes** of any high-income country.
- **Perverse financial incentives that drive inappropriate utilization** contribute to excess costs and the crisis of affordability.
- **Many Tribal Nations have not received promised federal health care funding** for COVID-19 as of June 2020.
- A significant proportion of point-of-care **clinicians are experiencing extraordinarily high rates of depression**, anxiety, insomnia, and distress.
- **We can expect a “second curve” of mental health problems** among both health care workers and the public.
- If we design for recovery in health care **without the explicit use of an equity lens**, we will maintain or exacerbate inequities and injustices.

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## STRENGTHEN EMERGENCY READINESS

Formally learn from what has and has not worked in the pandemic response so that we can be ready for the next surge.

Plan for rapid shifts and redeployments of facilities, supplies, workforce, and protocols, and intentionally bringing an equity lens to emergency response planning.

## DISRUPT TRADITIONAL OFFICE VISITS & PATTERNS OF OVERUSE

Partner with patients to design and improve the virtual care experience.

Attend to variable access to technology, such as the lack of internet access for some patients.

Assure ongoing appropriate payment for virtual services, language access, and access for undocumented people.

Use data and stories from this acute time of delay and avoidance to better define necessary and unnecessary services through a lens of equitable health outcomes.



**Together for West Philadelphia (TfWP)** is a collaborative nonprofit organization that aims to address inequities in access to health care, education, food access, and opportunity. Community, public, and private-sector stakeholders foster shared projects that maximize impact in education, employment, food justice, health equity, housing, and senior well-being. In order to break down silos and work better together, TfWP's partners share their time, ideas, and resources as part of this cohesive organization.

## CARE FOR CAREGIVERS

Provide proactive support to help caregivers manage fear and anxiety in daily work.

Ensure psychological safety and provide opt-out mental health and well-being support.

For all health care workers, address meaning and purpose, choice and autonomy, wellness and resilience.

## GROW PUBLIC HEALTH & PREVENTION

Shift health care resources and the locus of control toward public health and social services.

Strengthen innovation and research in prevention and primary care.

Partner with states to launch a Community Health Service Corps that can scale up enhanced contact tracing, testing, and other crisis-management efforts.

## SHARE POWER & DECISION-MAKING

Move toward shared power and decision making.

Create partnerships between health care entities and local entities to identify and solve problems, building trust at every step.

Drive toward better, more equitable outcomes by supporting prototypes of asset-based community co-design.

## CONNECTIONS

### BELONGING & CIVIC MUSCLE

Health care entities have always played a prominent role in their communities, but there is increasing recognition that their value as anchor institutions extends beyond simply providing care to those who come through the door. They must form partnerships with their communities, learning from them and helping to organize around equity, inclusion, and comprehensive well-being.

### MEANINGFUL WORK & WEALTH

The pandemic has taken a toll on health care providers at every level, imperiling their lives even as it strains their family lives and mental health. We must address this burden and do more to care for the caregivers.

### PATH TO RENEWAL

America's health outcomes are among the world's worst, with unacceptable levels of racial inequity. Yet America spends 18% of its GDP on health care, higher than any comparable nation. Over 60% of bankruptcies are due to medical expenses. Hospitals and health systems that were struggling before the pandemic are being pushed toward insolvency. Renewing America's economy will require bold thinking to restructure the delivery of health care.

ADAPTED FROM THE [BASIC NEEDS: HEALTH CARE](#) DEEP DIVE

**The Institute for Healthcare Improvement** recommends the following practices for health care, as it works in partnership with other sectors:

- Create a system that puts the people most affected at the center
- Prioritize equity as foundational and drive action at multiple levels
- Call out and then address racial inequity specifically
- Let data, both quantitative and qualitative, drive decision making
- Build and rely on trusting relationships to create sustainable systems
- Eliminate silos and advance cross-sector collaboration
- Cultivate mindsets and approaches for adaptive, complex challenges
- Build capacity and capability for transformation at the community level
- All teach, all learn, all lead



# BASIC NEEDS

## FOOD

**500%** increase in US obesity rate since 1950

**4M** fewer farms exist now than in 1950 (from 6 million to 2 million)

**95%** decline in US agricultural workforce since 1950

**THE MID-20TH CENTURY WAS A TURNING POINT** in the American food system, ushering in a precipitous decline in farm populations. With the shift toward highly consolidated, vertically integrated, and industrially efficient agriculture came a rise in obesity, a loss of agricultural biodiversity, and a rise in nitrate pollution and greenhouse gas emissions due to concentrated methods of farming and animal rearing.

COVID-19 has highlighted that farmers and small businesses have precarious livelihoods that are threatened by even a short-term loss of revenue. The shutdown of the food service pipelines on which their businesses are built left many farmers and food processors dangling, imperiling their livelihoods. And yet, while the farmers and food processors were desperate to find markets for their supply, food banks were stretched beyond capacity, with not enough food to meet the dramatically sudden increase in demand.

*Facts adapted from the Basic Needs: Food Deep Dive*

### KEY ISSUES

- **The higher rates of mortality in Communities of Color** can be attributed, at least in part, to the greater incidence of chronic diseases— diabetes, hypertension, obesity—that are closely linked to nutrition.
- **Low-income communities have limited access** to affordable, nutritious food, relying instead on cheap processed foods that are high in calories but low in nutrient density.
- **Although school districts nimbly met the challenge** by diverting their cafeteria food programs to emergency meal delivery at pick-up locations, they did so at great sacrifice to their budgets.
- **The lack of safe working conditions** has left food system workers, who are 1/6 of the nation's workforce, highly vulnerable to contracting COVID-19.
- **Fifty plants produce 98% of the meat** in the United States. With six multinational companies in control of global meat production, the supply chain is efficient but not resilient.
- **With financial and policy support** from their national and state governments, cities can lead the way toward a regionally resilient food system that supports their local as well as neighboring rural economies.
- **The financial value of the long-term**, high-volume contracts of schools and other large institutions is a de-risking opportunity for the supply chain, which allows for price adjustments according to that economy of mid-scale.



# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## LEVERAGE THE POWER OF PUBLIC CONTRACTING

Cities and counties should adopt purchasing targets for all their large food service institutions that align purchases with a commitment to local economic support, fair wages, safe working conditions, healthy people, and a healthy environment.

The targets of cities, counties, and institutions should then be aggregated into regional targets. These combined dollars can drive entrepreneurial responsiveness to community needs and make a difference in the regional food economy.

Targets should be backed up with contractual commitments to producers and distributors, and progress toward targets should be shared in publicly presented progress reports.

Nationally networked city procurement goals could be leveraged to influence the federal role in funding aspects of the food system.

Goals supporting local economies, sustainable production practices, fair labor practices, nutritional health, and societal equity should be targeted and implemented with equivalent priority.



**The Good Food Purchasing Program** was adopted by the City of Los Angeles and Los Angeles Unified School District in 2012. Its mission is to harness the purchasing power of large institutions to drive changes in the food supply chain. It accomplishes that goal in part through a metric-based feedback and rating tool that is used by the enrolled institutions, with the goal of supporting local economies, fair labor, environmental sustainability, animal welfare, and public health. Now a national body, the Center for Good Food Purchasing is present in 20 cities and over 45 municipal institutions.

### COORDINATE FOR REGIONAL CHANGE

Dedicate a permanent stream of government funding for value-chain innovation among regional suppliers to create shorter, more resilient supply chains.

Promote the development of food hubs that operate as intermediaries between public institutions, neighborhood markets, community serving organizations, and local small- to mid-sized farmers and food businesses.

Use bond measures and other public finance mechanisms to fund food-focused capital projects, such as modern warehouses and logistics networks or incubator-style experimental kitchens.

Invest in the knowledge and tools to support a resilient ecosystem of food production and distribution, integrating sectors across an entire region.

### ACCOUNT FOR FOOD'S TRUE COST

Begin to reverse the economic dynamics that incentivize the production of unhealthy and environmentally destructive food. This can be done by accelerating the implementation of True Cost Accounting in Food, which integrates cost-benefit analysis, life-cycle assessment, and multi-criteria analyses to capture the systemwide impact of food production.

Use the information from True Cost Accounting to set policies that address affordability by adjusting prices to reflect full societal cost (e.g., reflecting the additional cost of producing a strawberry in a manner that doesn't harm the environment or workers).

Implement programs that match nutrition assistance benefits dollar for dollar when used for purchasing fruits or vegetables at a farmers market or similar venue.

### CONNECTIONS

#### THRIVING NATURAL WORLD

A 2017 study of 67 countries placed the United States in the bottom half in terms of nutrition, sustainable agriculture, and food waste. We must develop sustainable food systems that are inclusive, resilient, safe, and diverse. This means providing healthy and affordable food, minimizing waste, and conserving biodiversity—all while adapting to and mitigating the impacts of climate change.

#### MEANINGFUL WORK & WEALTH

The food system is an essential service, and it is imperative that we manage it in a way that is sustainable for the planet and people. By advancing community health, serving workers, and supporting local businesses, we can build a regionally oriented food system that is more balanced and resilient.

#### PATH TO RENEWAL

American consumers spend an estimated \$1 trillion a year on food. We must advance the development of a supply-chain infrastructure that includes food hubs and leadership from local government. It is important to include the workforce and teams focused on economic development, recognizing that the food system is an economic one that responds to financial incentives and investments.

ADAPTED FROM THE [BASIC NEEDS: FOOD](#) DEEP DIVE

**The Health, Environment, Agriculture, Labor (HEAL) Alliance** brings together rural and urban farmers, fisherfolk, farm workers, food-chain workers, rural and urban communities, scientists, public health advocates, environmentalists, and Indigenous groups. Its platform integrates a set of critical food goals:

### **Economy**

- Dignity for food workers
- Opportunity for all producers
- Fair and competitive markets
- Resilient regional economies

### **Health**

- Curb junk-food marketing
- Increase knowledge of, connection to, and transparency around food sources
- Make affordable, fair, sustainable, and culturally appropriate food the norm in every neighborhood

### **Environment**

- Phase out factory farming
- Promote sustainable farming, fish, and ranching
- Close the loop on waste, runoff, and energy

# HUMANE HOUSING

People are able to thrive when they have safe, stable places to live. That means we feel secure, our homes and neighborhoods are free from hazards, and our communities provide us what we need.

Housing is the biggest expense in most family budgets, making housing affordability a significant factor in financial well-being. Homeownership has long been at the center of the American Dream, offering a way to build family wealth and stable, diverse communities.





# HUMANE HOUSING

CONSISTENT, SAFE & AFFORDABLE HOUSING

**25%** of Americans spend more than half their incomes on rent, including 28% of Latino and 31% of Black people

**60%** of Americans can't afford a \$1,000 emergency

**<1%** of housing is both affordable and accessible to people living with disabilities

**40%** of people experiencing homelessness are Black, despite being 13% of the total US population

*Facts adapted from the Humane Housing Deep Dive*

**SYSTEMIC DISCRIMINATION IN HOUSING POLICY** has created persistent inequities in homeownership and wealth, in addition to creating entrenched racial segregation. From the 1930s through the late 1960s, the federal government's practice of "redlining" limited or denied mortgage insurance in neighborhoods with high rates of Black households and other households of color. The legacy of this discrimination continues today, in exclusionary zoning practices that artificially constrain supply and keep house prices and rents beyond the reach of many.

As a result, access to homeownership, better schools, healthy food options, and other positive externalities are less available to households of color than to White households. This is why Black households today have lower homeownership rates than all other racial and ethnic groups and are three times as likely as White people to live in outdated, crowded, or substandard homes.

Housing insecurity creates chronic health disparities, exacerbating hypertension, diabetes, and other medical conditions that contribute to the alarmingly high COVID-19 death rates in Communities of Color. Poor housing conditions also directly increase families' exposure to the virus because they make it difficult to practice social distancing and to take required COVID-19 precautions.

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## KEY ISSUES

- **People already struggling to make ends meet before the crisis** now face a choice between paying the rent and buying food, medicine, or other necessities.
- **The crisis has impacted multiple sectors**, from housing and food security, to employment and local businesses, to mental health and city budgets. The challenges compound each other—and effective solutions are similarly integrated.
- **We must leverage and align funding** so that each dollar has multiple impacts.
- **Over 35 states, 150 municipalities, and the federal government have taken some action** to limit evictions during this crisis.

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## SUPPORT HOUSING STABILITY FOR THOSE AFFECTED BY COVID-19

Prohibit unaffordable balloon payments for ending forbearance periods and other postponements of payments.

All housing expenses associated with homeownership should be frozen for families facing income loss associated with the outbreak, without damaging their credit. This includes mortgage payments, taxes, homeowner and flood insurance, and utility bills.

Halt evictions and foreclosures. Provide emergency housing for everyone who doesn't have a home, including people experiencing homelessness, being released from incarceration and detention, or facing domestic violence.

Ensure the right to counsel for tenants facing eviction despite local and federal laws.

To prevent a flood of evictions at the end of moratorium periods, implement a program of rent and mortgage forgiveness.

For place-based recovery, these are universal factors that determine whether the recovery effort is equitable. In practice, equity is not a fixed destination or singular dimension —it is dependent on where a community is starting from. It is directional and needs to be defined by the priorities and self-determination of the community, tied to its specific needs and opportunities.

**ENTERPRISE COMMUNITY PARTNERS**

### PROMOTE RESPONSIBLE LOCAL OWNERSHIP

We must protect nonprofits, owners of deed-restricted affordable rental units, and small landlords who are providing affordable housing to make sure they have operating support and can expand to meet the demand for affordable housing.

We should work to prevent large for-profit investors from swallowing up housing stock by designing policies that give preference to tenants, nonprofits, local governments, and small-scale local purchasers.

### MAKE HOUSING AFFORDABLE

The cost of building affordable housing should be reduced by having state and local governments purchase and hold land with federal assistance. This can be coupled with local zoning that prohibits single family units and the establishment of universal housing codes.

Require mixed-income housing so that higher rent units subsidize lower rent units.

Triple government support for rental assistance (Section 8 vouchers).

Use Community Land Trusts and agreements with employers to prevent displacement.

Create renters' insurance through payroll taxes, and create Rent Resilience Funds to cover rent for those who require assistance during economic downturns. Prevent housing instability in the first place by encouraging corporations to provide subsidized housing for low-income employees.

Standardize "mortgage reserve accounts" to build emergency savings to make mortgage payments in a crisis.

### CONNECTIONS

#### BASIC NEEDS

Recent research has documented racial disparities in access to healthy food at the neighborhood level, with generally lower quality and higher prices relative to stores in predominantly White neighborhoods. As a result, nearly 21% of Black families are food insecure—that is, they are either uncertain of having or unable to purchase adequate food for all their family members. Black families are also subjected to higher levels of air pollution and lead exposure than White families, regardless of income.

#### PATH TO RENEWAL

Millions of people are facing another rent bill, with no income or relief from our inadequate safety net programs. COVID-19 didn't create America's housing mess. Market failures have been hurting low-income people and People of Color for years. But the economic and health emergencies brought on by the pandemic have changed the equation. People already struggling to make ends meet now face a nearly impossible decision: Either pay their rent or buy the food and medicine they need to survive.

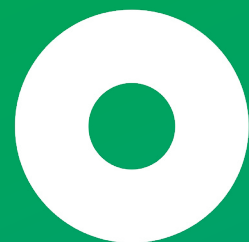
ADAPTED FROM THE [HUMANE HOUSING](#) DEEP DIVE



# MEANINGFUL WORK & WEALTH

Personal, family, and community wealth provides the means for healthy, secure lives. That includes good-paying, fulfilling jobs and careers, and financial security that extends across the life span.

People are happy when their work is productive and rewarding. Beyond the importance of earning a paycheck, meaningful work lifts up entire families and communities. Wealth shapes living standards not only for people today, but also for future generations. Being able to afford assets, like a home or a computer, allows people to participate more fully in work, school, and community life.





# MEANINGFUL WORK & WEALTH

## REWARDING WORK & CAREERS

**37%** of US households and **58%** of households of color lack a basic level of savings needed to survive at the poverty level for three months

**27.6M** people in the United States were employed in low-wage occupations in 2018, constituting roughly **17%** of the civilian labor force

**26%** of the US labor force applied for unemployment insurance by the end of May 2020 as a result of the pandemic

**40%** of Americans say they would quit their job or start a business if they had the tools and resources to do so

**\$160K:** the average annual tax benefit of families making over \$1M/year, compared with an average of \$226 for working families

**WEALTH AND WORK STATUS ARE SHAPED BY CONDITIONS OUTSIDE AN INDIVIDUAL'S CONTROL**—and far too many Americans lack economic opportunity. Changes in the employment landscape, such as the rise of gig work and decline in union membership, have had an impact on overall job quality in America. Many employees face stagnating wages, decreased purchasing power, and fewer employer-provided benefits.

Poverty and financial insecurity lead to toxic stress, chronic disease, and other poor mental and physical health outcomes. The health and financial crises caused by COVID-19 are devastating Communities of Color and other vulnerable populations. Economic insecurity, by nearly every conceivable metric, has risen for individuals, households, businesses, and governments.

By taking a cradle-to-grave financial security approach and conducting a racial equity analysis on all proposed solutions, we can help ensure that wealth is built to support multiple generations and a prosperous future for all.

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### KEY ISSUES

- **We must rebuild the broken minimum wage** and social safety net system that no longer guarantees an adequate or decent standard of living in this country.
- **We must consider programmatic and community-driven solutions** alongside policy solutions to support meaningful work and wealth building.
- **Systemic racism and discrimination** have been embedded within public and institutional policies. Any new program or policy should be assessed for its potential impact on different racial and ethnic groups.
- **Having better data on race and wealth** will allow us to target interventions and design responsive policies to build wealth in all communities across the country.

*Facts adapted from the  
Meaningful Work &  
Wealth Deep Dive*

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## BOOST HOUSEHOLD WEALTH

Decouple benefits from employment to ensure all workers have access to sick leave and caregiver leave, health insurance, retirement benefits, and childcare assistance.

Expand the Earned Income Tax Credit and Child Development Accounts to support families with children.

Establish a minimum wage requirement tied to the local cost of living.

Direct first-time homebuyer credits and matched savings initiatives to households of color and low-income communities.

Offer a debt bailout to the American people that matches the relief given to banks in 2008.

## BOOST COMMUNITY WEALTH

Strengthen the Community Reinvestment Act by:

- Involving communities in assessing institutions' performance
- Investing in community-driven solutions, with an emphasis on solutions led by and accountable to Black, Indigenous and other Communities of Color

Infuse capital into Community Development Financial Institutions to:

- Build the capacity of entrepreneurs of color
- Increase access to equity products, venture capital, and state and local entrepreneurial catalyst grants

Overhaul the credit-rating system to center experiences of women and People of Color.

Enforce public rules, consumer protections, and regulations across private, public, and philanthropic sectors.

Provide universal access to banking through postal banking.

ADAPTED FROM THE [MEANINGFUL WORK & WEALTH](#) DEEP DIVE

## CONNECTIONS

### LIFELONG LEARNING

Among many connections between learning and work, universal pre-K and childcare can provide critical educational and social-emotional learning support to children while enabling parents and guardians to work.

### BASIC NEEDS

Savings is vital to achieving financial stability and building financial security, as it ensures that individuals can weather unexpected shocks, work toward their long-term goals, and build assets. Medical debt stands in the way of households' ability to save. By discharging debt and providing asset-building support, we can greatly increase family financial security and health.

### PATH TO RENEWAL

Our current moment calls for big transformations in the way we approach work and wealth. We need a new "New Deal" that not only closes the racial wealth divide in a generation, but also promotes broad-based financial security for all Americans.

To pay for the new New Deal, and invest in the creative capacity of entrepreneurs, we need to turn our tax policy right-side up. Our current system rewards the rich, misses the middle, and penalizes the poor. Federal and state governments should turn these existing upside-down subsidies into an investment in the productive capacity of all people.

In a groundbreaking study, William Bradford successfully makes the case that **Black entrepreneurs reduce the racial wealth gap**. Bradford's analysis, based on his study of income data on family wealth between 1999 and 2009, shows that Black entrepreneurship significantly reduces wealth disparities between Black and White families in the United States. According to Bradford, self-employed entrepreneurs of any race have higher wealth levels and more upward mobility than do those who are employed in the labor force.

**PROSPERITY NOW**

# LIFELONG LEARNING

A good education ensures that young people are set up for success and can reach their full potential. Education starts at birth and continues into meaningful careers, with ongoing opportunities to learn and grow.

Supportive learning environments maximize student learning and positively shape social and behavioral development. Education is also an engine of social mobility. Higher levels of education are linked with more income, better health, and increased opportunities.

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CRADLE TO CAREER

HIGHER EDUCATION





# LIFELONG LEARNING

## CRADLE TO CAREER

**20%** of children's waking hours occur in school—during the other 80%, affluent children receive supports and opportunities that are unavailable to their lower-income peers

**80%** of childhood brain growth occurs before age 3

**50%** of children living in poverty begin school unequipped with foundational knowledge and skills

*Facts adapted from the Lifelong Learning: Cradle to Career Deep Dive*

**WE NEED TO BREAK DOWN THE BARRIERS** of time and space that lock us into the narrow confines of schools by preparing for an education system that provides learning opportunities literally anytime, anywhere. The necessary tools exist, but we are only beginning to take full advantage of them. By leveraging technology, revising incentive structures, and rethinking learning relationships, we can extend learning opportunities and increase society wide equity. Schooling conducted face to face, in person—at least in part—will always be with us, but it need not be the entirety of what we consider education.

The school closings necessitated by COVID-19 have traumatized students, families, and educators. Now is the time for urgent, thoughtful contemplation of the ways in which this moment can be harnessed to shift paradigms. If we make the right choices, we can reduce childhood poverty, attack racism in all its forms, and improve the quality of our systems of child development.

Youth and families will be critical partners in achieving this paradigm shift. For too long, they have been left out of decision making about education, despite the fact that the people most impacted by problems have some of the best solutions. The first step toward shifting power to community leadership is engaging and co-creating with the community.

We must shatter the myth that our current K-12 education system is the great equalizer, single-handedly creating an equal opportunity society in spite of unprecedented inequality in income and wealth. It's a noble ideal, but the data over more than a century clearly prove that schools alone, even when substantially reformed, are too weak an intervention to deliver on the promise of giving all children a fair chance to succeed. It's a myth. Now, we must move from an old-fashioned, schoolhouse-bound model of child development and education to a system of **robust, flexible learning opportunities coupled with basic supports available from birth through adulthood.**

**EDUCATION REDESIGN LAB, HARVARD GRADUATE SCHOOL OF EDUCATION**

## KEY ISSUES

### Changing Focus, Changing Priorities

- The biggest enemy of progress is the tendency of reform to be modestly incremental and to complement existing structures, interests, and power relationships.
- Building human capital is an essential long-term investment for which today's leaders must make a compelling case in order to focus the public's near-term attention.
- Continuous learning from the earliest stages of life to mature adulthood should be the norm if our citizens and society are to prosper in coming decades.
- We desperately need a highly educated, media-literate citizenry capable of discerning truth, recognizing evidence, and engaging in sophisticated analytical thinking.
- It will be impossible to generate the necessary resources to assure equitable systems without changes in tax policy—philanthropy should not be funding basic services and supports.
- The necessary paradigm shifts will require unprecedented levels of flexibility, imagination, and innovation from both management and labor unions.

### Families & Communities

- Most schools, most of the time regard family engagement as a “nice to do.” In the worst cases, schools ignore and trivialize family engagement or even regard it as a nuisance. But the COVID-19 crisis has irretrievably thrust families into the very center of the education equation.
- There is a growing awareness of the need to nurture children's social and emotional development—to enhance the interpersonal skills that are essential to workplace success.
- We cannot have an effective education system if students' basic human needs are unmet.
- The most highly leveraged investments in education come in early childhood when children's brains are growing, developing, and vulnerable. Yet, the early childhood sector is the least adequately funded, least accessible, and least professionalized component of our education system.

### Learning from the COVID-19 Experience

- With all children learning at home in the fourth quarter of this academic year, we've learned that if a “one size fits all” approach doesn't work very well for students, it works even less well for families because of the wide variability in family circumstances.
- The closures of childcare centers due to the pandemic and the new safety requirements will mean many underfunded centers will close, making the already financially strapped sector even more fragile.
- Our schools are generally well behind the curve in adopting 21st-century tools for instructional purposes. Now is the time to surge forward.

We need more than a simply school-based strategy for ensuring the health and well-being of students. This means recognizing and acting on the idea that **in order for the child to flourish, the family must be healthy and stable.** Interventions targeted at parents and guardians are critical.

**STRIVETOGETHER**



# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## STOP NEGLECTING EARLY DEVELOPMENT

To attract and retain talented early education teachers, we should raise salaries to place them on par with those of K-12 teachers.

Increase support for high-quality home visiting programs. Forty years of research evidence shows that these kinds of programs yield significant reductions in child abuse and neglect, reduction in ER visits, and fewer behavioral and intellectual problems in children at age 6.

## ORGANIZE CRADLE-TO-CAREER PARTNERSHIPS

Implement children's cabinets in the cities and states that don't already have them. Cabinets reshape the way communities serve children by bringing together leaders across sectors to make children's success a communitywide responsibility rather than one that rests primarily with schools.

Invest in local cradle-to-career intermediary organizations to catalyze action, mobilize cross-sector partners, and drive shifts in resources.



Every year, 5,000 high school graduates who intended to go to college do not actually enroll in college in the fall. In partnership with Chicago Public Schools and post-secondary support organizations, **Thrive Chicago** raised funding for and helped support a Summer Transition Coordinator strategy in 55 high schools that had the highest rates of summer melt. Coordinators helped college-bound students navigate hurdles that had the potential to prevent them from making it to their post-secondary institutions.

After implementing the Summer Transition Coordinator strategy, 1,000 more students successfully started college. The strategy is now integrated into Chicago Public Schools' broader postsecondary enrollment plan, with funding designated to support it.

## USE TIME BETTER

We should design a system in which summer learning and enrichment are available to every child, not just to those fortunate enough to receive access through the accident of birth and family wealth.

The same applies to learning opportunities after school, on weekends, and over holidays. It's time to bury our agrarian school calendar and substitute flexible, year-round learning.

## RESTRUCTURE FOCUS ON INDIVIDUAL GROWTH

Curricula should be redesigned to emphasize the interpersonal and social emotional skills that are critical to success in modern life and 21st century workplaces.

Expand the use of Integrated Student Supports (ISS), a concept that has been in use for decades. ISS envisions a system in which all children receive the nurturance, health care, support, and stability required for successful learning.

Give every child a Personalized Success Plan. These plans capture the full range of young people's needs and strengths in order to connect them with tailored, seamless, and equitable services and opportunities.

The adoption of a student success planning approach signals the end of the factory model of education and the start of an era in which each child is seen and matters.

## CONNECTIONS

### BELONGING & CIVIC MUSCLE

We must build processes that place youth at the center of systems that shape opportunity in their communities, ensuring that they participate in decision making. The leadership in schools and other pivotal institutions should reflect the composition of the surrounding communities.

### PATH TO RENEWAL

We must operationalize equity to get better results for those affected by oppressive systems. This includes doing more to understand the history and legacy of systemic racism, colonization, and xenophobia.

We need a much higher percentage of our citizenry to be motivated and prepared to actively participate in the civic life of our challenging democracy. In coming years, human capital will be more important than ever to the prosperity of both our democracy and our economy. America has a long way to go in building a robust, nimble human capital development system to help our young people reach their full potential. Now is the time to redesign and rebuild.

ADAPTED FROM THE [LIFELONG LEARNING: CRADLE TO CAREER DEEP DIVE](#)



# LIFELONG LEARNING

## HIGHER EDUCATION

**50%** of Black, 33% of Latino, and 25% of all borrowers default on their student loans over a 20-year period

**3 in 5** students are experiencing basic-needs insecurity because of the pandemic

**44%** of students at 2-year institutions and 38% at 4-year institutions were concerned about food insecurity in March and April

**15%** of students at 4-year colleges have experienced homelessness due to COVID-19

*Facts adapted from the Lifelong Learning: Higher Education Deep Dive*

**AMERICAN HIGHER EDUCATION EXHIBITED MULTIPLE SIGNS OF STRAIN** and stress prior to the pandemic. In particular, the sector was confronted with a potent combination of declining financial resources and complex demands, the likes of which it had never seen before. A steady erosion of support over 50 years had left most of public higher education (and some private colleges) struggling to survive in 2020. Drastic cuts have been made to institutional support, especially for the public broad- and open-access institutions educating three-quarters of all students. This has been accompanied by significant reductions in financial aid, including a shift in focus from grants to loans—a privatization of student financing.

The short-term impacts of COVID-19 will be exacerbated as unemployment rates continue to rise, eviction moratoriums end, states' budget shortfalls lead to cuts in institutional appropriations and student financial aid, and the impacts of student debt accumulate. If we fail to take action, we can expect to see a continuation or increase in destructive trends.

### KEY ISSUES

- **Unequal rates of college-going**, particularly by race/ethnicity, income, and urbanicity, with numerous educational deserts
- **Increased rates of problematic debt**, financial distress, and housing insecurity
- **Disruption of family formation** among individuals in their 20s and 30s
- **Heightened inequality in high school completion**, combined with low and highly unequal rates of degree completion
- **Widespread anxiety and depression among students** at both the undergraduate and graduate level
- **A workforce characterized by poor working conditions**, particularly at the faculty and staff levels, including economic insecurity and exploitation

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## SUPPORT BASIC NEEDS

Suspend work requirements in all means-tested public benefit programs.

Create a demonstration program to make grants available to colleges and community colleges so they can provide free meals to food-insecure students.

## MAKE SURE EVERY STUDENT HAS A HOME

Encourage the use of emergency funds for stabilizing maintenance payments for homeless students.

Remove full-time-student restrictions on Low-Income Housing Tax Credit (LIHTC) units and Section 8 housing vouchers.

Build on the efforts of large public housing authorities by creating targeted housing vouchers for community college students.

## EXPAND WORK OPPORTUNITIES

Expand the Federal Work-Study Program and adjust the allocation formula.

Bolster support for student engagement in community service.

## FORGIVE STUDENT DEBT

The IRS could use tax records to identify individuals who have not earned an average of more than \$100,000 per year over the last three years (including 2020—approximately the bottom 90% of earners), and automatically cancel all of their federal student loans.

## CONNECTIONS

### BASIC NEEDS

Many higher-education students were already struggling with basic needs prior to COVID-19, particularly students of color and those in two-year colleges. The pandemic has only worsened those trends, reducing food security an imperiling physical and mental health.

### PATH TO RENEWAL

Higher education has provided generations of Americans with access to a better life while increasing the economic vitality of the nation. Millions are in danger of losing those opportunities—or of being able to access them only by incurring crippling debt. To renew the country's economic life, we must restore the vitality of higher education and ensure equitable access for all students.

ADAPTED FROM THE [LIFELONG LEARNING: HIGHER EDUCATION DEEP DIVE](#)

In the last century, American higher education dramatically expanded while keeping three core assumptions intact:

- Means-tested financial aid is the best way to break the link between family income and college attainment.
- Academic potential for college work is most effectively assessed by standardized tests.
- Only those individuals who excelled in high school stand to benefit from college.

**A sizable body of empirical research now contradicts each of those assumptions and shows that they serve, independently and together, to exacerbate inequality.**

**HOPE CENTER FOR COLLEGE, COMMUNITY, AND JUSTICE**



In April 2020, Michigan Governor Gretchen Whitmer announced **Futures for Frontliners**. The program will pay for college for essential workers without a college degree. The effort echoes the Tennessee Reconnect program, launched with bipartisan support in 2019 to provide tuition-free access to community college for adults over the age of 25 without a college degree. The Tennessee Reconnect initiative built on the Tennessee Promise, which has offered tuition-free community college to recent high school graduates since 2015.

# RELIABLE TRANSPORTATION

Designing compact, accessible communities makes it easy and safe for people to walk, bike, roll, or use buses and trains. Everyone moves between home, work, school, stores—and more—in daily life. Reliable, sustainable transportation systems ensure people are able to get where they need to go.

Transportation options influence access to jobs, social mobility, and our health. Active transportation—walking, biking, and transit use—helps us incorporate physical activity into our daily lives.





# RELIABLE TRANSPORTATION

CONSISTENT, SAFE, & ACCESSIBLE

**28M** Americans do not have a car and lower-income people and People of Color are more likely to be without a car

**1M+** households in primarily rural counties do not have a vehicle

**40%** of adults over age 65 cannot do the activities they need or enjoy doing because they cannot drive

**25.5M** Americans have disabilities that make traveling outside the home difficult and people with travel-limiting disabilities are less likely to have jobs

**49,340** people walking on streets were hit and killed by cars between 2008 and 2017

**THE NOVEL CORONAVIRUS PANDEMIC HAS UPENDED ASPECTS OF DAILY LIFE** and mobility that many Americans previously took for granted. It has also made the stark inequities perpetuated by our transportation systems more apparent. Low-income communities, People of Color, and other disadvantaged populations have long experienced the most significant mobility challenges, as well the greatest harm caused by the negative impacts of our transportation infrastructure: exposure to pollution and noise, poor health outcomes, and more.

The built characteristics of our communities, including infrastructure and development patterns, are a result of decades-old transportation policies and funding systems at the federal, state, and local levels. These policies and funding systems encourage more and wider highways and sprawling development, pushing people to live farther away from the things they need and the places they go, causing most people to drive more every year to accomplish daily needs. These policies will need to change to support equitable and resilient communities as we recover.

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## KEY ISSUES

- **Transportation has long acted as an economic barrier** in the United States.
- **Homes are located far from major job centers**, services, and stores, requiring multiple car trips daily to reach essential needs.
- **The design of our roads produces dangerous conditions** for people walking: wide lanes, large distances between traffic signals, and long, unobstructed lines of sight make it feel safe to drive fast.
- **Transit continues to play a vital role in getting health care** and other essential workers to their jobs and providing families with access to medical care, groceries, and other necessities.

*Facts adapted from the **Reliable Transportation Deep Dive***



# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## PRESERVE & EXPAND TRANSIT FUNDING

Transit is an essential public service, and we must start treating it like one. It will be critical to preserve transit as an affordable and lower-emissions alternative to driving as the economy reopens, particularly for the most vulnerable residents. This will require providing space on buses and rail transit to ride safely while maintaining the recommended physical distance, meaning running more buses more frequently, not fewer buses less frequently.

## MAKE TRANSIT SAFER

It will be crucial to make transit safer now for those who operate it and continue to rely on it, especially as more people return to work. Bus and train operators, transit maintenance workers, and cleaning staff are risking their lives as they support essential travel for millions of Americans. We also need to adjust service and evolve transit's role to respond to needs during and post-pandemic, particularly in supporting vulnerable riders.

Build on the models in Charleston, and San Francisco that have updated transit routes during the crisis to ensure people who rely on transit are prioritized and served appropriately.

Transportation infrastructure and the built environment overall—the buildings, streets, parks, and other features that compose the physical spaces where people work, live, and spend free time—are not broadly seen as upholders of systemic racism. Educating people on how the built environment contributes to inequities is essential because it can help people understand that our built environment is changeable.

We do not need to accept dangerous roads, polluted air, and neighborhoods disconnected from jobs and services as the norm. We can no longer relinquish control of our built environments to the few people who work in the transportation and urban planning sector. It is critical to engage people on why the built environment matters so that **everyone, no matter where they live or who they are, can enjoy living in a place that is healthy, prosperous, and resilient.**

**TRANSPORTATION FOR AMERICA**

## MAKE CITIES LESS CAR-CENTRIC

COVID-19 is demonstrating that people want or need to use public space for more than just driving. A number of cities across the country have rapidly made temporary adjustments to infrastructure to improve safe access to jobs and businesses, and provide more outdoor space for exercise. These cities have used strategies like opening streets for physical distancing, extending sidewalks, and building temporary bike lanes.

## DESIGN SAFER STREETS

High speeds make sense on interstates and other highways, but fatalities occur when we design all streets for high speeds rather than to connect people and create value. A serious effort to reduce deaths on our roadways requires slower speeds on local and arterial roads. Protecting the safety of all people who use the street must be a priority reflected in the decisions we make about how to fund, design, operate, maintain, and measure the success of our roads.

## PRIORITIZE MAINTENANCE

In the age of COVID-19, transportation funds should be focused on retrofitting and equipping existing communities to handle the long-term implications of this crisis rather than breaking ground on something new. Roadway repair projects also create more jobs per dollar—a needed investment in our upcoming economic recovery—and spend money faster and create jobs more quickly than building new capacity.

## CONNECTIONS

### THRIVING NATURAL WORLD

Transportation accounts for the largest share of carbon emissions in the United States, and those emissions are rising, even as emissions have decreased in other sectors. The vast majority of those emissions—83%—come from the cars and trucks that people drive to the grocery store or school or that deliver our Amazon orders.

### MEANINGFUL WORK & WEALTH

Residents in low-income suburban neighborhoods with access to transit can reach just 4% of metro area jobs with a 45-minute commute. This means many people without access to a car can't get to jobs, further trapping them in a cycle of poverty.

### PATH TO RENEWAL

The point of transportation is to get people where they need to go. We must align how we invest in transportation infrastructure and services—and where we direct new development in communities—with that essential purpose. We need to collect the data necessary to develop a national assessment of access to jobs and services and set national goals for improvement.

ADAPTED FROM THE [RELIABLE TRANSPORTATION](#) DEEP DIVE

# BELONGING & CIVIC MUSCLE

People need fulfilling relationships and social supports to thrive. They need to feel part of a community, contributing to its vibrancy, and developing the power to co-create a common world. Social support from friends, family, and other networks helps us navigate challenges and reinforces healthy behaviors. People who feel connected tend to live healthier, happier lives.

At the community level, feeling like an important part of a larger community strengthens social ties, increasing trust and cooperation—making it easier to work together. This connection builds a virtuous cycle: When people feel valued and cared for within the community, they are more likely to contribute and participate in creating healthy, equitable places.





# BELONGING & CIVIC MUSCLE

## POWER TO SHAPE A COMMON WORLD

< 1/3 of people in America believe that “most people can be trusted,” down from 50% in the 1970s

2X as many people report feeling lonely today as in the 1980s—and the number of people who say they have no one to turn to during difficult times has tripled

62.5M adults volunteer, however, membership in civic groups has decreased by more than 13% since 1974.

4.6M youth are not in school or working, and rates of disconnection are significantly higher for Native American (26%), Black (17%), and Latino (14%) youth.

47% of eligible voters cast a ballot in the 2018 midterm elections—a 50-year high.

**AMERICA ITSELF IS A GRAND—AND STILL-EVOLVING—EXPERIMENT** based on the idea that all people belong and have the power, or civic muscle, to govern our lives together. The great social movements of the past half-century profoundly changed America’s civic landscape in ways that carry deep implications for who feels they belong and how we work together to shape a common world.

The ideas of belonging and civic muscle bring together a long history of related concepts, such as such as, civic agency, civic capacity, deliberative democracy, public participation, public work, constructive nonviolence, and collaborative problem solving. All of these traditions strive to make democracy come alive, not only on election day but every day, as a way of life where we work across our differences in pursuit of the things we value.

The novel coronavirus and other crises in 2020 revealed, once again, many staggering contradictions of interdependence and injustice across our country. It will take an even more decisive movement to fulfill America’s promise of dignity and justice. Rather than focusing on any single issue, this movement must further expand the boundaries of who belongs and strengthen our civic muscle to build the resilience we all need to survive and thrive together through whatever crises may come our way.

### KEY ISSUES

- **Communities with an inclusive sense of belonging and strong civic muscle may be better able to:**
  - Design their own pathways to resilience
  - Gather assets to respond effectively and equitably in a crisis
  - Persistently expand vital conditions, while alleviating urgent needs
  - Use their power to assure mutual accountability
- **Community-driven change**, which strengthens people’s resilience and responsiveness, is more likely to make lasting progress, while also being more fair and democratic.
- **Community-driven change is characterized by:**
  - Shared power between organizational decision makers and community residents
  - Multiple perspectives on issues
  - Meaningful participation from diverse people and organizations
  - A commitment to equitable processes and outcomes
  - Decisions that are transparent and widely supported

*Facts adapted from the **Belonging & Civic Muscle Deep Dive***

# PIVOTAL MOVES

A SELECTION OF IDEAS FOR CHANGING COURSE

## ORGANIZE RECOVERY & RESILIENCE ACCOUNTABILITY COUNCILS

Recovery and Resilience Accountability Councils would assure local control and coordination over the direction, actions, and accountabilities of residents, as well as federal, state, philanthropy, and business partners. These Councils would incorporate insights from similar, successful efforts, like Accountable Communities for Health and Ryan White Planning Councils.

## ESTABLISH A COMMUNITY COMMONWEALTH CORPS

A nationwide Community Commonwealth Corps would build on America's long history of public work, repairing the lives, businesses, community organizations, places of worship, infrastructures, and other common goods decimated by the COVID-19 pandemic and by the decades of neglect, civic erosion, and racial injustice the pandemic has revealed so starkly.



The daily drumbeat of the disproportionate deaths of Black people from the novel coronavirus and police killings serves as a stark reminder of the pernicious persistence of systemic racism. As a counter to Mississippi's long history of racism, former Governor William Winter founded the **William Winter Institute for Racial Reconciliation** in 1999 on the belief that "honest, purposeful talk (about race) works." Over the years, it has helped bring perpetrators of racial violence to trial, taught police officers how to avoid racial profiling, exposed the symbolic racism of Confederate monuments, altered the public narrative about race by creating school curricula that tell the truth about the state's history, orchestrated rituals of atonement, and advocated for institutional reforms to replace systems of oppression with equitable ones.

## EMBRACE TARGETED UNIVERSALISM FOR FAIRNESS & EFFECTIVENESS

Targeted universalism is a framework that allows communities to establish common goals and create strategies to support specific groups. When we understand how we are each situated in relation to the vital conditions we all need to thrive, we are better able to meet the unique needs of our friends and neighbors—and move toward shared outcomes.

## UPHOLD CIVIL RIGHTS & HUMAN RIGHTS

We must uphold civil rights and human rights for all. US history shows substantial benefits when we enforce established civil rights with respect to health care, education, employment, housing, transportation, voting, environmental protection, and other vital conditions—all of which remain unrealized.

## DEPOLARIZE PARTISAN POLITICS & WEAVE SOCIAL FABRIC

We must work together to discover what we have in common, building our social fabric around shared values and productive discourse. Organizations like Braver Angels, Weaving Community, Local Voices Network, and Living Room Conversations offer resources and strategies for facilitating conversations and dialogues across differences.

## TRACK CHANGES IN BELONGING & CIVIC MUSCLE

Design a knowledge platform to track changes in belonging and civic muscle in communities across the country. This platform would spot trends and assess the influence of civic interventions intended to catalyze local, state, and national conversations about what transformed civic life could look like.

**BELONGING AND CIVIC MUSCLE IS BOTH A VITAL CONDITION AND A PRAGMATIC NECESSITY FOR SUCCESS IN ALMOST ANY ENDEAVOR TO EXPAND WELL-BEING.**

### PATH TO RENEWAL

Belonging and civic muscle shape our civic life, who feels they are able to take action, and how we co-create our common future. A strong civic life requires active participation to produce communities that meet the needs of all residents.

ADAPTED FROM THE [BELONGING & CIVIC MUSCLE](#) DEEP DIVE

**Citizenship does not end.** It is not a task to be completed, and certainly not a drive to defeat other citizens. It is work: continuous, difficult, often frustrating, yet inherently dignified, personally rewarding, and publicly meaningful work—work that embodies inclusive democratic ideals for the frankly practical reason that no one group or generation can do it.

**HARRY BOYTE & TRYGVE THRONVEIT**  
INSTITUTE FOR PUBLIC LIFE AND WORK



In 2007, the Kansas Health Foundation invested an initial \$30 million over 10 years to establish the **Kansas Leadership Center**, dedicated to developing civic leadership across the state. Today, the Kansas Leadership Center reaches more than 2,000 people a year, redefining leadership and explicitly building civic capacity and resilience through its provocative programs and establishing a track record of helping others make progress on adaptive challenges. By shifting the focus of leadership from a few leaders in the heroic mold to pervasive leadership from all parts of society, the Kansas Leadership Center is transforming the civic culture of the state.



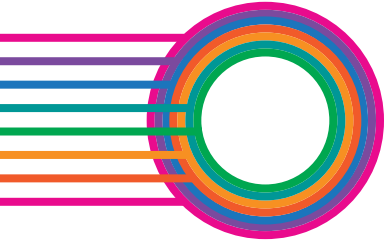
# PLACE

**Place is defined by people, governance, and institutions** as much as it is by physical landscape, natural resources, buildings, and boundaries. Every person lives in multiple places, both over a lifetime and at any given time—where they live, work, learn, shop, and play—and at different scales—home, neighborhood, city, state, nation, and planet.

**Rural America**, the focus of this section, is a mosaic of many special places where connection to the land is the defining characteristic, reinforced by history, culture, and lived experiences.

*Rural and urban people, communities, and economies are inextricably connected, with continual flows of people, goods, and capital back and forth across invisible boundaries. Pitting rural and urban America against each other makes no sense and is harmful to all. Change and transformation must be driven by rural communities themselves—local people must set priorities and determine what constitutes success, and do so in ways that are inclusive of everyone in their communities.*

**BRIAN DABSON**



# PLACE

## RURAL LIFE

**35%** of rural counties' populations are at least 1/3 smaller than they were in 1950

**120** rural hospitals closed in the past decade, with 83 closing in the past five years

**450** rural hospitals are vulnerable to closure

**2.9M** Native Americans live in 574 sovereign tribal nations, many with health, employment, economic, and educational disparities

*Facts adapted from the Place Deep Dive*

**POVERTY EXISTS IN BOTH RURAL AND URBAN PLACES**, but rural places have suffered generations of relatively higher poverty and lower income rates, especially in more remote areas. Systems in rural America reinforce entrenched poverty and racial inequalities that, generation after generation, worsen health outcomes and increase community vulnerability.

The current national political climate stokes the sense of rural versus urban interests and politicizes issues in ways that inhibit the search for common ground. That said, there is no coherent, unified voice for rural America. Change will be possible only if we work across jurisdictions, service territories, and sectors.

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### KEY ISSUES

- If there was any doubt before the pandemic that access to **affordable broadband was an essential service**, akin to electricity supply, then this surely has been dispelled.
- **Rural areas are becoming increasingly racially diverse**, although social strains and fiscal challenges are apparent in those areas with recent shifts.
- **Experience from the Great Recession** indicates that economic recovery for most rural areas will take much longer than for the rest of the country.
- **There is significant risk that the pandemic will drive deep business losses** and unemployment in rural areas, along with shrinking basic services. This is likely to accelerate population decline in many areas.
- **The federal government should place a high priority on coordinating the investments** and engagements with rural America and Tribal Nations through a national partnership that is dedicated to supporting dynamic and sustainable rural communities.

# PROMISING PRACTICES

## EXPAND BROADBAND DEPLOYMENT & ADOPTION

**Speed up implementation** of the Rural Digital Opportunity Fund, emphasizing partnership between private sector, government, philanthropic, and nonprofit organizations.

**Prioritize digital inclusion**, ensuring that communities and individuals are not blocked by the cost of access or devices, poor confidence, lack of technical skill, or absence of local leadership.

**Remove barriers to local action**, including federal and state rules that protect legacy carriers and limit the ability of local governments to support community broadband deployment.

## DEVELOP REGIONAL ECOSYSTEMS & ENTREPRENEURSHIP

**Give legislative priority** to a rapid expansion of the Community Development Financial Institutions (CDFI) Fund. Funds should be channeled into CDFIs that serve rural areas and Tribal Nations.

**Establish clear goals** for all federal capital access programs, including the number of new entrepreneurs who access capital, revenues generated, new jobs created and sustained, and customer experience feedback.

**Advance the development** of robust regional ecosystems by mapping the multiple systems in a region, promoting the articulation of common goals, and exploring new modes of collaborative governance.

**Each state should provide incentives**, perhaps in conjunction with philanthropic organizations and matching federal dollars, for local governments to explore greater regional collaboration. This should include technical assistance and planning funds for the design and implementation of collaborative efforts.

**Establish a series of pilots** for testing models of high-performance service-delivery systems in rural regions.

## CONNECTIONS

### MEANINGFUL WORK & WEALTH

Rural communities lag behind urban areas in the formation of new businesses. The few bright spots in recent years have been in recreation and energy—sectors particularly hard hit by the pandemic. In recent years, half of all the businesses established in the United States have been created in just 20 counties. Meanwhile, three in five counties—most in rural America—have seen more businesses close than open.

### PATH TO RENEWAL

If we don't take assertive action, COVID-19 is likely to accelerate dire trends in rural America. As essential health, education, financial, and governmental services collapse, large swaths of the rural United States will experience steep population and business declines. The negative impacts on agriculture, forestry, ecosystem services, recreation, and other rural "products" will have repercussions across the rest of the country.

ADAPTED FROM THE [PLACE](#) DEEP DIVE

# FAITH

**Faith** includes spirituality and religion, both personal and organized. Faith captures the way shared values and purpose converge to build community, often reflected in the communal actions of congregations and faith networks. Modern faith practices are rooted in traditions and rituals that bring people together and strengthen our sense of belonging.

*Faith networks do not need to be invited into the work of recovery, mercy, justice and well-being. They are already present in the places of greatest pain and creativity.*

**TERESA CUTTS  
& GARY GUNDERSON**



# FAITH

## RELIGION & SPIRITUALITY

**331,000** congregations exist across the United States

**\$378B** in annual contributions from faith communities support the well-being of people and places

**5%** of churches are expected to close each year

**50%+** of graduates of seminary or religious schools of higher education work in social service roles

*Facts adapted from the Faith Deep Dive*

**FAITH, INCLUSIVE OF ORGANIZED RELIGION AND SPIRITUALITY**, is rooted in place, usually through congregations. Each faith tradition has entities that are linked in a complex system of formal and informal networks. A century ago, these faith networks created the politics that made public health possible, viewing public health science as a gift to serve the mission of mercy and compassion. The social structures of faith have strengths on which cross-cutting public health programs can be built.

Faith groups commonly use an integrative framework for health, linking bio-psycho-social-spiritual well-being into existing structures and ministries. This four-fold model weaves congregation practices with physical and mental health service providers, community-based trainers, and peer supporters.

The movement within faith communities toward a fully integrated model of health led to the development of the Leading Causes of Life. Like the concept of well-being, the Leading Causes of Life cuts across disciplines and domains to help us see our assets: connection, coherence, agency, inter-generativity or blessing, and hope.

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### KEY ISSUES

- **Faith communities weave and maintain relational webs** within every community. Members worship, but they also run businesses, teach in schools, work in the health and health care sector, serve in the civic service, and hold public office.
- **Activating faith communities is about linking leaders** in faith, public health, and health care. It is as important to train leaders of public organizations how to engage faith as it is to train faith leaders how to engage public health.
- **In recent years, we have seen an historic low for active participation** in faith communities, including the rise of “nones,” who claim no religious affiliation but have sharp civic values.
- **Black churches were the only faith group in the United States that were not suffering** declining membership before COVID-19. They are trusted liaisons, advocating for services to protect their communities and leading People of Color to earlier health screenings and interventions.

# PROMISING PRACTICES

## DEVELOP FAITH-HEALTH LEADERSHIP

In North Carolina, leadership development focuses on linking several place-based roles: FaithHealth Fellows, Supporters of Health, and Connectors.

- FaithHealth Fellows are individuals already working for organizations near the intersection of faith, public health, and health care. They work locally to build the web of trust among the leaders that make all public health efforts thrive.
- Supporters of Health are persons with lived experience. Supporters serve as hybrid community health workers and navigators, providing triage for community-based care.
- Connectors are trusted liaisons, embedded in a denominational network, housing complex, or neighborhood. They build capacity through networking and volunteer training, share resources, and may provide care.

The most important assumption undergirding the spread of FaithHealth leadership development is humility. Remember what not to do:

**Don't see like a state.** Civil recovery depends on activating positive social determinants for a sustained response and recovery process.

**Don't micromanage faith-based entities.** There is no need for off-putting micro-design of congregational best practices for all houses of worship of every faith.

**Invite, don't prescribe.** Point faith-based entities toward the science, but trust them to direct their activities. Make it all invitational.

**Use what already exists** and focus on funneling more funds, jobs, roles, and opportunities to the “boots and brains” on the ground.

**Be bold, not bossy.** Lead with science: It illuminates opportunities for bold missions that may not have been possible at earlier stages of institutional development. After the 1918 influenza pandemic, many faith groups took the best science of the time and created the hospitals that are now at the core of our trillion-dollar health economy, and human service and educational complex.

## CONNECTIONS

### BELONGING & CIVIC MUSCLE

Faith networks are dependable places to look for people willing to give their time and sweat for the health of their community. It is rare for that energy to restrict itself to the members of their own congregation. Volunteer roles vary from site to site—and reflect a wide spectrum of formality of training.

### BASIC NEEDS

Faith communities meet basic needs for health and safety in natural disasters, such as Hurricane Katrina or COVID-19, as well as unnatural ones, such as mass shootings. Volunteers swiftly respond to provide food, water, and shelter in times of crisis.

### PATH TO RENEWAL

Faith assets are interconnected in effective ways that allow quick delivery of resources, information, and more. Even six feet apart, congregations create roles and practices beyond bonds of blood, commerce, and politics, building trust and support through a thick weave of relationships.

ADAPTED FROM THE [FAITH](#) DEEP DIVE

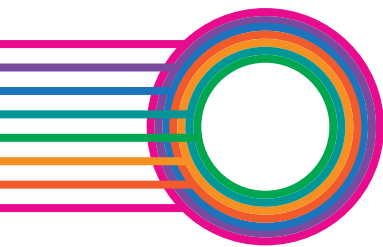
# INVESTMENT

**Investment** is the allocation of resources to generate value. The ways government agencies, businesses, and philanthropy invest reflect our national values, priorities, and mindsets. How we invest—and who has the resources to invest—is inextricably linked to our prevailing meta-systems: capitalism, democracy, and racism.

*Capitalism is the meta-system within which the field of financing sits, and which essentially governs how the field of financing operates. Our current form of capitalism is designed to benefit a few at the top who control the means of capital and political power. The disparities in wealth and the economic fragility of 2/3 of Americans make it painfully obvious that the system is not working for the majority of Americans.*

**ALEXANDER ROSSIDES &  
COLLEAGUES**





# INVESTMENT

## RESOURCE ALLOCATION

**1,200** CDFIs total \$200B in assets—or 1% of FDIC-insured bank assets

**5** foundations borrowed \$1.7B to expand their giving during the pandemic

**\$1B** in emergency grant funding by the Department of Treasury's CDFI Fund was included in the HEROES Act

**\$12B** was returned to consumers who were victims of predatory and illegal financial practices between 2010 and 2017

*Facts adapted from the Investment Deep Dive*

### WE HAVE FAILED TO CREATE AN ECONOMY THAT WORKS FOR EVERYONE.

The notion that the marketplace will create an equitable society, if left to its own devices, has been proven wrong repeatedly. The stock market and lending markets, backstopped by the Federal Reserve, disproportionately benefit the top 10%; the rich self-finance robust health care and high-quality education. Wealthy and powerful interests benefit from our economic system, while the vast majority of the population remains vulnerable to economic shock.

Efforts initiated by government and philanthropy to address the gap between capitalism's winners and losers have been implemented in silos and have rarely gone to scale. Initiatives lack the systemic approaches needed to shift core societal structures and behaviors, often trying to mitigate symptoms or, worse, to fix communities. These efforts badly miss the primary cause of inequities: systems that persistently impede communities' success.

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### KEY ISSUES

To date, most investors have either consciously or unconsciously supported the existing system of inequality. We must reframe Americans' mental models toward shared fate and equal opportunity to drive well-being:

- **Social value is just as important as financial returns:** Short-term profits need to take a back seat to sustainable profits and social value creation.
- **Financial leaders at the federal level and in the national banking system need to address systemic racism** in the profession.
- **Philanthropy should fund infrastructure for system change**, not isolated projects.
- **Reduce sheltered decision making in philanthropy** by involving the community in grantmaking decisions.
- **Adopt state-level global budgeting** to allocate public resources based on shared well-being goals and allow for sufficient investment in the vital conditions.
- **Budgets should include direct funding and incentives** that reward long-term value. For example, investments in early childhood that generate savings years later by reducing societal costs and increasing tax revenue.

# PROMISING PRACTICES

We need to build household and community wealth by scaling successful innovations and deepening investment in what works. When we pursue financial programs and policies that protect consumers, give families greater control over finances, and improve our shared capacity to absorb financial shock, we are able to build wealth and assets—now and for future generations.

## PROMOTE SHARED OWNERSHIP

Prioritize investments by the government and the private sector in spreading shared ownership models.

Grow the number of B-Corps and for-benefit enterprises through tax incentives, preferential financing terms, marketing support, and other means.

## USE THE TAX CODE

Create higher baseline tax rates for corporations, and offer tax breaks for community investment, allowing corporations to increase after-tax net profits while contributing to low-income community wealth.

Use sellable tax credits to create a secondary market, with limits on the returns available using tax breaks and tax credits.

## EXPAND & LEVERAGE COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS (CDFI)

Increase the federal government's funding of CDFIs.

Lift the Small Business Administration's moratorium on new Community Advantage lenders, allowing additional CDFI participation and expediting the approval of new lenders.

Create funds of funds for CDFIs to enable them to sell their current loans to a secondary market and make new loans.

## USE THE FEDERAL RESERVE

Provide debt relief to borrowers. The Federal Reserve should purchase restructured pre-COVID-19 loans.

Create Fed-supported funds of funds for social purpose, allowing pension funds and insurers to make minimum investments of \$50M+.

## CONNECTIONS

### LIFELONG LEARNING

A good education is key to generating sufficient income and economic stability. Equitable education financing requires investment from cradle to career, including free community college tuition, tuition reimbursement programs, and reduced student loans.

### PATH TO RENEWAL

Specific near-term recommendations can help build momentum for systemic transformation of capitalism—and support in recovery and resilience. In order to achieve well-being for all Americans, however, deeper changes to capitalism will need to occur: We must shift mindsets, beliefs, and values.

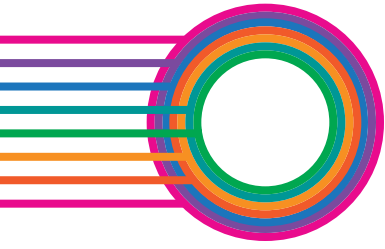
ADAPTED FROM THE [INVESTMENT](#) DEEP DIVE

# MEASUREMENT, LEARNING & EVALUATION

**Measurement** is about how we use information to chart our progress. Our shared learning is defined by what we measure and how we measure. Measurement helps us evaluate what works and what doesn't work. To support thriving people and places, measures must be developed with communities and must be situated in a connected, equitable data infrastructure.

*To drive collaborative improvement in population health and well-being, measures must cross sectors; address economic and social determinants of health, well-being, and equity; and improve the health and well-being of people and of places.*

**SOMAVA SAHA &  
COLLEAGUES**



# MEASUREMENT, LEARNING & EVALUATION

## CHARTING PROGRESS

The Well Being In the Nation (WIN) Measures show connections between social conditions, health, community, and well-being

**100** organizations contributed to the WIN measures, including community members, sector leaders, federal partners, and those with lived experiences of inequities

**54** leading indicators related to drivers of health and well-being outcomes such as food, housing, economy, transportation, and health were chosen by leaders across sectors with priority to measures available at the subcounty level

**3** areas of focus

- Well-being of people
- Well-being of places
- Equity

**THE RAPID SPREAD AND HIGH MORTALITY OF COVID-19 AMONG POPULATIONS WITH HIGH LEVELS OF SOCIAL VULNERABILITY** have shined a spotlight on the inequities of our current system's inequities.

As we prepare to emerge from the initial peak of the pandemic, it is paramount that we set up systems to promote better and more equitable outcomes in health and well-being.

We must develop a comprehensive measurement strategy to drive collaborative improvement in population health and well-being by:

- Recognizing the ways in which multiple factors and sectors interact
- Implementing a balance of measures that relate to thriving people, thriving communities, and the systems that create racial and other inequities
- Evaluating measures using an equity lens that includes race/ethnicity, place, age, gender, sexual identity, language spoken at home, and wealth
- Employing community-oriented tools that can assess deeper system transformation

It is important to create “learning measurement systems” that encompass all collaborating sectors and are designed to reflect the lived experiences of inequality. These learning measurement systems need to harmonize data, facilitate smooth information sharing, and synchronize with one another.

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## KEY ISSUES

- **Whole-person, whole-community outcome measures** are designed to depict how people feel about their own lives, their own communities, and their social conditions.
- **A system can only achieve equitable outcomes if equity-in-process** is part of its DNA. Community members and people with lived experience must be able to exert stewardship and control over their own information.
- **It is important to choose measures that catalyze cross-sector collaboration** and show the contribution of these sectors to overall health and well-being.

*Facts adapted from the  
Measurement, Learning, &  
Evaluation Deep Dive*

# PROMISING PRACTICES

We have been learning at an unparalleled pace in the context of the COVID-19 pandemic. The crisis has led to massive shifts in public health, health care, the economy, modes of social connection, and mental health. To support resilience, communities and organizations need to develop an equitable measurement process and data infrastructure—and consider specific measures for thriving, struggling, and suffering. We recommend:

## COMMON MEASURES

Communities need to identify a small set of common measures to assess overall outcomes.

## BALANCED MEASURES

It is important to include subjective measures, like people-reported outcome measures to assess thriving, struggling and suffering, as well as objective measures, such as years of life lost or gained.

## EQUITABLE PROCESS

Communities must identify measures that matter—and measures that relate to the context of their communities. This means that data has to be available at the community level (subcounty, ideally neighborhood).

## ASSESSMENT PROCESS

Communities need a method for assessing their own journey in equitable transformation.

## DATA INFRASTRUCTURE

An equitable data infrastructure must be developed in a way that is accessible to community residents, connected and interoperable across sectors, and equitably governed.

Learn more about the 40 measures recommended for equitable recovery and resilience in the Deep Dive.

## DATA IN ACTION

Flexible data hubs can be used to adapt to many challenges. Los Angeles County redirected its data hub to focus on COVID-19 and related factors by:

- Identifying homeless clients with a positive COVID-19 diagnosis to limit contact and promote safe isolation practices
- Informing shelter workers of a positive COVID-19 diagnosis so that they can take appropriate precautions

## CONNECTIONS



### PATH TO RENEWAL

Transformative change requires a comprehensive measurement, learning, and evaluation strategy that is rooted in relationship with communities and that centers on equity. As we move toward renewed civic life, renewed economic life, and renewed social, emotional, and spiritual life, we must know how to chart our progress and what signs indicate we are moving in the right direction. Only by learning together can we ensure all people and places thrive.

ADAPTED FROM THE [MEASUREMENT, LEARNING & EVALUATION DEEP DIVE](#)

We live in a democracy but in order to make the democracy better, we have to understand and appreciate the fact that we all have rights and we all have responsibilities. If we're going to make the neighborhood better, a better place to live for all of us, then we **acknowledge each other's rights, but we also accept the responsibility to make sure that our neighbor is taken care of.**

## COMMUNITY DIALOGUE



We want our political leaders, our national leaders, our corporate leaders, our education leaders, church leaders—we want everybody to start **honoring each other and listening to each other** and caring for one another.

## COMMUNITY DIALOGUE

I would like us to recognize how the **vast disparity in access to resources in our culture right now hurts all of us.** We need to start striving toward a cooperative society instead of a competitive one.

## COMMUNITY DIALOGUE

LOCAL VOICES NETWORK SPRINGBOARD COMMUNITY DIALOGUES  
LIVE ALGOMA & IMAGINE FOX CITIES, WISCONSIN 2020



We have lost focus on the fact that there are other dangers that people encounter besides COVID-19. We are not doing a very good job of caring for those who are in abusive relationships, struggle with anxiety, depression, addiction, all of those kinds of things. **Those people have really been left behind.**

**COMMUNITY DIALOGUE**

**We've adapted**, and I think that's part of resiliency, too. We've learned how to take things that have been thrown at us and try to make the best out of them.

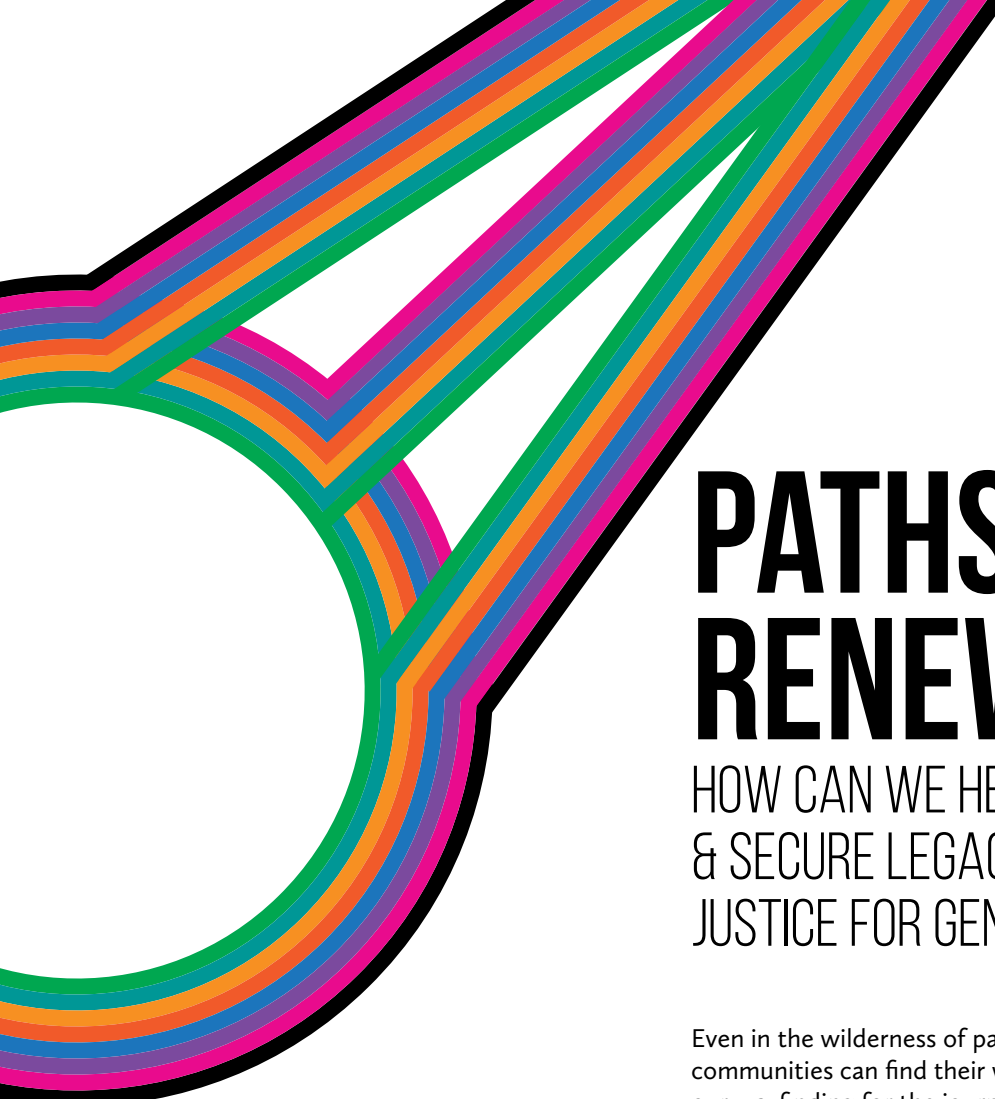
**COMMUNITY DIALOGUE**



If we can change things in our country so that people of **different opinions and different politics can work together for the good of all of us**, that would be the most important outcome to me.

**COMMUNITY DIALOGUE**





# PATHS TO RENEWAL

HOW CAN WE HEAL THROUGH ADVERSITY & SECURE LEGACIES OF WELL-BEING & JUSTICE FOR GENERATIONS TO COME?

Even in the wilderness of pandemics new and old, we believe America's communities can find their way through the woods. This section continues our wayfinding for the journey ahead.

Long before the crises of 2020, life in America was out of balance. We have been consumed by an inhumane style of winner-take-all capitalism, by fight-to-the-death politics, and by a White-is right culture. It is exhausting. And it has locked us in an unjust loop: living-to-work, not working-to-live, feeling socially short-changed, emotionally adrift, spiritually tested, and civically cynical. A pandemic that endangers our lives, halts the economy, and falls hardest on People of Color makes this maddening way of life unworkable. Ghastly scenes of racial injustice exemplify how deep the dysfunction goes. A super-majority of Americans agree that our entire system is spiraling out of control.

But renewal is within reach. In this legacy moment, we hear the same refrain: we cannot go back. Yet there are many paths forward. Those willing to work for renewal must make choices that may well change the world. Elders will do their part to clear the way. Youth will rise and rapidly take the lead.

This section explores three paths for renewing Civic Life, Economic Life, and Social, Emotional, and Spiritual Life. Each avenue braids the vital conditions together into cohesive but still-evolving proposals for how our lives together could unfold. Short-term pivotal moves may help us to change course. However, the renewal we need requires persistent, courageous, trend-bending effort on many frontiers—always directed toward our north star expectation: All people and places thriving—no exceptions.

*I have hope. People are ready. People want to do more. People want to be able to work in their communities. People want to see their communities whole.*

**MARY WILSON**  
SOUTH FULTON PEOPLE-CENTERED  
ECONOMIC DEVELOPMENT  
COLLABORATIVE

# RENEWING CIVIC LIFE

HOW DO WE WORK ACROSS  
DIFFERENCES TO CREATE A FUTURE WITH  
ALL PEOPLE AND PLACES THRIVING?

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LISTENING & RESPECTING

BELONGING

CONTRIBUTING



# RENEWING CIVIC LIFE

## WORKING ACROSS DIFFERENCES

### TROUBLING TRENDS

The global Democracy Index has officially downgraded the United States to a “flawed democracy”<sup>1</sup>

Loneliness was a rising public health threat before 2020—the pandemic has made it 34% to 47% worse<sup>2,3</sup>

Over the last 5 years, hate crimes have increased in the United States<sup>4</sup>

Legacies of residential segregation continue to fuel racial and wealth achievement gaps<sup>5</sup>

80% of American adults believe the country is “spiraling out of control”<sup>6</sup>

**CIVIC LIFE IS ABOUT LIVING, LEARNING, AND WORKING TOGETHER**, as shared stewards, to shape our common world. It encompasses the infinite ways that people may connect and contribute to their community and society: from voting in an election, organizing a neighborhood arts festival, standing up for a just cause, or doing everyday work with pride in its public impacts and civic significance.

For the last several decades, many democratic norms and structures have been decaying, while mistrust has been rising. Pernicious forces, such as systemic racism, hyper-individualism, and partisan division are also causes and consequences of declining civic life. The physical distancing of COVID-19 reminds us that we are social beings. The crisis has revealed a civic silver lining, shown in an outpouring of civic generosity and mutual aid. However, public displays of racial injustice remind us of the many ways we are not yet in right relationships with each other.

This is a legacy moment, an opportunity to reimagine and renew our civic life. We have a chance now to embrace our interdependence and strengthen the civic muscle we need to create just and productive communities. Success depends on our ability to create pluralistic spaces that foster relationships of belonging, ensuring everyone has the privilege and motivation to contribute to a thriving community.

### SIGNS OF MOMENTUM

- **Increasing perception that “we are all in it together”** (up from 62% in the fall of 2018 to 90% in April 2020).<sup>7</sup>
- **9 out of 10 American workers are willing to earn less money** to do more meaningful work.<sup>8</sup>
- **43% of young Americans say they will likely vote in their party’s primary or caucus**, up from 36% four years ago.<sup>9</sup>
- **Since 1949, the National Civic League has recognized more than 500 communities** that leverage civic engagement, collaboration, inclusiveness, and innovation to successfully address local issues.<sup>10</sup>
- **Communities are working across sectors to build inclusive**, welcoming public spaces like parks, playgrounds, and riverfronts.<sup>11</sup>
- **There is resurging interest** in the role that libraries, small businesses, and community-oriented schools play as civic anchors.<sup>12</sup>
- **Support is growing for robust national service** that ties service opportunities to possibilities for meaningful careers.<sup>13</sup>
- **Anticipating post-election conflict on November 4, 2020** (regardless of who wins), people and organizations are pre-committing to hold *With Malice Toward None* events sponsored by Braver Angels.<sup>14</sup>


# LEGACY QUESTIONS

FOR RENEWING CIVIC LIFE

How do we listen differently **with respect for the humanity and value** of those who differ from us?

How do we make sure that every person has a **genuine sense of belonging**?

How do we make sure that every person has **multiple ways of contributing**?



**Fox Cities** has a vision. It has a true north and a sense of belonging is right in the center. You're seeing a hospital, two different foundations, nonprofits, and businesses working together to try to work on how we really connect with people in our community. The more you do that, the more you have the muscle, the more you practice, the more you can make an impact.

**JASON SCHULIST, BOLDT**

# TREND BENDERS

## LISTENING & RESPECTING

HOW DO WE LISTEN DIFFERENTLY WITH RESPECT FOR THE HUMANITY & VALUE OF THOSE WHO DIFFER FROM US?

Seek or create spaces to encounter ideas different from your own.

Stay curious, ask questions, and prepare to listen differently, especially to youth, elders, everyday workers, and those who experience racial injustice every day.

Remain open to the possibility that people with strongly opposing partisan views can still respect their shared humanity and value.

## BELONGING

HOW DO WE MAKE SURE THAT EVERY PERSON HAS A GENUINE SENSE OF BELONGING?

Tell a new story in which human differences are a collective strength, not a cause to separate from or destroy each other.

Reshape neighborhoods, organizations, and public spaces to be open, inviting, exciting, and also free from segregation, violence, or neglect.

Uphold, enforce, and expand both social norms and legal safeguards against discrimination in all forms.

Make investment more fair through targeted universalism (i.e., pursue universal goals with investments targeted toward those who have been excluded and left furthest behind).

Convey the dignity and civic value of work through fair pay and safe workplaces.

## CONTRIBUTING

HOW DO WE MAKE SURE THAT EVERY PERSON HAS MULTIPLE WAYS OF CONTRIBUTING?

Encourage all forms of civic contribution, including voting, volunteering, engaging with government, and looking for the civic significance in everyday work.

Innovate new ways for people to participate in civic governance (e.g., by helping to frame problems and solutions, contributing their civic energies and talents, and influencing judgments about how to invest resources).

Bridge the digital divide and support the free exchange of ideas, art, and cultural expression.

Inspire a new generation of civically engaged professionals who are not detached, but connected to the lives and cultures of the places they work.

Shift authority to local communities for direction and accountability, along with incentives to contribute through national service.

Defend democracy against disinformation and authoritarianism.



### MEASURES THAT MATTER

#### Listening & Respecting

- Trust
- Disconnected youth
- Diffusion of stewardship mindsets and actions

#### Belonging

- Sense of belonging
- Connection to government
- Social vulnerability
- Residential segregation
- Area deprivation
- Violence and hate crimes
- Incarceration rate

#### Contributing

- Strength of civic muscle
- Civic indices (agency, capacity, engagement, learning)
- Job satisfaction, purpose in work
- Civic associations
- Social capital
- Voting rate
- Volunteering rate
- Digital divide
- Democracy index
- Engagement with public officials and institutions

In 2017, 32 community stewards launched **Imagine Fox Cities** (WI), a regional network designed to create the future of Fox Cities together: What do you want Fox Cities to be like for your kids and grandkids?

To understand the concerns and ideas of the community, the Imagine Fox Cities team: conducted 3,000 surveys, facilitated 81 conversations, and held a 300-person summit. The team identified a central theme: the importance of belonging. In response, the Imagine Fox Cities team developed the Belonging Working Group.

“The purpose of the Belonging Working Group of the Imagine Fox Cities initiative is to serve as a catalyst for creating a community in which all who live in the region see themselves, their needs, contributions, and culture represented every day in the life and work of their community. Our efforts are intended to increase the ability of individuals to belong across all the constituencies within the Fox Cities region.

Our objectives are to (1) educate the community about what it means to belong and strategies to promote a sense of belonging; (2) provide opportunities for active engagement in activities on the part of individuals, groups,

and institutions that facilitate greater empathy, trust, mutual understanding, and cooperation among community members; and (3) monitor and share our progress by identifying measures of belonging for the community as a whole and across various segments on a regular basis.

Our ultimate goal is to promote positive change that enhances the well-being of all who live and work in the Fox Cities by convening, catalyzing, measuring, connecting, and influencing members of the community to enhance the sense of belonging of everyone in our community.”

## **BELONGING WORKING GROUP IMAGINE FOX CITIES**

# RENEWING ECONOMIC LIFE

HOW DO WE ASSIGN VALUE, DEFINE  
PROSPERITY & INVEST RESOURCES?

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MAXIMIZE LONG, THRIVING LIVES  
GROW LOCAL ECONOMIES THAT  
WORK FOR EVERYONE





# RENEWING ECONOMIC LIFE

## SHARED PROSPERITY

### TROUBLING TRENDS

Children's prospects of earning more than their parents have fallen from 90% in 1940 to 50% today<sup>15</sup>

63% of Black children who start out at the bottom of the income scale remain there as adults, compared with 32% of White children<sup>15</sup>

Millions of Americans endure inhumane living conditions: 38M in poverty,<sup>16</sup> 54M without enough food,<sup>17</sup> 28M without health insurance,<sup>18</sup> 568,000 homeless<sup>19</sup>—all of which unjustly burden People of Color

The correlation between pay and job satisfaction is almost zero<sup>20</sup>

The net worth of a typical White family was nearly 10x greater than that of a Black family in 2016 and wealth inequality is growing<sup>21,22</sup>

**OUR ECONOMIC LIFE ENCOMPASSES MORE THAN JOBS, BUSINESSES, AND FINANCIAL INSTITUTIONS.** It is an expression of what we value, who we value, and how we work together. It structures and channels our most basic transactions—and our most complex innovations. Our economic life holds tremendous possibility for unlocking trapped human potential, building wealth for working families, and sustaining the living ecosystems that support our existence.

The economic fallout from COVID-19 has exposed, yet again, the flaws in today's prevailing form of capitalism. Even as we honor essential workers, from caregivers to clerks, many of these same people are still without fair pay, still without adequate health care, and still beleaguered by hunger. COVID-19 has exposed how our economic system is designed to extract value from the many, concentrate its benefits in the hands of a few, and place us all precariously on the edge of an adversity spiral.

This legacy moment demands that we reorient our values, reinvent our industries, and reject the idea that financial return requires exposing ourselves to social or environmental ruin. Our markets, corporate practices, and public policies do not currently align with widely held American values. Those values can come to life in a new well-being economy that is just and regenerative, that safeguards workers and the environment, and that allows those long excluded from prosperity to build wealth for generations to come. We must transition to a well-being economy as if our survival depends on it—as people, families, companies, as well as for our country and planet.

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### SIGNS OF MOMENTUM


- For the first time in modern history, **more than half of all young adults “reject capitalism”** as we know it.<sup>23</sup>
- **In 2018, New Zealand introduced the world's first national well-being budget.** Three other nations have since done the same. An international Wellbeing Economy Alliance (WE All) has formed to further accelerate transitions toward a well-being economy.<sup>24,25</sup>
- **Nearly all Americans (89%) see the crises of 2020 as an opportunity** for large companies to hit reset and focus on doing right by their workers, customers, communities, and the environment.<sup>26</sup>
- **Impact investing**, which values both economic and social return, is a \$502 billion industry that nearly doubles in size every year.<sup>27</sup>
- **Companies that convert to worker and employee ownership** boost profits by as much as 14% and outperform competitors, especially during economic downturns.<sup>28</sup>

# LEGACY QUESTIONS

FOR RENEWING ECONOMIC LIFE

How can we be midwives to an **emerging well-being economy**?

How can we **co-create local economies** that routinely produce all of the vital conditions we need to thrive?



The first **moral principles of this system are community and sustainability**, for as, Indigenous peoples have long known, the two are one and the same. Other principles are creating opportunity for those long excluded and putting labor before capital; ensuring that assets are broadly held and that **investing is for people in place, with profit the result, not the primary aim**; designing enterprises for a new era of equity and sustainability; and **evolving ownership beyond a primitive notion of maximum extraction to an advanced concept of stewardship**.

**MARJORIE KELLY & TED HOWARD, 2019**

# TREND BENDERS

## MAXIMIZE LONG, THRIVING LIVES

HOW CAN WE BE MIDWIVES TO AN EMERGING WELL-BEING ECONOMY?

**Imagine America's economy at its best:** just, regenerative, multiracial, valuing all stakeholder interests, with rebalanced power and devotion to the long view of what people and places need in order to thrive.

**Redefine progress and shared prosperity.** Embrace benchmarks that are more meaningful than stock prices or gross domestic product. Join the club of countries that commit to well-being and justice as their chief concerns, backed by serious budget priorities, transparent living standards, and smart economic incentives.

**Align incentives for purpose, profit, and values.** Ensure that families, communities, companies, and investors each profit when they work together to expand vital conditions. Philanthropy and government function as allies and enablers, not the main source of solutions or resources. Corporations meet public expectations in a just marketplace. Rework the tax code to uphold widely shared American values.

**Divest from harmful industries and assure a just transition** for those least able to withstand the disruption.

**Decentralize and democratize who makes the rules** about how capital flows, who benefits, and how to assure mutual accountability. Revise fiduciary responsibilities to reflect not only narrow duties to an organization but also to the community ecosystem of which it is a part.

**Look beyond the marketplace to create a thriving commons.** Create economic value and civic connection simultaneously by exchanging time and talents in social networks, beginning where we live and work.



### MEASURES THAT MATTER

#### Maximize Long, Thriving Lives

- Well-being and justice goals
- Living standards
- Opportunity indices
- Gini index
- Climate indices
- Education indices
- Just capital rankings
- Climate for entrepreneurs
- Impact investments
- Just transitions for changing industries

# GROW ECONOMIES THAT WORK FOR EVERYONE

HOW CAN WE CO-CREATE LOCAL ECONOMIES THAT ROUTINELY PRODUCE ALL OF THE VITAL CONDITIONS WE NEED TO THRIVE?

**Channel ingenuity and investment** into innovations that expand the vital conditions, with people who are struggling and suffering leading the way. Give entrepreneurs access to the capital and support they need to start new ventures, especially for-benefit enterprises, worker cooperatives, and other forms of broad ownership.

**Insist on humane living standards** for every person and family: Ensure that housing, food, transportation, clean water, clean air, and contact with nature are never absent. Guarantee jobs with fair pay and paid leave. Deliver health care as a right, not a luxury. Nurture learning and development over the life course. Account for these efforts as investments in human capability, not as costs to be minimized.

**Root out systemic racism in economic opportunity** by removing discriminatory laws, policies, and practices that ultimately eclipse opportunities for People of Color in hiring, access to capital, homeownership, health care, law enforcement, and access to high-quality education. Interrupt the school-to-prison pipeline.

**Design work with dignity, value, and purpose.** People find meaning in what they do and have a personal stake in co-creating lasting value through their organizations and businesses. Work also confers basic financial freedom, not only to stay ahead of living expenses and absorb emergency financial shocks, but also to have a realistic chance at building intergenerational wealth.

**Anchor local living economies.** Place-based institutions anchor economic life when they commit to local hiring, sourcing, and investing. Intentionally interdependent industries work together to expand vital conditions, marked by local, sustainable food; transportation designed for safety, not speed; affordable housing, close to work; health care centered on health and well-being; as well as law enforcement that liberates, rather than punishes.



### MEASURES THAT MATTER

#### Grow Local Economies That Work for Everyone

- Financial well-being
- Ability to afford emergency expense
- Household finances
- Job satisfaction
- Community wealth
- Healthy places index
- Food security
- Safe, active transportation
- Housing safety, stress
- Health insurance
- Health care adequacy
- Incarceration
- Police violence

The **Portland Community Investment Trust** is a novel financial product for community ownership. Resident investors—mostly renters, women, People of Color, refugees, and immigrants—invest from \$10 to \$100 a month to buy shares. They then receive annual dividends and gain from long-term appreciation in the price of their shares.

Over 30 months, the Community Investment Trust met the needs of residents often not able to access to traditional investment opportunities:

- 160 families received dividends averaging 9.3%, with a share price gain from \$10/share to \$15.86/share.
- 98% of investors renew their investment each year.
- 68% of investors report that they are voting and becoming more active in their neighborhood because they are owners.

FROM THE **INVESTMENT** DEEP DIVE



# RENEWING SOCIAL, EMOTIONAL & SPIRITUAL LIFE

HOW DO WE CULTIVATE EMOTIONAL  
STRENGTH, GROW RESILIENCE &  
CARE FOR OTHERS?

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WHOLE HEALTH  
A COMMUNITY-CENTERED  
WORKFORCE  
LEADING CAUSES OF LIFE



# RENEWING SOCIAL, EMOTIONAL & SPIRITUAL LIFE

## GROWING RESILIENCE

### TROUBLING TRENDS

An epidemic within the pandemic: deaths of despair may claim 27,644 to 154,037 more lives<sup>29</sup>

Suicide, the 10th leading cause of death overall, is the 2nd leading cause of death among 12- to 19-year olds<sup>30</sup>

70% of adults in the United States have experienced some type of traumatic event at least once in their lives<sup>31</sup>

Many people receive mental health and addiction treatment, not in community settings, but while incarcerated<sup>32</sup>

1/3 of adults 45 and older feel lonely and nearly 1/4 of adults 65 and older report being socially isolated<sup>33</sup>

**OUR SOCIAL, EMOTIONAL, AND SPIRITUAL LIFE** is tied to how we understand ourselves, relate to others, and experience belonging and purpose. It is about our thoughts, feelings, perceptions, memories, and states of being. This sense of self is further shaped by culture, early life experience, faith, ZIP code, and other factors. Our social, emotional, and spiritual life guides our decisions, influences our actions, and helps us know who we are.

Too many of our lives are compromised by trauma, exclusion, and violence. Too few of us receive the care that is essential for strong social and emotional health. Too often, our differences and biases drive us apart and disrupt connections to each other and our better selves. The structures meant to promote social and emotional health are hobbled by fragmentation, over-specialization, and inaccessibility.

This legacy moment has exposed the systems that create prolonged toxic stress, harming social and emotional health across generations. We must create institutions and places that allow us all to flourish, experience belonging, and reach our full potential. We can heal our nation's pain by preventing further harm, treating distress, and investing in our whole selves and whole communities.

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### SIGNS OF MOMENTUM

- **Two-generation initiatives**, which support children and their parents, are creating intergenerational cycles of opportunity.<sup>34</sup>
- **87% of American adults agree that having a mental health disorder is nothing to be ashamed of**, and 86% believe that people with mental health disorders can get better.<sup>35</sup>
- **Free college courses** and experiences in 46 states are enabling older adults to find social connection.<sup>36</sup>
- **School-based social and emotional instruction** is improving academic achievement and self-confidence while also reducing depression, anxiety, and social withdrawal.<sup>37</sup>
- **Knowing the mental and physical benefits of nature**, US mayors are ensuring that all residents have a safe park within walking distance.<sup>38</sup>
- **Health care and faith partnerships are increasing positive outcomes** for patients and providing health education to congregations.<sup>39</sup>



# LEGACY QUESTIONS

FOR RENEWING SOCIAL, EMOTIONAL, & SPIRITUAL LIFE

How do we **foster human thriving** from day one?

How do we **cultivate caring and compassion**?

How do we **break the cycle** of intergenerational trauma?

COVID-19 opens a window of opportunity to reflect on what is not working and to create a new paradigm for mental health in America. From mental health's humble beginnings in public policy, there was always a vision that community was part of the solution. The goal of President Kennedy's landmark 1963 Community Mental Health Act was to transition care from psychiatric hospitals to the community, where people in need could find a continuum of effective care. More than a half-century later, we have yet to fulfill that vision. But through a comprehensive and integrated plan, we can do it now.

**WELL BEING TRUST**

# TREND BENDERS

## WHOLE HEALTH

HOW DO WE FOSTER HUMAN THRIVING FROM DAY ONE?

Prioritize the first 1,000 days of life by investing in early childhood, when children's brains are growing, developing, and vulnerable. More protection and prevention needs to be done not only for children, but also for and with families of our youngest people.

Guard against mental health crises through effective primary prevention policies, such as housing-first, and issue-specific policies, such as suicide prevention.

Integrate mental and physical care to heal the whole person, improve diagnostic rates, increase treatment success, and lower costs for those with mental health concerns.

## A COMMUNITY-CENTERED WORKFORCE

HOW DO WE CULTIVATE CARING & COMPASSION?

Shift tasks to trained caregivers—faith leaders, teachers, community health workers—who all have roles in addressing basic mental health needs. Redistribute mental health knowledge and interventions to expand care and ease the strain on frontline clinicians.

Localize care to build trust and credibility. Deliver care that is participatory and culturally competent. Recognize the power of community networks to provide best-fit care.

Reduce stigma and encourage community members to seek care by talking openly about social, emotional, and spiritual health. Share information and treatment options in plain language. Meet people where they are.

## LEADING CAUSES OF LIFE

HOW DO WE BREAK THE CYCLE OF INTERGENERATIONAL TRAUMA?

**Connection:** When we have a thick weave of relationships, we are able to mitigate the impacts of trauma now and later in life.

**Coherence:** When we craft our own story of healing, we claim a sense of control and are better able to embrace challenges as opportunities for growth.

**Agency:** When we take action, no matter how small, we make a difference in our circumstances and alleviate feelings of depression and anxiety.

**Inter-generativity:** When we recognize our relationship to those who have come before us and those who will follow, and when we care for those close to us, our physical and mental health improves.

**Hope:** When we have a positive orientation toward the future, we are better able to continue our life, work, and relationships, even through adversity.



### MEASURES THAT MATTER

#### Whole Health

- Individuals uninsured or underinsured
- Mental health disorders and addiction
- People identified and treated for mental health

#### Community-Centered Workforce

- Out-of-pocket costs
- Workforce shortage rates
- Net promoter scores
- Rates of drug and alcohol misuse

#### Leading Causes of Life

- Adverse childhood experiences (hope, meaning in life, sense of agency)
- Child abuse and domestic violence
- Co-located social emotional programs
- Deaths of despair

**Building Community Resilience (BCR)**, a national collaborative led by George Washington University, seeks to improve the health of children, families, and communities by fostering engagement across sectors. BCR focuses on developing a protective buffer against the pair of ACEs: adverse childhood experiences and adverse community environments.

The BCR connects 45 cross-sector organizations in nine states and Washington, D.C., who use the BCR process and tools to help their communities bounce back from adversity and “bounce forward” to new vitality and strength.

**WENDY ELLIS**

CENTER FOR COMMUNITY RESILIENCE  
GEORGE WASHINGTON UNIVERSITY



# SUMMARY OF RENEWALS

## THREE PATHS TO RENEW LIFE ACROSS AMERICA

### RENEWING CIVIC LIFE

HOW DO WE WORK ACROSS DIFFERENCES TO CREATE A FUTURE WITH ALL PEOPLE & PLACES THRIVING?

	LEGACY QUESTIONS	TREND BENDERS	MEASURES THAT MATTER
<b>Listening &amp; Respecting</b>	<i>How do we listen differently with respect for the humanity and value of those who differ from us?</i>	<p>Seek or create spaces to encounter ideas different from your own</p> <p>Stay curious, ask questions, and prepare to listen differently</p> <p>Remain open to our shared humanity</p>	<p>Trust</p> <p>Disconnected youth</p> <p>Diffusion of stewardship mindsets and actions</p>
<b>Belonging</b>	<i>How do we make sure that every person has a genuine sense of belonging?</i>	<p>Tell a new story in which human differences are a collective strength</p> <p>Reshape public spaces to be open, inviting, exciting, and also free from segregation, violence, or neglect.</p> <p>Uphold, enforce, and expand social norms and legal safeguards against discrimination</p> <p>Make investment more fair through targeted universalism</p> <p>Convey the dignity and civic value of work through fair pay and safe workplaces</p>	<p>Sense of belonging</p> <p>Connection to government</p> <p>Social vulnerability</p> <p>Residential segregation</p> <p>Area deprivation</p> <p>Violence and hate crimes</p> <p>Incarceration rate</p>
<b>Contributing</b>	<i>How do we make sure that every person has multiple ways of contributing?</i>	<p>Encourage all forms of civic contribution.</p> <p>Innovate new ways for people to participate in civic governance.</p> <p>Bridge the digital divide.</p> <p>Nurture a new generation of civically engaged professionals.</p> <p>Shift authority to local communities and incentivize national service.</p> <p>Defend democracy against disinformation and authoritarianism.</p>	<p>Strength of civic muscle</p> <p>Civic indices (agency, capacity, engagement, learning)</p> <p>Job satisfaction, purpose in work</p> <p>Civic associations</p> <p>Social capital</p> <p>Voting rate</p> <p>Volunteering rate</p> <p>Digital divide</p> <p>Democracy index</p> <p>Engagement with public officials and institutions</p>

## SUMMARY OF RENEWALS

### RENEWING ECONOMIC LIFE

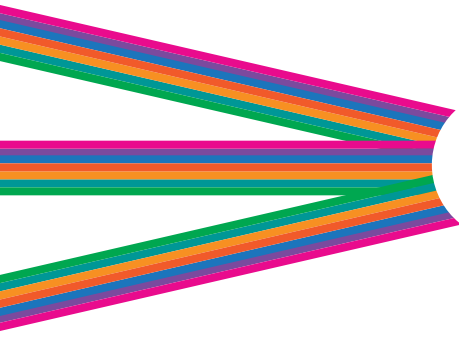
HOW DO WE ASSIGN VALUE, DEFINE PROSPERITY, & INVEST RESOURCES?

	LEGACY QUESTIONS	TREND BENDERS	MEASURES THAT MATTER
<b>Maximize Long, Thriving Lives</b>	<i>How can we be midwives to an emerging well-being economy?</i>	<ul style="list-style-type: none"> <li>Imagine capitalism at its best</li> <li>Redefine progress and shared prosperity</li> <li>Align incentives for purpose, profit, and values</li> <li>Divest from harmful industries with just transitions</li> <li>Decentralize and democratize rule-making</li> <li>Create a thriving commons</li> </ul>	<ul style="list-style-type: none"> <li>Well-being and justice goals</li> <li>Living standards</li> <li>Opportunity indices</li> <li>Gini index</li> <li>Climate indices</li> <li>Education indices</li> <li>Just capital rankings</li> <li>Climate for entrepreneurs</li> <li>Impact investments</li> <li>Just transitions for changing industries</li> </ul>
<b>Grow Local Economies That Work for Everyone</b>	<i>How can we co-create local economies that routinely produce all of the vital conditions we need to thrive?</i>	<ul style="list-style-type: none"> <li>Channel ingenuity and investment toward vital conditions</li> <li>Insist on humane living standards</li> <li>Root out systemic racism in economic opportunity</li> <li>Design work with dignity, value, and purpose</li> <li>Anchor local living economies</li> </ul>	<ul style="list-style-type: none"> <li>Financial well-being</li> <li>Ability to afford emergency expense</li> <li>Household finances</li> <li>Job satisfaction</li> <li>Community wealth</li> <li>Healthy places index</li> <li>Food security</li> <li>Safe, active transportation</li> <li>Housing safety, stress</li> <li>Health insurance</li> <li>Health care adequacy</li> <li>Incarceration</li> <li>Police violence</li> </ul>

### RENEWING SOCIAL, EMOTIONAL, & SPIRITUAL LIFE

HOW DO WE CULTIVATE EMOTIONAL STRENGTH, GROW RESILIENCE, & CARE FOR OTHERS?

	LEGACY QUESTIONS	TREND BENDERS	MEASURES THAT MATTER
<b>Whole Health</b>	<i>How do we foster human thriving from day one?</i>	<ul style="list-style-type: none"> <li>Prioritize the first 1000 days of life</li> <li>Guard against mental health crises</li> <li>Integrate mental and physical health care</li> </ul>	<ul style="list-style-type: none"> <li>Percent of individuals uninsured or underinsured</li> <li>Incidence and prevalence of mental health disorders and addiction</li> <li>Percent identified and treated for mental health</li> </ul>
<b>Community-Centered Workforce</b>	<i>How do we cultivate caring and compassion?</i>	<ul style="list-style-type: none"> <li>Shift tasks to train caregivers to address basic mental health needs</li> <li>Localize care to build trust and credibility</li> <li>Reduce stigma</li> </ul>	<ul style="list-style-type: none"> <li>Out-of-pocket costs</li> <li>Workforce shortage rates</li> <li>Net promoter scores</li> <li>Rates of drug and alcohol misuse</li> </ul>
<b>Leading Causes of Life</b>	<i>How do we break the cycle of intergenerational trauma?</i>	<ul style="list-style-type: none"> <li>Connection</li> <li>Coherence</li> <li>Agency</li> <li>Inter-generativity</li> <li>Hope</li> </ul>	<ul style="list-style-type: none"> <li>ACE score</li> <li>Child abuse and domestic violence</li> <li>Co-located social emotional programs</li> <li>Deaths of despair</li> </ul>



# ADVANCING A THRIVING MOVEMENT

*Historically, pandemics have forced humans to break with the past and imagine their world anew.*

ARUNDHATI ROY, 2020

This Springboard will be publicly available on an evolving shared platform with the resources and stories showcased in this report.

**There is already a serious movement underway in America and around the world for well-being and justice.** It is a vast movement of movements, and is far more extensive than any of us know.

**This Springboard, created in just eight weeks, is an imperfect and evolving contribution to the wider work.** The intent is to amplify, learn from, and join efforts among those who are already moving in similar directions. It does not seek to create a new kind of movement or any new organizing structure.

**This movement is much older—and will extend far longer—than today's legacy moment.** Generations before us have delivered landmark achievements. Those legacies confer important benefits. Yet still, the vital conditions that our families and communities need are too often diminished and denied. How will actions today shape our legacies for generations to come?

**There are many ways to create thriving communities, each fit to its own place and organizational context.** In a country as vast and diverse as the US, progress requires working through a mosaic of cultures, corporate climates, big bureaucracies, and local circumstances—always reaching across boundaries to form relationships and combine spheres of influence. Through it all, we will use our differences as a strength, not a liability, to advance well-being and justice in a rapidly changing and fiercely contested world.

**We will be tested again and again, and new crises will emerge.** This Springboard is a modest attempt to help us shape a shared course of action for the disorienting days and years ahead. This will be hard, healthy work. It will test our resolve to live up to the original, unqualified commitments of America's founders. It will test our willingness to leave the relative comfort of business as usual—even if that comfort is increasingly hard to find. It will test our ability to see through the illusion of separateness and embrace interdependence. Specifically, it will test whether we are serious about ending centuries of racism, sexism, economic inequity, and other forms of injustice to create a better future with all people and places thriving—no exceptions.

# ADVANCING A THRIVING MOVEMENT

## SHARE YOUR IDEAS

*How does this Springboard inform the work to be done?*

*How will you use it to advance your own work and aspirations?*

*What is missing or misstated?*

*What bright spots do you see gaining traction?*

*Connect with us and share your ideas at [input@Thriving.US](mailto:input@Thriving.US).*

## WHAT'S NEXT?

How could this Springboard inform new thinking and action in the months and years ahead? Amidst a spiraling crisis—fraught with hardship, violence, and partisan division—which actions will keep us away from calamity? Momentum for renewal is gathering force all around us. Witness, for example, just a few endeavors that are currently gaining traction:

- **Braver Angels** unites red and blue America to depolarize our politics and reawaken what it means to be American in our time;
- The **Poor People's Campaign** rises with 140 million poor and struggling Americans to insist that no one is ignored, dismissed, or pushed to the margins;
- **Active Minds** lifts up the power of young people to speak openly about mental health, reduce stigma, and create hope out of tragedy.
- **Color of Change** and the **Movement for Black Lives** lift up the voices of Black, Brown, and all long-excluded people calling for justice.

More broadly, the **Well-Being in the Nation (WIN) Network**, enables stewards of all kinds to connect and cooperate as they expand the vital conditions we all need to thrive.

These endeavors—and countless others—are already bringing to life the renewal envisioned here. This document is not complete and never will be. There will always be new voices to hear and new legacies to question, as well as more pivotal moves and trend benders to surface. America's movement for well-being and justice can never be codified in a single playbook. Yet, it can spring forward with great force and direction if we pursue our priorities, together, to make change happen where it counts.

That is why we assembled this Springboard: to help America draw from its immense reservoir of resilience and humanity to realize a future in which all people and places are thriving—no exceptions.



We can show others **what is possible** in our region. We can say, we're going to make this big, bold move together collectively. That's something that we need to do so that we don't stay isolated, especially in times of this adversity.

**NICK COCHART**  
ALGOMA SCHOOL DISTRICT

I just feel like going forward, we could use some of that money that's going toward militarizing the police toward resources, such as food equity, domestic violence, resources keeping schools open, and educational resources that will help youth **have a brighter future** and sort of stay out of trouble and be productive members of society.

**ZAYD MUHAMMAD**  
PROVISO PARTNERS FOR HEALTH

I think there is something to be said for a society where we can air grievances in a way that we can **have productive conversation.**

**KATIE MCCORMACK**  
WE IN THE WORLD



How do you take these short-term policy practice changes we've seen—cities leasing hotel and motel space to house their homeless, to protect them against COVID-19—how do you **make those things sustainable?**

**SUE POLIS**  
NATIONAL LEAGUE OF CITIES

When we remember that we need to gather ourselves in the spirit of the moment and the spirit of our ancestors, the spirit of all living things, and in the spirit of Mother Earth—then I think we have a **real foundation for change.**

**DARRELL HILLAIRE**  
CHILDREN OF THE SETTING SUN PRODUCTIONS

