



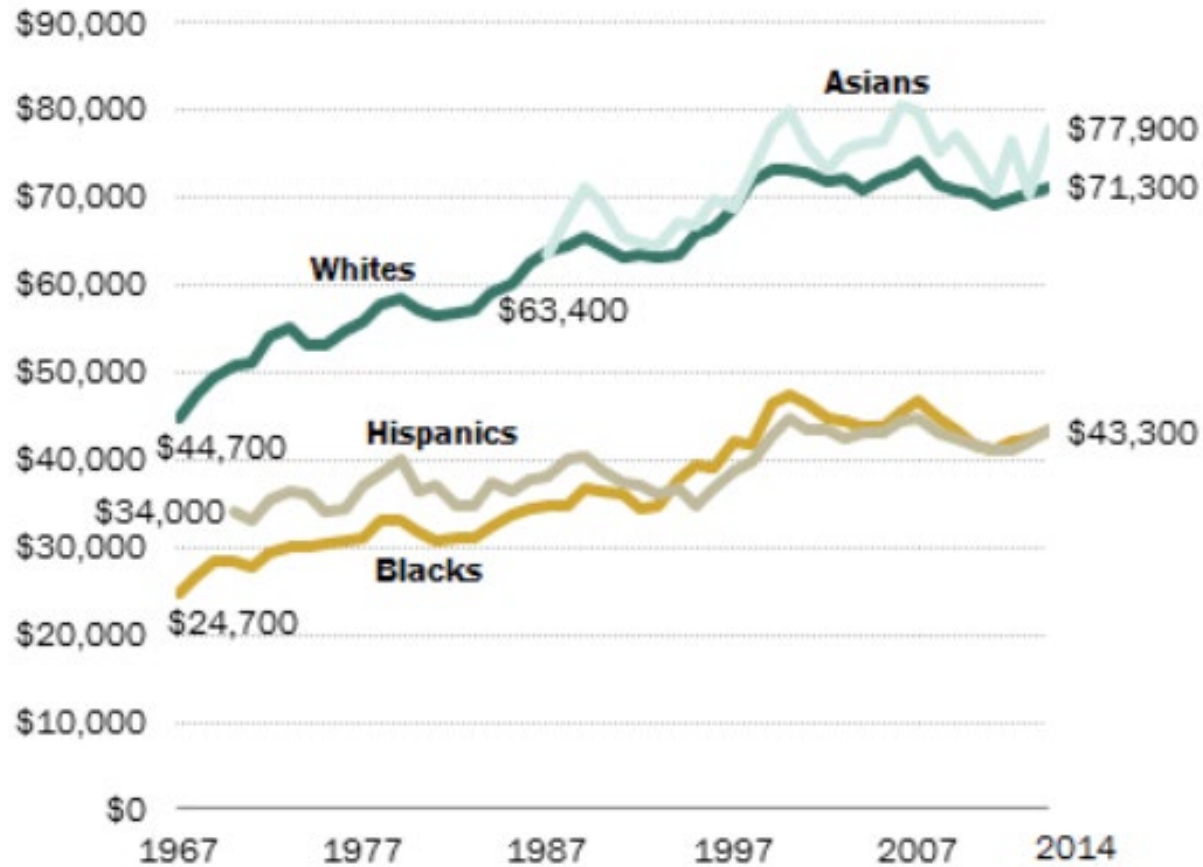
Recommended Strategy 2018-2023

**Submitted for approval and implementation to the Board
of New Detroit by the Strategic Planning Committee
October 5, 2017**

Where is the gap today among the races, and what has been the trend?

Racial gaps in household income persist

Median adjusted household income in 2014 dollars



Source: Pew Research Center; June, 2017

As a nation, we seem to have made no progress in racial equity – with regard to income, wealth, and higher education – since 1967

*In 2015 — the most recent year for which data are available — black households at the 20th and 40th percentiles of household **income** earned an average of 55 percent as much as white households at those same percentiles. This is exactly the same figure as in 1967.*

*For every \$100 in white family **wealth**, black families hold just \$5.04.*

Education? “Blacks and Hispanics Are More Underrepresented at Top Colleges Than 35 Years Ago.”*

** New York Times citations during 2017 of various U.S. Census and Non-profit institution research data*

Detroit is no better – since 1979, we have made almost no progress on racial equity, especially when measured in terms of employment and income

This year, the report on equity funded by the Kellogg Foundation on equity in Detroit showed:

- ▶ Since 1979, income **inequality has increased in Detroit**, which is now in the most unequal 1/3 of U.S. cities
- ▶ During that time, **wages have decreased between 18% and 39% for all Detroit workers**, which is between 28% and 35% worse than the national average. In Detroit, the decline in wages for people of color was more than 50% greater than for whites.

Looking at the economic impact alone of these facts, the amount of lost GDP in Detroit this gap represents is 13% of total Detroit GDP, or \$29.4 billion that is not available to people and families of color, and is not available as spending and investment to businesses in our city.*

While many factors have produced this unacceptable situation, New Detroit bears its share of responsibility.

* “An Equity Profile of the City of Detroit”; Policy Link and PERE for the Kellogg Foundation, 2017

New Detroit's impact has been insufficient, its relevance and financial viability are in question – and we propose to meet this challenge with force

As you will see, we propose to **fundamentally shift New Detroit's emphasis from programs to impact** in these ways:

1. **Stop** offering all programs except those few which are truly distinctive, attractive to funders, and scalable enough to achieve meaningful impact.
2. **Dramatically increase** our contribution to the community as a thought leader that chooses and acts with single-minded focus on impact.
3. Take a far **more vigilant and proactive** stance toward identifying or creating -- and seizing – opportunities to positively affect key pieces of legislation, policy, and regulation
4. Be more **regularly and publicly accountable** to metro Detroit by using a Racial Equity Scorecard to measure our efforts and those of our Board Members.
5. Ensure the ongoing contribution of New Detroit by **engaging the next generation** of Board Members, and **ensuring continuity** of New Detroit staff itself.

New Detroit is a coalition of leaders working to achieve racial understanding and racial equity in Metropolitan Detroit.

Our Goal and Theory of Change

We seek to achieve **equity among all races** in:

Income. This is reflected in median income; an individual's effective income; income inequality in the community we serve; job readiness; access to, and representation in high-growth sectors of the economy; and physical access to jobs, including transportation.

Quality education. This includes access to pre-school through high school, vocational, post-secondary, and professional education and training, ongoing training and re-training, and life skills such as financial literacy.

Health & Safety. This includes personal physical safety, food and air quality, access to community institutions and services, and health care at all stages of life.

This is the foundation of the NDI “Scorecard of Racial Equity”, which we will build to define our goal, measure our progress toward it, and help us learn and improve.

Our Theory of Action

We will achieve equity in **income, quality education, and safety** by taking these actions:

- ▶ Address both the **interpersonal behavior and structural mechanisms** that increase or reduce racism.
- ▶ Apply methods that include a **combination of thought leadership, advocacy of law, policy, and regulation, and being a catalyst** that galvanizes the collective action of individuals and organizations through programs — whether our own or those of others.
- ▶ **Constantly work to achieve racial understanding. In addition, deliberately take a focused approach to the rest of our work in closing the racial equity gap.** To do this, we will choose and concentrate our effort in a single area representing a key aspect of the problem of racial inequity, and establish and apply clear metrics that would connote success in this single area.
- ▶ **Work through a combination** of a permanently staffed New Detroit organization acting directly or through other organizations, small groups of Board members convened for specific purposes, and the individual efforts of Board members. We will also collaborate with individuals and institutions that can increase the impact of our work, such as a visiting scholars program or a partnership with universities.

Overview of New Detroit's Strategy





1 Provide Thought Leadership

KEY ACTIONS

- ▶ **Develop and advocate a regular, credible, and distinctive stream of content** that establishes and maintains New Detroit’s leadership as a constructively assertive, deeply knowledgeable, and fair voice on the historical sources and current causes of racial inequity, and the best paths and practices forward to close the gap

Focus this stream of content in racial understanding, and in our declared focus on racial equity

- ▶ **Become the place**, whether physical or virtual, where people of **all stages of life** across Detroit and its surrounding communities listen, speak, witness, and are motivated to act by real conversations on race in a no-fault environment
- ▶ **Broadly disseminate and keep current a scorecard on racial understanding and equity** in metropolitan Detroit, and best practices and case examples of improving racial understanding and racial equity, so that stakeholders have the information they need to believe in and work effectively toward the goal
- ▶ **Develop and use a social media platform and other channels** to connect stakeholders of **all ages** with each other, and to motivate them to take action to close the gap
- ▶ **Learn and improve** by measuring the extent to which stakeholders view us as a thought leader in achieving racial equality, and the extent to which the New Detroit conversations have been a factor in their taking action

EXAMPLES

- Past dinners at Board Members’ homes, local and national media interviews and panel appearances, “Conversations on Race” programs

Advocate Change in Legislation, Policy, and Regulation

KEY ACTIONS

- ▶ **Maintain current knowledge** of Michigan and greater Detroit legislative and regulatory processes, monitoring it to seize opportunities for advocacy in conceiving new legislation, policy and regulation
- ▶ **Identify and act on opportunities for advocacy** around key issues – primarily in New Detroit’s multi-year area of focus but also being alert for emergent opportunities -- and recruit and lead Task Forces to get results
- ▶ **Learn and improve** by measuring and acting on the extent to which we are seen as a critical factor in achieving positive change in legislation, policy, and regulation in:
 - Michigan
 - Metropolitan Detroit public agencies
 - Board Member organizations
 - All NPO’s and for-profit organizations in Metropolitan Detroit

EXAMPLES

- Provided leadership and support to the Community Outreach and Advocacy effort of The Coalition for the Future of Detroit Schoolchildren. This resulted in the Governor and Michigan State Senate’s approving and advancing a bipartisan package to ensure all Detroit students have quality schools.
- Co-Chaired and/or advocated for the following policy initiatives: School Voucher Policy, Affirmative Action (Prop 2), Mayoral Control of Schools (Prop E)
- Potential future leadership of restaurant ballot initiative

Be a Catalyst for Collective Impact -- “Be the Backbone” (1 of 2)

KEY ACTIONS

- ▶ Act as a “**Backbone**” organization to one or more coalitions of other organizations in a designated two- to four-year area of focus:
 1. **Convene** the organizations who currently deliver programs and services that address one or more facets of NDI’s single area of focus, and enlist their participation using a clear value proposition that appeals to their specific interest
 2. Jointly **gain agreement** with this group on shared goals, measurements of progress toward those goals, and declared areas of action on the part of each organization
 3. **Communicate regularly** among the players in the group to keep everyone informed and engaged, particularly when it comes to the measurements that demonstrate progress; use the social media platform to do the same across Metropolitan Detroit
 4. **Maximize positive impacts among members of the group**, minimize duplication and interference, and periodically convene the group to share progress, understand what is working/not working and why, magnify what is working, and minimize what is not
 5. At the end of the period of focus: **Evaluate**, conclude, and continue or transition the backbone role, always seeking to increase the scale of its impact.
- ▶ Learn and improve by measuring collective impact and rate of improvement

EXAMPLES

- ▶ “Strive” program in Cincinnati, which integrates the efforts of multiple organizations, each addressing one stage of a student’s educational experience. Strive is achieving a greater overall desired educational outcome than through the previous piecemeal approach

Be a Catalyst for Collective Impact – Board Value Proposition (2 of 2)

KEY ACTIONS

- ▶ Review, renew, and raise the bar for the “Give” and “Get” of the Value Proposition for Board Membership, and set mutual expectations that are more explicit, firm, and measurable
- ▶ Using the New Detroit Racial Equity Scorecard as a basis, agree on common measurements of equity in Income, Quality Education, and Health & Safety to be adopted by Board Members for their organizations
- ▶ At Board Meetings, teach and learn how to achieve racial equity effectively and efficiently in member organizations by sharing progress, understanding what is working/not working and why, then magnifying what is working, and minimizing what is not
- ▶ Design and implement an even better Board experience:
 - Recruiting and selection
 - On-boarding
 - Training and development
 - Peer accountability for Board Member commitments
- ▶ Learn and improve by measuring the collective impact and rate of improvement in racial equity among Board Member organizations, contribution in thought leadership, advocacy, or Task Forces, financial contribution

Become the Partner of Choice for Other Organizations and Funders

KEY ACTIONS

- ▶ Tell our story better, both in terms of outcomes and impact
- ▶ Expand and strengthen our network of current and potential funding sources
- ▶ Seek to establish working relationships in which New Detroit (using its thought leader credentials) is a partner not just in implementing the priorities of the funding source, but also in determining the priorities themselves
- ▶ Learn and improve by measuring and acting on the size and length of commitment of funding, and diversity of funding sources

EXAMPLES

- The Skillman Foundation -- serve as fiduciary/fiscal agent for specific projects along with Coalition for the Future of Detroit Schoolchildren.
- CFSEM – Early Childhood
- Henry Ford Health System – Conversations on Race
- W.K. Kellogg Foundation – Racial Healing Initiative – Genealogy and Storytelling Racial Healing

Close the Gap in Income, Quality Education, and Health & Safety

KEY ACTIONS TO CHOOSE A SINGLE AREA OF NDI FOCUS

- ▶ Of the three areas, we have provisionally chosen to focus on closing the gap in **income**. This is based on our understanding of the need, and our ability to play a distinctive role here that would also be attractive to funders.
- ▶ Within **income**, we will choose an area where our Thought Leadership, Advocacy, and Catalyst actions meet these criteria:
 - We are meeting a **real need** in achieving racial equity
 - We can make a **distinctive** contribution in Metropolitan Detroit
 - Making measurable progress on the problem **is attractive to funders** of two types:
 - Those who receive no direct benefit, e.g. foundation
 - Those who directly benefit, e.g. corporation who would be able to hire employees with appropriate skills
 - There is a clear opportunity to serve as a **backbone** for a group of organizations whose collective impact could be significantly greater than currently as individual actors
 - Successful action at initial **scale can be increased** and thus achieve even greater impact
- ▶ We will learn and improve by monitoring and acting on our Scorecard of Racial Equity, and our measurements in thought leadership, advocacy, and catalyst work

Choosing a Single Focus: *Examples (1 of 2)*

Note: the overlap you'll see with education is not necessarily to be avoided

- ▶ A lack of growth within African-American and Hispanic-owned businesses
- ▶ Hiring that is not adequately skill-based
- ▶ Addressing the inadequacy of transportation services to DPS schools
- ▶ Improve transportation options (ride-sharing, carpooling, etc.) for access to “good” jobs for X number of people working with Y number of employers to make these jobs attainable. At the same time, develop longer-term transportation options for participating individuals (e.g. car loans for those with stellar work performance, etc.).
- ▶ Improve the adequacy and effective targeting of skill-based training and pathways to and through jobs: Developing vocational training programs for X number of DPS graduates and developing pathways to attract DPS graduates to these programs. Achieving a median income in the first year of work for these graduates of Y. Additionally, identifying “sectors of the future” for the City of Detroit, and developing accompanying vocational training programs.
- ▶ Lack of nutrition for children 0-5 (before they are eligible for school lunches)

Choosing a Single Focus: *Examples (2 of 2)*

- ▶ Increase minority presence in the skilled trades at the apprentice and journeyman levels
- ▶ Provide another funding alternative (to mainstream banks) for start-ups and first-stage entrepreneurs through a participatory lending model that reduces credit risk to single lenders
- ▶ Develop capacity among lenders to provide financial training to small business owners and emerging entrepreneurs
- ▶ Health & Safety:
 - Standardize the collection of Metropolitan Detroit by race and ethnicity to inform program design and intervention
 - Identify and publicize leaders of color in the access-to-fresh-food space

The New Detroit Racial Equity Scorecard

▶ Why

- Provide a single point of accountability and learning to increase our impact
- Serve as an educational tool in our work of thought leadership across Detroit Metro

▶ What

- A broad framework assessing the ongoing state of equity in income, quality education, and health & safety in Detroit Metro
- To be specifically applied in every area of New Detroit's Strategy to determine our impact through:
 - Thought Leadership
 - Advocacy
 - Collective Impact – of the Board, and of our “Backbone” organization work

▶ How

- Assess and select from among existing thinking and actual measurement done by others, for example:
 - Data-Driven Detroit
 - “An Equity Profile of the City of Detroit”; PolicyLink and USC Program for Environmental & Regional Equity
 - “139 Square Miles”; Detroit Future City, 2017

Implications of our Strategy for Change and/or Investment, and the Work (1 of 2)

Element of Strategy	Goal as the Community Sees Us	Implications for Staffing and/or Capability, and the Work Ahead
Mission	Continuity, Relevance, and Impact	<ul style="list-style-type: none"> • Develop and implement a Succession Plan for Chairman and President
Provide Thought Leadership	Credibility, Reach, Next-Gen Engagement, Magnetism, Impact	<ul style="list-style-type: none"> • Design and launch Social Media Platform and the staff to make the most of it
Advocate Change in Legislation, Policy, and Regulation	Credibility, Impact	<ul style="list-style-type: none"> • Ensure proactive vigilance is an accountable part of a senior person's job

Implications of our Strategy for Change and/or Investment, and the Work (2 of 2)

Element of Strategy	Goal as the Community Sees Us	Implications for Staffing and/or Capability, and the Work Ahead
Be a Catalyst for Collective Impact	Leverage, Impact	<ul style="list-style-type: none"> • Develop and implement an even more effective set of mutual expectations for Board members, including a collective Scorecard • Identify “backbone” opportunities and choose one • Hire staff capable of starting, operating, and getting results from a “backbone”
Become the Partner of Choice for Funders and Partners	Financial Sustainability, Leverage	<ul style="list-style-type: none"> • Raise funding for the strategy • Hire a Chief Development Officer • Implement a CRM for funders & partners
Close the Gap in Income, Quality Education, and Health & Safety	Focus, demonstrated impact,	<ul style="list-style-type: none"> • Finalize our issue focus and deploy it across all elements of our Strategy • Develop a Racial Equity Scorecard and put it into action to improve our accountability and impact