**Worksheet: Applying a Racial Equity Tool (RET)**

The Racial Equity Tool (RET) is designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a RET can help to develop strategies and actions that reduce racial inequities and improve success for all groups.

How to choose a pilot/project-

* Look for systems wide opportunities, policies, practices and procedures that if changed would impact multiple departments across the enterprise

Pilot projects should be work that is about to start or is in very early stages. This means the project is still in a stage with the ability to receive significant input and be changed

In summary, the RET:

* Proactively seeks to eliminate racial inequities and advance equity;
* Identifies clear goals, objectives, and measurable outcomes;
* Engages community in decision-making processes;
* Identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended consequences;
* Develops mechanisms for successful implementation and evaluation of impact.

**As you work through the RET:**

1. Please answer each question under every step, to the best of your group’s ability.
2. Be as specific as possible. This worksheet is designed to help you fill in as many details as possible.

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| **Fill in** |
| Pilot Project: |
| Project Team Members (identify co-coordinators): |
| Meeting Dates/times: |

**Step 1: Desired Results**

What is your desired result and how will you measure it?

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| **1a) What is your Desired Result?** (Desired Result = A community-level condition of well-being)  *(e.g. All mothers have healthy pregnancies and deliveries // All people In our city are economically self-sufficient // All people in our city are safe and healthy.)* |
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| **1b) What are your Community Indicators?** (Indicator = A measure which helps quantify the achievement of a desired result)  *(e.g. maternal mortality disaggregated by race, prenatal health by neighborhood, healthy births by race, infant health by race and by neighborhood // poverty rate disaggregated by race and by geography, housing cost burden by race and geography, homeownership by race and geography // life expectancy by race or geography, incidents of violent crime by neighborhood, incidents of accidents by neighborhood)*  **Tips**: Use indicators that can be disaggregated by race or a proxy for race (ie zip code). You can have multiple indicators. Some indicators can be proxies. Consider data at the city/county level AND zip code/census tract level. *All community indicators should be disaggregated by race, gender, and geography when possible.* |
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**Step 2: Data Collection & Analysis**

What is the data? What does the data tell us?

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| **Data Sources to Consider:**   1. Census Quick Facts: [www.census.gov/quickfacts](http://www.census.gov/quickfacts) 2. Policylink Equity Atlas: [www.nationalequityatlas.org](http://www.nationalequityatlas.org) 3. Mapping Inequality: <https://dsl.richmond.edu/panorama/redlining/#loc=4/36.71/-96.93&opacity=0.8> 4. County Health Rankings: [www.countyhealthrankings.org](http://www.countyhealthrankings.org) 5. Local Public Health data 6. Local Public School data (often neighborhood schools have data at a more granular level) 7. Local Human Services data |

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| **2a) Data Collection** |
| 1.What data will you seek and from which sources? |
| 2.What opportunities are there to share data and build a data source shared by your team, department, enterprise, and community? |

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| **2b) Data Analysis:**  *(Please attach a summary of findings from the data, including tables, graphs, and literature research. Remember to look at quantitative*  *and qualitative data at the population level and previous reports and plans that include data and community responses related to this topic.)* |
| 1.What do the data tell you? **Who is most negatively impacted in your analysis?** Be specific. |
| 2.What were the gaps in data? What additional data would be helpful? How can you obtain better data? |
| 3.Please list the data sources you used in your final analysis: |

**Step 3: Community Engagement/Partnership**

How have communities been engaged? Are there opportunities to expand engagement and build toward real partnership?

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| Inform  Consult  Collaborate  Share Decision & Power  Own\*  Continuum of Engagement:   * ***Inform*** community members about issues, projects, and decisions * ***Consult*** with community members to receive feedback and alternatives on decisions; * ***Collaborate***with affected community members to gather input and develop alternatives and solutions; * ***Share Decision-making & Shift Power*** toaffected community members with final decision-making authority; * Community ***owns*** project, process, and ultimate decisions and outcomes.   Six Strategies for Inclusive Engagement:   1. Build personal relationships with those most directly impacted 2. Create a welcoming environment 3. Increase accessibility 4. Develop alternative methods for engagement 5. Maintain a presence within impacted communities 6. Partner with diverse organizations and agencies |

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| **3a) Design your Community Engagement/Partnership Plan** **using the following questions as guides:** |
| 1.What community engagement / partnership has been or is currently underway (departmental or organization-wide)? What was learned from the past community engagement / partnership processes? List source documents. |
| 2.Based on the data, who is most negatively impacted? What engagement/partnership efforts have occurred with this population? |
| 3.Which approach from the Continuum of Engagement will you use? How will you push beyond simply informing the community toward shared decision-making and power shift? |
| 4.What are your key purposes in this engagement? What do you hope to learn? |
| 5.What are the questions you will ask? What are the discussions you will support? |
| 6.What methods will you use to engage and build partnership with those most impacted? Who will host, or co-host the engagement? Where and when will you develop and strengthen relationships? If it requires a large group, how will you invite people? Will you have food, childcare, etc? |

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| **3b) What did you learn from your community engagement/partnership process?** |
| 1.Describe your community engagement/partnership process. Which approach did you use to engage/partner with those most impacted by racial inequities? In what ways were you successful and in what ways could you have strengthened your engagement/partnership? |
| 2.What has your engagement/partnership process with impacted communities told you about the root causes that produce or perpetuate racial inequities? |
| 3.What did you learn from impacted communities about their vision for a thriving community and which strategies are effective/ineffective to achieve that vision? |
| 4.What other stakeholders did you engage? What did you learn from this engagement? |
| 5.Did any of this knowledge from community cause your team to revise their Desired Results statement or which data to analyze? In what ways? |
| 6.How will you use this engagement process as a foundation for shared decision-making and to build partnership toward power shift? How and when will you check back in? |

**Step 4: Strategies for Racial Equity**

What are the root causes of racial inequities? What are our proposed strategies to address those root causes? Who will benefit and be burdened by our strategies? How will we mitigate unintended consequences?

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| **4a: Create a Root Cause Web:** Using a separate piece of paper, determine the root causes for the racial disparities (from Step 2) for each of your indicators (Step 1). Use knowledge gleaned from community engagement/partnership (Step 3) to flesh out your Root Cause Web. | |
| Instructions:   1. Put your indicator at the top of the page, ask: “Why do racial disparities exist?” Write the response and draw a line to connect between the indicator and the response. Then ask “why” again and again write the response and draw a line connecting the two. The process requires five to ten iterations of drilling down and asking “why” for each response. When you reach “racism” or “slavery” you have reached the end. 2. For the next indicator, start at the top of another page and do the same thing except, when a response is the same as one already named for a previous indicator, deliberately create a web by drawing a line to connect to the response for the previous indicator. Repeat for all your indicators 3. As you examine your Root Cause Web, note and circle the causes that are implicated in numerous indicators. These are the root causes that impact your desired result through multiple channels. List your root causes. | Example: |

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| **4b: Determine your priority strategies:** |
| 1.Which root causes are your priorities? |
| 2.Using what you learned from community engagement/partnership and the root cause priorities, brainstorm a list of strategies that address root causes to get to your desired result. |
| 3.Prioritize your strategies. Which are likely to have the greatest impact? Which are most likely to move forward (have political will, have the backing of impacted communities, have partner support, have acceptable budget impact)? |

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| **4c: Refine your priority strategies to maximize racial equity** |
| Given what you have learned from early data analysis and community engagement:   1. How will the proposal increase or decrease racial equity? 2. Who will benefit from or be burdened by your proposed strategies? 3. What are potential unintended consequences? |
| 4.What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts for impacted communities? |
| 5.Are there complementary strategies that can be implemented to maximize benefit and minimize burden for impacted communities? |
| 6.What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change? |
| 7.Are the impacts aligned with your desired result defined in Step #1? If not, what will you change in order to create alignment? |

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| **4d: Organizational Outcomes and Performance Measures**  Having identified your desired result and priority strategies, what are your organizational outcomes and performance measures **for each strategy?** | | |
| **What are your organizational outcomes?** *(Organizational outcomes = What will happen as a result of an action under your control. Organizational outcomes have a reasonable chance of moving us collectively towards your Desired Result)* | | |
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| **What are your performance measures?** *(Performance measures = A measure of how well an action is working)*  *Ask these questions to determine if your performance measure is strong:*  *Do they have Communication Power: Does the measure communicate to a broad range of audiences? Do people care about this measure?*  *Do they have Proxy Power: Does the measure say something of central importance about the result or action? Does the measure stand in the place of a number of other?*  *Do they have Data Power: are good, accessible data available?*  *All performance measures should be disaggregated by race, gender, and geography when possible.* | | |
| **Quantity**:  *How much will we do? (e.g. # of organizations served; # of activites completed)* | **Quality:**  *How well will we do It? (e.g. % attendance; % completing activity; staff composition)* | **Effectiveness:**  *Will anyone be better off? (e.g. #/% skills learned; sense of belonging; staff retention)* |

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| **4e: Analysis of Performance Measures** |
| 1.How will you collect data on your performance measures?  2.What did you learn from an analysis of your performance measures? Who is most negatively impacted according to your performance measures?  **Create a Root Cause Web:** Using a separate piece of paper, determine the root causes for the racial disparities for the EFFECTIVENESS performance measures. Use knowledge gleaned from community engagement/partnership (Step 3) to flesh out your Root Cause Web. |

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| **4f: Community Engagement/Partnership** |
| 1.What did you learn from people most negatively impacted according to your performance measures? What did those most negatively impacted say about what they believe to be the root causes to racial disparities? |

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| **4g: Identify Short-Term and Long-Term Strategies/Organizational Outcomes to Achieve the Desired Results** | |
| Determine which of your strategies/organizational outcomes are long-term and short-term | |
| Long-term | Short-term |

**4h: Refine your strategies using the questions below. Determine if any specific actions need to be included in your implementation plan in Step 5.**

* 1. Does it drive toward the desired result?
  2. Will it have an impact?
  3. Does it have the support of impacted communities?
  4. Does it have partner support?
  5. Is there political will?

If the answer to any of these questions is no, what resources or actions are needed?

**Step 5: Implementation**

What is your plan for implementation?

Using the information determined through the RET, use the following chart to get started on one short-term strategy and one long-term strategy.

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| **Short-Term Strategy** | **Action/Task** | **Person Responsible** | **Deadline** | **Resources Needed** |
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| **Long-Term Strategy** | **Action/Task** | **Person Responsible** | **Deadline** | **Resources Needed** |
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**Step 6: Communications, Evaluation, and Accountability**

How will you ensure accountability, communicate with stakeholders, and evaluate results?

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| **6a) How will impacts be documented and evaluated? Are you achieving the anticipated outcomes?** |
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| **6b) How will you continue to partner and deepen relationships with impacted communities while you continue working to achieve your organizational outcome(s)?** |
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| **6c) Craft your message using ACT**Use this pitch to explain how we are all in this together, why we don’t see the same outcomes based on race, and to articulate a solution grounded in institutional and systems change. Use Race Forward’s ACT Tool:   * Affirm – Hook and engage the audience by immediately mentioning phrases and images that speak to their values. * Counter – Open the audience’s minds to alternative explanations or frameworks about race.Unconscious attitudes and stereotypes toward individuals and social groups that “affect our understanding, actions, and decisions”. (Adapted from Kirwan Institute) * Transform – End your message with a solution that leaves your audience feeling engaged and included in your next steps. |
| 1.Who is your audience(s) for this pitch? |
| 2.What current frames, narratives or perceived barriers about race might exist in your audience(s) regarding your pilot project? What stories or values will you use to counter these frames, narratives or perceived barriers? |
| Affirm:  * What is your population level desired result statement? * Hook the audience. Why should people pay attention to the work you are doing? Be visual and compelling. * Consider using a specific story (with permission) to hook the audience. |
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| Counter   * What does the current data say about the population level desired result? Are there disparities based on race? Who is experiencing those disparities and why are they experiencing them? * What historical policies, programs and practices lead to these disparities based on race? |
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| Transform   * How can you debunk the current narrative or frame about why these disparities exist? * What are your short term and long-term strategies and organizational outcomes? * How can your audience get involved in supporting the next steps? * Close your message by bringing back the values/stories you introduced in Affirm |
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**Appendix A**

Preparing for meaningful community engagement**:** Fundamental questions

Remember: Building meaningful community engagement / partnership toward power shift means

* The desired result is co-designed and shared by both government and community
* Community engagement expectations and processes are aligned between community and government.
* Government is ready to listen, hear and implement input from all communities, especially impacted communities of color.
* Government is ready to make transformational and structural change toward a new power dynamic.
* Principles of community engagement at the enterprise level are known and carried out across all departments.
* A specific department has been designated to provide coordination, training and technical assistance to other departments seeking to engage and build partnerships with community.
* A guide exists and is shared broadly across the enterprise.

**Appendix B**

Consider the current and unlikely partners needed to accomplish the organizational outcomes.Who are the additional decision makers with whom you need to inform, consult or collaborate?

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| **Complete a stakeholder analysis** | | | | |
| Stakeholder (Organization & contact person) | What is their role in or how are they impacted by this project or decision? | Do they have power to help or hinder your strategies? | Who will reach out to them? Which approaches will you use? What is the “ask”? | Timeline /Deadline |
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