



**City of Gainesville  
Clerk of the Commission  
Office of the City Commission**

PO Box 490, Station 19  
Gainesville, FL 32627-0490  
200 E. University Avenue  
P: (352) 334-5015  
F: (352) 334-2036

## MEMORANDUM

**TO: Members of the Race & Equity Subcommittee**

**FROM: Lindsay Hoffman, Policy Oversight Administrator  
via Marie Kessler, Deputy/Acting Clerk of the Commission  
via Teneeshia Marshall, Director of Equal Opportunity**

**CC: Charter Officers**

**DATE: November 8, 2019**

**RE: Race Equity Impact Assessments**

---

At the Race & Equity Subcommittee meeting on October 1, 2019, the Clerk's staff was directed to research Race Equity Impact Assessments (REIAs), also known as Racial Equity Lenses or Racial Equity Tools. Generally used as part of a larger equity framework, **these are systematic and standardized instruments used to evaluate policies, legislation, budgets, and other decisions for their potential impact on different race and ethnic groups.** Depending on a jurisdiction's overall framework for equity improvement, the REIA may be part of a larger toolkit or a stand-alone process. It is, however, universally important that the assessments be both conducted proactively and revisited throughout any planning.

At its heart, an REIA attempts to answer three main questions:

1. Who benefits from the plan/policy/etc.?
2. Who is burdened and how?
3. How can the benefits be increased and the burdens be decreased?

When considering how to implement a Race Equity Impact Assessment process in the City of Gainesville, there must be primary decisions made on goals, outcomes, objectives, and metrics for any new process. Attention must also be given to whether this would be a standard across the board or offer some situational flexibility. There are multiple routes by which policy is developed within city government, including Commission-driven efforts and those developed by charter officers. As such, a very strict universal assessment tool may not properly balance demands on time and resources. For example, community and stakeholder engagement, as well as data collection and analysis, are important elements within robust REIAs. These efforts might properly occur at different, but still preliminary, stages of various departments' work. Subject matter experts will have additional insights into how to best approach these foundational elements.

Many jurisdictions model their REIAs off resources provided by the Government Alliance on Race and Equity and the Center for Racial Justice Innovation (Race Forward), but no two instruments are identical. Each jurisdiction has engaged in a process to tailor the assessment tool toward their own community and priorities. Attached are excerpts from five local jurisdictions' equity toolkits, plus resources from other bodies and think tanks engaging in this work.

---

Attachments:

- **Government Alliance on Race and Equity** highlighting the background of racial equity tools and the six steps recommended for a robust process (pages 1-10).<sup>1</sup>
- The Center for Racial Justice Innovation (**Race Forward**) is funded by several foundations and lays out a ten question assessment process (pages 11-13).<sup>2</sup>
- **Long Beach, CA**, is the most recent jurisdiction to launch an Equity Toolkit. Their equity lens includes seven questions (page 15).<sup>3</sup>
- **Louisville, KY**, uses a 12-step Racial Equity Analysis, as well as a worksheet to stay organized (pages 17-22).<sup>4</sup>

---

<sup>1</sup> [https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial\\_Equity\\_Toolkit.pdf](https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf)

<sup>2</sup> [https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment\\_v5.pdf](https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf)

<sup>3</sup> [http://www.longbeach.gov/globalassets/health/healthy-living/office-of-equity/clb\\_toolkitbook\\_singlepages](http://www.longbeach.gov/globalassets/health/healthy-living/office-of-equity/clb_toolkitbook_singlepages)

<sup>4</sup> [https://louisvilleky.gov/sites/default/files/health\\_and\\_wellness/che/healing\\_possible\\_quorum/hpq100\\_final\\_recommendations\\_jan\\_2015.pdf](https://louisvilleky.gov/sites/default/files/health_and_wellness/che/healing_possible_quorum/hpq100_final_recommendations_jan_2015.pdf)

- **Madison, WI**, recognizes that different proposals might call for different approaches. Therefore, they have created two tools, depending on the scope and timetable of the endeavor: a Fast Track Version and a Comprehensive Version (pages 23-27 and 29-35).<sup>5</sup>
- **Multnomah County, OR**, uses an Equity and Empowerment Lens that considers Purpose, People, Place, Process and Power when making decisions (pages 37-38).<sup>6</sup>
- **Seattle's Racial Equity Toolkit** lays out a six-step analysis (pages 39-44).<sup>7</sup>
- **Chicago United for Equity** is a non-profit that began the local and community-driven push for REIAs to be incorporated into policymaking processes. They both train leaders to administer assessments and conduct analyses in-house. CUE has adapted a four-step process for REIAs (page 45).<sup>8</sup>
- The sixth step of the **New York State Council on Children and Families'** Equity and Inclusion plan is a Race Equity Impact Assessment. It asks five questions (pages 47-48).<sup>9</sup>
- The **Shriver Center on Poverty Law** recommends a seven-step process for assessing equity in proposals of issues, policies, regulations, programs, practices and budgets (pages 49-50).<sup>10</sup>

---

<sup>5</sup> <https://www.cityofmadison.com/civil-rights/programs/racial-equity-social-justice-initiative/tools-resources>

<sup>6</sup> <https://multco.us/file/31827/download>

<sup>7</sup> [https://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit\\_FINAL\\_August\\_2012.pdf](https://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit_FINAL_August_2012.pdf)

<sup>8</sup> [https://7cd91beb-5ca0-4525-bbaa-310f9a7158a1.filesusr.com/ugd/05f795\\_c9429545d1ec47fc87a4a93605f823c3.pdf](https://7cd91beb-5ca0-4525-bbaa-310f9a7158a1.filesusr.com/ugd/05f795_c9429545d1ec47fc87a4a93605f823c3.pdf)

<sup>9</sup> [https://www.ccf.ny.gov/files/5215/1241/1809/Step6\\_Impact\\_analyses.pdf](https://www.ccf.ny.gov/files/5215/1241/1809/Step6_Impact_analyses.pdf)

<sup>10</sup> [http://courses.povertylaw.org/pluginfile.php/16695/mod\\_page/content/62/Racial-Equity-Impact-Assessment-Tool%20-%20PJC.pdf](http://courses.povertylaw.org/pluginfile.php/16695/mod_page/content/62/Racial-Equity-Impact-Assessment-Tool%20-%20PJC.pdf)



## I. What is a Racial Equity Tool?

Racial equity tools are 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 racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups.

Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

A racial equity tool:

- 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 negative consequences; and,
- develops mechanisms for successful implementation and evaluation of impact.

Use of a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

For more information on the work of government to advance racial equity, check out GARE's "Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action" on our website. The Resource Guide provides a comprehensive and holistic approach to advancing racial equity within government. In addition, an overview of key racial equity definitions is contained in Appendix A.

## II. Why should government use this Racial Equity Tool?

From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequity. A wide range of laws and policies were passed, including everything from who could vote, who could be a citizen, who could own property, who was property, where one could live, whose land was whose and more. With the Civil Rights movement, laws and policies were passed that helped to create positive changes, including making acts of discrimination illegal. However, despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region.

Many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Institutions and structures have continued to create and perpetuate inequities, despite the lack of explicit intention. Without intentional intervention, institutions and structures will continue to perpetuate racial inequities. Government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Routine use of a racial equity tool explicitly integrates racial equity into governmental operations.

Local and regional governmental jurisdictions that are a part of the GARE are using a racial equity tool. Some, such as the city of Seattle in Washington, Multnomah County in Oregon, and

TOOLKIT

**Racial Equity  
Toolkit: An  
Opportunity to  
Operationalize  
Equity**

Government  
Alliance on  
Race and Equity



the city of Madison in Wisconsin have been doing so for many years:

- The Seattle Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in City government. The Initiative was launched in 2004. RSJI includes training to all City employees, annual work plans, and change teams in every city department. RSJI first started using its Racial Equity Tool during the budget process in 2007. The following year, in recognition of the fact that the budget process was just the “tip of the ice berg,” use of the tool was expanded to be used in policy and program decisions. In 2009, Seattle City Council included the use of the Racial Equity Tool in budget, program and policy decisions, including review of existing programs and policies, in a resolution (Resolution 31164) affirming the City’s Race and Social Justice Initiative. In 2015, newly elected Mayor Ed Murray issued an Executive Order directing expanded use of the Racial Equity Tool, and requiring measurable outcomes and greater accountability.

See Appendix B for examples of how Seattle has used its Racial Equity Tool, including legislation that offers protections for women who are breastfeeding and use of criminal background checks in employment decisions.

Multnomah County’s Equity and Empowerment Lens is used to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. At its core, it is a set of principles, reflective questions, and processes that focuses at the individual, institutional, and systemic levels by:

- deconstructing what is not working around racial equity;
- reconstructing and supporting what is working;
- shifting the way we make decisions and think about this work; and,
- healing and transforming our structures, our environments, and ourselves.

Numerous Multnomah County departments have made commitments to utilizing the Lens, including a health department administrative policy and within strategic plans of specific departments. Tools within the Lens are used both to provide analysis and to train employers and partners on how Multnomah County conducts equity analysis.

Madison, Wisconsin is implementing a racial equity tool, including both a short version and a more in-depth analysis. See Appendix D for a list of the types of projects on which the city of Madison has used their racial equity tool.

For jurisdictions that are considering implementation of a racial equity tool, these jurisdictions examples are powerful. Other great examples of racial equity tools are from the Annie E. Casey Foundation and Race Forward.

In recognition of the similar ways in which institutional and structural racism have evolved across the country, GARE has developed this Toolkit that captures the field of practice and commonalities across tools. We encourage jurisdictions to begin using our Racial Equity Tool. Based on experience, customization can take place if needed to ensure that it is most relevant to local conditions. Otherwise, there is too great of a likelihood that there will be a significant investment of time, and potentially money, in a lengthy process of customization without experience. It is through the implementation and the experience of learning that leaders and staff will gain experience with use of a tool. After a pilot project trying out this tool, jurisdictions will have a better understanding of how and why it might make sense to customize a tool.

For examples of completed racial equity analyses, check out Appendix B and Appendix D, which includes two examples from the city of Seattle, as well as a list of the topics on which the city of Madison has used their racial equity tool.

*Please note: In this Resource Guide, we include some data from reports that focused on whites and African Americans, but otherwise, provide data for all racial groups analyzed in the research. For consistency, we refer to African Americans and Latinos, although in some of the original research, these groups were referred to as Blacks and Hispanics.*

## TOOLKIT

### **Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government  
Alliance on  
Race and Equity

### III. Who should use a racial equity tool?

A racial equity tool can be used at multiple levels, and in fact, doing so, will increase effectiveness.

- Government staff:** The routine use of a racial equity tool by staff provides the opportunity to integrate racial equity across the breadth, meaning all governmental functions, and depth, meaning across hierarchy. For example, policy analysts integrating racial equity into policy development and implementation, and budget analysts integrating racial equity into budget proposals at the earliest possible phase, increases the likelihood of impact. Employees are the ones who know their jobs best and will be best equipped to integrate racial equity into practice and routine operations.
- Elected officials:** Elected officials have the opportunity to use a racial equity tool to set broad priorities, bringing consistency between values and practice. When our elected officials are integrating racial equity into their jobs, it will be reflected in the priorities of the jurisdiction, in direction provided to department directors, and in the questions asked of staff. By asking simple racial equity tool questions, such as “How does this decision help or hinder racial equity?” or “Who benefits from or is burdened by this decision?” on a routine basis, elected officials have the ability to put theory into action.
- Community based organizations:** Community based organizations can ask questions of government about use of racial equity tool to ensure accountability. Elected officials and government staff should be easily able to describe the results of their use of a racial equity tool, and should make that information readily available to community members. In addition, community based organizations can use a similar or aligned racial equity tool within their own organizations to also advance racial equity.



Government staff



Elected officials



Community

### IV. When should you use a racial equity tool?

The earlier you use a racial equity tool, the better. When racial equity is left off the table and not addressed until the last minute, the use of a racial equity tool is less likely to be fruitful. Using a racial equity tool early means that individual decisions can be aligned with organizational racial equity goals and desired outcomes. Using a racial equity tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

### V. The Racial Equity Tool

The Racial Equity Tool is a simple set of questions:

- Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?
- Data:** What's the data? What does the data tell us?
- Community engagement:** How have communities been engaged? Are there opportunities to expand engagement?
- Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
- Implementation:** What is your plan for implementation?

#### TOOLKIT

#### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity

6. **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?

The following sections provide a description of the overall questions. Once you are ready to jump into action, please check out the worksheet that can be found in Appendix C.

## STEP #1

### What is your proposal and the desired results and outcomes?

While it might sound obvious, having a clear description of the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps) at hand is critical.

### We should also be vigilant in our focus on impact.

The terminology for results and outcomes is informed by our relationship with Results Based Accountability™. This approach to measurement clearly delineates between community conditions / population accountability and performance accountability / outcomes. These levels share a common systematic approach to measurement. This approach emphasizes the importance of beginning with a focus on the desired “end” condition.

- Results are at the community level are the end conditions we are aiming to impact. Community indicators are the means by which we can measure impact in the community. Community indicators should be disaggregated by race.
- Outcomes are at the jurisdiction, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels:
  - a. Quantity—how much did we do?
  - b. Quality—how well did we do it?
  - c. Is anyone better off?

We encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence. When you align community indicators, government strategies, and performance measures, you maximize the likelihood for impact. To ultimately impact community conditions, government must partner with other institutions and the community.

You should be able to answer the following questions:

1. Describe the policy, program, practice, or budget decision under consideration?
2. What are the intended results (in the community) and outcomes (within your organization)?
3. What does this proposal have an ability to impact?
  - Children and youth
  - Community engagement
  - Contracting equity
  - Criminal justice
  - Economic development
  - Education
  - Environment
  - Food access and affordability
  - Government practices
  - Health
  - Housing
  - Human services
  - Jobs
  - Planning and development
  - Transportation
  - Utilities
  - Workforce equity

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity



## STEP #2

### What's the data? What does the data tell us?

Measurement matters. When organizations are committed to racial equity, it is not just an aspiration, but there is a clear understanding of racial inequities, and strategies and actions are developed and implemented that align between community conditions, strategies, and actions. Using data appropriately will allow you to assess whether you are achieving desired impacts.

Too often data might be available, but is not actually used to inform strategies and track results. The enormity of racial inequities can sometimes feel overwhelming. For us to have impact in the community, we must partner with others for cumulative impact. The work of government to advance racial equity is necessary, but not sufficient. Nevertheless, alignment and clarity will increase potential impact. We must use data at both levels; that is data that clearly states 1) community indicators and desired results, and 2) our specific program or policy outcomes and performance measures.

Performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. As indicated in Step 1, performance measures respond to three different levels:

**Quantity**—how much did we do?

**Quality**—how well did we do it?

**Is anyone better off?**

Although measuring whether anyone is actually better off as a result of a decision is highly desired, we also know there are inherent measurement challenges. You should assess and collect the best types of performance measures so that you are able to track your progress.

In analyzing data, you should think not only about quantitative data, but also qualitative data. Remember that sometimes missing data can speak to the fact that certain communities, issues or inequities have historically been overlooked. Sometimes data sets treat communities as a monolithic group without respect to subpopulations with differing socioeconomic and cultural experience. Using this data could perpetuate historic inequities. Using the knowledge and expertise of a diverse set of voices, along with quantitative data is necessary (see Step #3).

You should be able to answer the following questions about data:

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

### Data Resources

#### Federal

- **American FactFinder:** The US Census Bureau's main site for online access to population, housing, economic and geographic data. <http://factfinder.census.gov>
- **US Census Quick Facts:** <http://quickfacts.census.gov/qfd/index.html>
- **Center for Disease Control (CDC)** <http://wonder.cdc.gov>

### TOOLKIT

#### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity

## State

- **American FactFinder** and the **US Census** website also have state data.  
<http://factfinder.census.gov>
- Other sources of data vary by state. Many states offer data through the Office of Financial Management. Other places to find data include specific departments and divisions.

## Local

- **American FactFinder** and the **US Census** website also have local data.  
<http://factfinder.census.gov>
- Many jurisdictions have lots of city and county data available. Other places to find data include specific departments and divisions, service providers, community partners, and research literature.

## STEP #3

### How have communities been engaged?

### Are there opportunities to expand engagement?

It is not enough to consult data or literature to assume how a proposal might impact a community. Involving communities impacted by a topic, engaging community throughout all phases of a project, and maintaining clear and transparent communication as the policy or program is implemented will help produce more racially equitable results.

It is especially critical to engage communities of color. Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that communities of color do not always have much trust in government. In addition, there is a likelihood that other barriers exist, such as language, perception of being welcome, and lack of public transportation, or childcare. For communities with limited English language skills, appropriate language materials and translation must be provided.

Government sometimes has legal requirements on the holding of public meetings. These are often structured as public hearings, with a limited time for each person to speak and little opportunity for interaction. It is important to go beyond these minimum requirements by using community meetings, focus groups, and consultations with commissions, advisory boards, and community-based organizations. A few suggestions that are helpful:

- When you use smaller groups to feed into a larger process, be transparent about the recommendations and/or thoughts that come out of the small groups (e.g. Have a list of all the groups you met with and a summary of the recommendations from each. That way you have documentation of what came up in each one, and it is easier to demonstrate the process).
- When you use large group meetings, provide a mix of different ways for people to engage, such as the hand-held voting devices, written comments that you collect, small groups, etc. It is typical, both because of structure and process, for large group discussions to lead to the participation of fewer voices. Another approach is to use dyads where people “interview” each other, and then report on what their partner shared. Sometimes people are more comfortable sharing other people’s information.
- Use trusted advocates/outreach and engagement liaisons to collect information from communities that you know are typically underrepresented in public processes. Again, sharing and reporting that information in a transparent way allows you to share it with

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

others. For communities that have concerns about documentation status and interaction with government in general, this can be a particularly useful strategy.

Here are a few examples of good resources for community engagement:

- The City of Seattle Inclusive Outreach and Public Engagement Guide
- The City of Portland's Public Engagement Guide

You should be able to answer the following questions about community engagement and involving stakeholders:

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

#### STEP #4

#### Who benefits from or will be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

Based on your data and stakeholder input, you should step back and assess your proposal and think about complementary strategies that will help to advance racial equity.

Governmental decisions are often complex and nuanced with both intended and unintended impacts. For example, when cities and counties face the necessity of making budget cuts due to revenue shortfalls, the goal is to balance the budget and the unintended consequence is that people and communities suffer the consequences of cut programs. In a situation like this, it is important to explicitly consider the unintended consequences so that impacts can be mitigated to the maximum extent possible.

We often tend to view policies, programs, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will provide additional leverage to maximize the impact on racial inequity in the community. Expanding your proposal to integrate policy and program strategies and broad partnerships will help to increase the likelihood of community impact. Here are some examples:

- Many excellent programs have been developed or are being supported through health programs and social services. Good programs and services should continue to be supported, however, programs will never be sufficient to ultimately achieve racial equity in the community. If you are working on a program, think about policy and practice changes that can decrease the need for programs.
- Many jurisdictions have passed "Ban-the-Box" legislation, putting limitations on the use of criminal background checks in employment and/or housing decisions. While this is a policy that is designed to increase the likelihood of success for people coming out of incarceration, it is not a singular solution to racial inequities in the criminal justice system. To advance racial equity in the criminal justice system, we need comprehensive strategies that build upon good programs, policies, and partnerships.

You should be able to answer the following questions about strategies to advance racial equity:

1. Given what you have learned from the data and stakeholder involvement, how will the

#### TOOLKIT

#### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity

proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?

2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complementary strategies that you can implement? 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?
4. Are the impacts aligned with the your community outcomes defined in Step #1?

## STEP #5

### What is your plan for implementation?

Now that you know what the unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate unintended consequences or expand impact, it is important to focus on thoughtful implementation.

You should be able to answer the following about implementation:

1. Describe your plan for implementation.
2. Is your plan:
  - realistic?
  - adequately funded?
  - adequately resourced with personnel?;
  - adequately resourced with mechanisms to ensure successful implementation and enforcement?
  - adequately resourced to ensure on-going data collection, public reporting, and community engagement?

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

## STEP #6

### How will you ensure accountability, communicate, and evaluate results?

Just as data was critical in analyzing potential impacts of the program or policy, data will be important in seeing whether the program or policy has worked. Developing mechanisms for collecting data and evaluating progress will help measure whether racial equity is being advanced.

Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented.

How you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, often times unintentionally. Use a communications tool, such as the Center for Social Inclusion's [Talking About Race Right Toolkit](#) to develop messages and a communications strategy.

Racial equity tools should be used on an ongoing basis. Using a racial equity tool at different phases of a project will allow new opportunities for advancing racial equity to be identified and implemented. Evaluating results means that you will be able to make any adjustments to maximize impact.

You should be able to answer the following questions about accountability and implementation:

### TOOLKIT

#### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity

1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?

## VI. What if you don't have enough time?

The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. We suggest that the following questions should be answered for “quick turn around” decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?
- Are there strategies to mitigate the unintended consequences?

## VII. How can you address barriers to successful implementation?

You may have heard the phrase, “the system is perfectly designed to get the outcomes it does.” For us to get to racially equitable outcomes, we need to work at the institutional and structural levels. As a part of institutions and systems, it is often a challenge to re-design systems, let alone our own individual jobs. One of the biggest challenges is often a skills gap. Use of a racial equity tool requires skill and competency, so it will be important for jurisdictions to provide training, mentoring, and support for managers and staff who are using the tool. GARE has a training curriculum that supports this Toolkit, as well as a “train-the-trainer” program to increase the capacity of racial equity advocates using the Toolkit.

Other barriers to implementation that some jurisdictions have experienced include:

- a lack of support from leadership;
- a tool being used in isolation;
- a lack of support for implementing changes; and,
- perfection (which can be the enemy of good).

Strategies for addressing these barriers include:

- building the capacity of racial equity teams. Training is not just to cultivate skills for individual employees, but is also to build the skill of teams to create support for group implementation and to create a learning culture;
- systematizing the use of the Racial Equity Tool. If the Racial Equity Tool is integrated into routine operations, such as budget proposal forms or policy briefing forms, then management and staff will know that it is an important priority;
- recognizing complexity. In most cases, public policy decisions are complex, and there are numerous pros, cons and trade-offs to be considered. When the Racial Equity Tool is used on an iterative basis, complex nuances can be addressed over time; and,

TOOLKIT

**Racial Equity  
Toolkit: An  
Opportunity to  
Operationalize  
Equity**

Government  
Alliance on  
Race and Equity

- maintaining accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool into job descriptions or performance agreements.

Institutionalizing use of a racial equity tool provides the opportunity to develop thoughtful, realistic strategies and timelines that advance racial equity and help to build long-term commitment and momentum.

### **VIII. How does use of a racial equity tool fit with other racial equity strategies?**

Using a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

GARE is seeing more and more jurisdictions that are making a commitment to achieving racial equity, by focusing on the power and influence of their own institutions, and working in partnership across sectors and with the community to maximize impact. We urge you to join with others on this work. If you are interested in using a racial equity tool and/or joining local and regional government from across the country to advance racial equity, please let us know.

#### **TOOLKIT**

#### **Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government  
Alliance on  
Race and Equity

# Racial Equity Impact Assessment

## What are Racial Equity Impact Assessments?

A Racial Equity Impact Assessment (REIA) is a systematic examination of how different racial and ethnic groups will likely be affected by a proposed action or decision. REIAs are used to minimize unanticipated adverse consequences in a variety of contexts, including the analysis of proposed policies, institutional practices, programs, plans and budgetary decisions. The REIA can be a vital tool for preventing institutional racism and for identifying new options to remedy long-standing inequities.

## Why are they needed?

REIAs are used to reduce, eliminate and prevent racial discrimination and inequities. The persistence of deep racial disparities and divisions across society is evidence of institutional racism--the routine, often invisible and unintentional, production of inequitable social opportunities and outcomes. When racial equity is not consciously addressed, racial inequality is often unconsciously replicated.

## When should it be conducted?

REIAs are best conducted during the decision-making process, prior to enacting new proposals. They are used to inform decisions, much like environmental impact statements, fiscal impact reports and workplace risk assessments.

## Where are they in use?

The use of REIAs in the U.S. is relatively new and still somewhat limited, but new interest and initiatives are on the rise. The United Kingdom has been using them with success for nearly a decade.

## EXAMPLES OF RACIAL JUSTICE EQUITY IMPACTS

### Equity and Social Justice Initiative

*King County, WA*

The county government is using an Equity Impact Review Tool to intentionally consider the promotion of equity in the development and implementation of key policies, programs and funding decisions.

### Race and Social Justice Initiative

*Seattle, WA*

City Departments are using a set of Racial Equity Analysis questions as filters for policy development and budget making.

### Minority Impact Statements

*Iowa and Connecticut*

Both states have passed legislation which requires the examination of the racial and ethnic impacts of all new sentencing laws prior to passage. Commissions have been created in Illinois and Wisconsin to consider adopting a similar review process. Related measures are being proposed in other states, based on a model developed by the Sentencing Project.

### Proposed Racial Equity Impact Policy

*St. Paul, MN*

If approved by the city council, a Racial Equity Impact Policy would require city staff and developers to compile a "Racial Equity Impact Report" for all development projects that receive a public subsidy of \$100,000 or more.

### Race Equality Impact Assessments

*United Kingdom*

Since 2000, all public authorities required to develop and publish race equality plans must assess proposed policies using a Race Equality Impact Assessment, a systematic process for analysis.

# Racial Equity Impact Assessment **GUIDE**

*Below are sample questions to use to anticipate, assess and prevent potential adverse consequences of proposed actions on different racial groups.*

## **1. IDENTIFYING STAKEHOLDERS**

Which racial/ethnic groups may be most affected by and concerned with the issues related to this proposal?

## **2. ENGAGING STAKEHOLDERS**

Have stakeholders from different racial/ethnic groups—especially those most adversely affected—been informed, meaningfully involved and authentically represented in the development of this proposal? Who's missing and how can they be engaged?

## **3. IDENTIFYING AND DOCUMENTING RACIAL INEQUITIES**

Which racial/ethnic groups are currently most advantaged and most disadvantaged by the issues this proposal seeks to address? How are they affected differently? What quantitative and qualitative evidence of inequality exists? What evidence is missing or needed?

## **4. EXAMINING THE CAUSES**

What factors may be producing and perpetuating racial inequities associated with this issue? How did the inequities arise? Are they expanding or narrowing? Does the proposal address root causes? If not, how could it?

## **5. CLARIFYING THE PURPOSE**

What does the proposal seek to accomplish? Will it reduce disparities or discrimination?

## **6. CONSIDERING ADVERSE IMPACTS**

What adverse impacts or unintended consequences could result from this policy? Which racial/ethnic groups could be negatively affected? How could adverse impacts be prevented or minimized?

## **7. ADVANCING EQUITABLE IMPACTS**

What positive impacts on equality and inclusion, if any, could result from this proposal? Which racial/ethnic groups could benefit? Are there further ways to maximize equitable opportunities and impacts?

## **8. EXAMINING ALTERNATIVES OR IMPROVEMENTS**

Are there better ways to reduce racial disparities and advance racial equity? What provisions could be changed or added to ensure positive impacts on racial equity and inclusion?

## **9. ENSURING VIABILITY AND SUSTAINABILITY**

Is the proposal realistic, adequately funded, with mechanisms to ensure successful implementation and enforcement. Are there provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?

## **10. IDENTIFYING SUCCESS INDICATORS**

What are the success indicators and progress benchmarks? How will impacts be documented and evaluated? How will the level, diversity and quality of ongoing stakeholder engagement be assessed?



## Why Use REIAs?

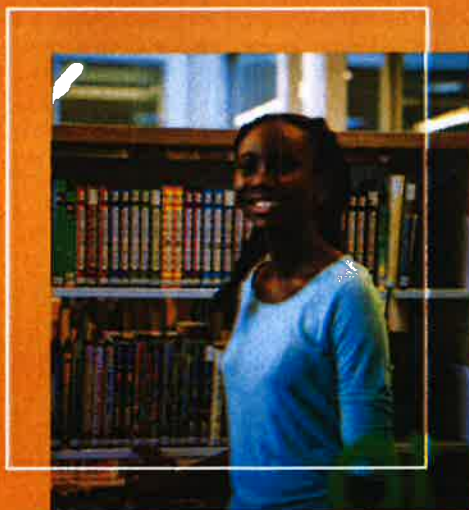
- To engage stakeholders in decision-making, especially those most adversely affected by current conditions.
- To bring conscious attention to racial inequities and impacts *before* decisions get made.
- To avoid or minimize adverse impacts and unintended consequences.
- To prevent racism from occurring in the first place—to get ahead of the curve of rapidly replicating racism.
- To affirmatively advance racial equity, inclusion and unity.

Blank

# What is an Equity Lens and When Do We Need to Use It?

Using an equity lens means we are thoughtful and inclusive in all decisions, including policies, practices, programs, and budgets. An equity lens can be applied to decisions around how funding is allocated, how programs are planned and implemented, and how we prioritize maintenance of our existing assets.

It means we partner with community to set goals and strive for processes and outcomes that promote health and wellbeing for all community members. We take an equity lens when we ask ourselves questions about community involvement, decision-making processes, values and assumptions, and outcomes.



## Basic Questions for Using an Equity Lens

1. **Burdens and Benefits:** Who would benefit or be burdened by this proposal? Would low-income households or communities of color experience a disproportionate burden?
2. **Understanding Data:** What do the various data tell us about who is affected? Specifically, look at race, income, languages spoken, ability, gender, and neighborhood.
3. **Community Engagement:** How do we engage those who are not often represented in decision-making or those most impacted by inequities? Do we engage people early enough in the process to have an impact?
4. **Decision Making:** Who sits at the decision-making table? Who has the power to invite or participate? Whose interests are represented?
5. **Implementation:** How can we advance equity through the goals of a policy or program?
6. **Unintended Consequences:** What unintended consequences might be produced by the program or policy?
7. **Accountability and Communication:** How will we be accountable to, and communicate with, the community throughout implementation?

Blank

# ***R.E.P.A.I.R. Initiative: Racial Equity Assessment Instrument***

***To Assess Policies, Initiatives, Programs & Budget Issues***

**“We imagine a Louisville Metro where race does not predict one’s quality of life, and where equity is reflected across all institutions and communities.”**

**—Vision Statement, Healing Possible Quorum**

**Achieving HPQ100’s vision requires ending individual, institutional and structural racism. This *Racial Equity Impact Assessment Instrument* targets institutional racism, and lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impact on racial equity.**

## **WHEN TO USE THIS INSTRUMENT?**

**Early.** Apply this instrument early for alignment with departmental racial equity goals and desired outcomes.

## **HOW TO USE THIS INSTRUMENT?**

**With Inclusion.** The analysis should be completed by people with different racial perspectives.

**Step by Step.** The Racial Equity Analysis is a twelve (12) step process guided by key questions, and concludes with communicating process results.

### **1. KEY STRATEGIC OUTCOMES**

- Strategic Plan/Leadership identifies key opportunities and outcomes for racial equity to guide analysis.

### **2. IDENTIFYING STAKEHOLDERS**

- Which racial/ethnic groups may be most affected by and concerned with the issues related to this proposal?

### **3. ENGAGING STAKEHOLDERS**

- Have stakeholders from different racial/ethnic groups— especially those most adversely affected—been informed, meaningfully involved and authentically represented in the development of this proposal? Who’s missing and how can they be engaged?

*This Instrument is based on the “Racial Equity Impact Assessment Guide” model developed Terry Keleher (2009) Applied Research Center ([www.arc.roq](http://www.arc.roq)) as reproduced by Race Forward, The Center for Racial Justice Innovation, and also borrows from the Seattle Racial Equity Toolkit.*

#### 4. IDENTIFYING AND DOCUMENTING RACIAL INEQUITIES

- Which racial/ethnic groups are currently most advantaged and most disadvantaged by the issues this proposal seeks to address? How are they affected differently? What quantitative and qualitative evidence of inequality exists? What evidence is missing or needed?

#### 5. EXAMINING ROOT CAUSES

- What factors may be producing and perpetuating racial inequities associated with this issue? How did the inequities arise? Are they expanding or narrowing? Does the proposal address root causes? If not, how could it?

#### 6. CLARIFYING THE PURPOSE

- What does the proposal seek to accomplish? Will it reduce disparities or discrimination?

#### 7. CONSIDERING ADVERSE IMPACTS

- What adverse impacts or unintended consequences could result from this policy? Which racial/ethnic groups could be negatively affected? How could adverse impacts be prevented or minimized?

#### 8. ADVANCING EQUITABLE IMPACTS

- What positive impacts on equality and inclusion, if any, could result from this proposal? Which racial/ethnic groups could benefit? Are there further ways to maximize equitable opportunities and impacts?

#### 9. EXAMINING ALTERNATIVES OR IMPROVEMENTS

- Are there better ways to reduce racial disparities and advance racial equity? What provisions could be changed or added to ensure positive impacts on racial equity and inclusion?

#### 10. IDENTIFYING SUCCESS INDICATORS

- What are the success indicators and progress benchmarks? How will impacts be documented and evaluated? How will the level, diversity and quality of ongoing stakeholder engagement be assessed?

#### 11. ENSURING VIABILITY AND SUSTAINABILITY

- Is the proposal realistic, adequately funded, with mechanisms to ensure successful implementation and enforcement? Are there provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?

#### 12. REPORT BACK

- Share results, data and information; communicate unresolved issue(s) with management or leadership

# Racial Equity Impact Assessment Worksheet

Title of policy, initiative, program, budget issue: \_\_\_\_\_

Description: \_\_\_\_\_

Department: \_\_\_\_\_ Contact: \_\_\_\_\_

Policy     Initiative     Program     Budget Issue

## Step 1: KEY STRATEGIC OUTCOMES

1. What does your organization or department define as the most important racially equitable community outcomes related to the issue?

2. What Health Equity opportunity area(s) will the issue primarily impact?

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Income & Employment   | <input type="checkbox"/> Education         | <input type="checkbox"/> Parks & Physical Activity |
| <input type="checkbox"/> Housing               | <input type="checkbox"/> Transportation    | <input type="checkbox"/> Community Safety          |
| <input type="checkbox"/> Environmental Quality | <input type="checkbox"/> Health & Wellness | <input type="checkbox"/> Criminal Justice          |

3. Are there impacts on:

- |   |  |                                |
|---|--|--------------------------------|
| <input type="checkbox"/> Contracting Equity | <input type="checkbox"/> Public Engagement Diversity & Inclusion | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Workforce Equity   | <input type="checkbox"/> Immigrant & Refugee Access              | <input type="checkbox"/> _____ |

Please Describe:

## Step 2: IDENTIFY STAKEHOLDERS

4. Are there impacts on geographic areas?     Yes     No

- If yes, which neighborhood(s) are affected? \_\_\_\_\_

This Instrument is based on the "Racial Equity Impact Assessment Guide" model developed Terry Keleher (2009) Applied Research Center ([www.arc.rog](http://www.arc.rog)) as reproduced by Race Forward, The Center for Racial Justice Innovation, and also borrows from the Seattle Racial Equity Toolkit.

- What are the racial demographics of those living in the area?

**5. Which racial/ethnic groups may be most affected by and concerned with the issues related to this proposal?**

### Step 3: ENGAGE STAKEHOLDERS

**6. How have community members been involved in the development of the proposal?**

- Have stakeholders from different racial/ethnic groups – especially those most adversely affected – been informed, meaningfully involved and authentically represented in the development of the proposal?
- Who's missing and how can they be engaged?

### Step 4: IDENTIFY AND DOCUMENT RACIAL INEQUITIES

**7. Which racial/ethnic groups are currently most advantaged and most disadvantaged by the issues this proposal seeks to address?**

- How are they affected differently?
- What quantitative and qualitative evidence of inequality exists?
- What evidence is missing or needed?

### Step 5: EXAMIN ROOT CAUSES

**8. What factors may be producing and perpetuating racial inequities associated with this issue?**

*This Instrument is based on the "Racial Equity Impact Assessment Guide" model developed Terry Keleher (2009) Applied Research Center ([www.arc.rog](http://www.arc.rog)) as reproduced by Race Forward, The Center for Racial Justice Innovation, and also borrows from the Seattle Racial Equity Toolkit.*



- How did the inequities arise?
- Are they expanding or narrowing?
- Does the proposal address root causes?
- If not, how could it?

### Step 6: CLARIFY PURPOSE

#### 9. What does the proposal seek to accomplish?

- Will it reduce disparities or discrimination?

### Step 7: CONSIDER ADVERSE IMPACTS

#### 10. What adverse impacts or unintended consequences could result from this policy?

- Which racial/ethnic groups could be negatively affected?
- How could adverse impacts be prevented or minimized?

### Step 8: ADVANCING EQUITABLE IMPACTS

#### 11. What positive impacts on equality and inclusion, if any, could result from this proposal?

- Which racial/ethnic groups could benefit?

*This Instrument is based on the "Racial Equity Impact Assessment Guide" model developed Terry Keleher (2009) Applied Research Center ([www.arc.org](http://www.arc.org)) as reproduced by Race Forward, The Center for Racial Justice Innovation, and also borrows from the Seattle Racial Equity Toolkit.*

- Are there further ways to maximize equitable opportunities and impacts?

### Step 9: EXAMINING ALTERNATIVES OR IMPROVEMENTS

#### 12. Are there better ways to reduce racial disparities and advance racial equity?

- What provisions could be changed or added to ensure positive impacts on racial equity and inclusion?
- What strategies address immediate impacts?
- What strategies address root causes of inequity?
- What opportunities for long term positive change are available through partnership with stakeholders?

### Step 10: IDENTIFYING SUCCESS INDICATORS

#### 13. What are the success indicators and progress benchmarks?

- How will impacts be documented and evaluated?
- How will the level, diversity and quality of ongoing stakeholder engagement be assessed?

### Step 11: ENSURING VIABILITY AND SUSTAINABILITY

#### 14. Is the proposal realistic, adequately funded, with mechanisms to ensure successful implementation and enforcement?

#### 15. Are there provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?

### Step 12: REPORT BACK

#### 16. Share results, data and information; communicate unresolved issue(s) with management /leadership.

*This Instrument is based on the "Racial Equity Impact Assessment Guide" model developed Terry Keleher (2009) Applied Research Center ([www.arc.org](http://www.arc.org)) as reproduced by Race Forward, The Center for Racial Justice Innovation, and also borrows from the Seattle Racial Equity Toolkit.*

# RACIAL EQUITY AND SOCIAL JUSTICE TOOL

## FAST TRACK VERSION



Racial Equity  
& Social Justice Initiative





# Racial Equity and Social Justice Initiative RESJ Tool: Fast-Track Version

## INSTRUCTIONS

*This abbreviated version of the full RESJ Tool is intended for issues on a short timeline or without a widespread impact.*

- Examples:
- single piece of legislation already drafted and introduced.
  - creation of a single position description and job posting for an open position
  - development of a single budget item proposal

*For broader policies and legislation in its beginning phase, please use the full version of the RESJ Toolkit.*

*This tool should be completed by people with different racial and socioeconomic perspectives. When possible, involve those directly impacted by the issue. Include and document multiple voices in this process. The order of questions may be re-arranged to suit your situation.*

**Mission of the Racial Equity and Social Justice (RESJ) Initiative:** To establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

**Equity** is just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion ([www.policylink.org](http://www.policylink.org)).

**Purpose of this Tool:** To facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City.

The "What, Who, Why, and How" questions of this tool are designed to lead to strategies to prevent or mitigate adverse impacts and unintended consequences on marginalized populations.

## BEGIN ANALYSIS

Name of topic or issue being analyzed:

Main contact name(s) and contact information for this analysis:

Names and affiliations of others participating in the analysis:

Have stakeholders from different racial/ethnic and socioeconomic groups—especially those most affected—been informed, involved and represented in the development of this proposal or plan? Who is missing and how can they be engaged?

**1. WHAT**

a. What is the policy, plan or proposal being analyzed, and what does it seek to accomplish?

b. What does available data tell you about this issue? (See page 3 for guidance on data resources.)

c. What data are unavailable or missing?

**2. WHO**

a. Who (individuals or groups) could be impacted by the issues related to this policy, plan or proposal? Who would benefit?

Who would be burdened?

Are there potential disproportionate impacts on communities of color or low-income communities?

**3. WHY**

a. What are potential unintended consequences (social, economic, health, environmental or other)?

es

(25)

**4. HOW: RECOMMENDATIONS SECTION**

- a. Describe recommended strategies to address adverse impacts, prevent negative unintended consequences and advance racial equity (program, policy, partnership and/or budget/fiscal strategies):

## DATA RESOURCES FOR RACIAL EQUITY AND SOCIAL JUSTICE IMPACT ANALYSIS

### City of Madison

---

- Neighborhood Indicators (UW Applied Population Lab and City of Madison):  
<http://madison.apl.wisc.edu>
- Open Data Portal (City of Madison):  
[www.cityofmadison.com/data](http://www.cityofmadison.com/data)
- Madison Measures (City of Madison):  
<https://www.cityofmadison.com/finance/documents/MadisonMeasures-2016.pdf>
- Census reporter (US Census Bureau):  
<http://censusreporter.org/profiles/06000US5502548000-madison-city-dane-county-wi>

### Dane County

---

- Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region (Capital Area Regional Planning Commission):  
[www.capitalarearpc.org](http://www.capitalarearpc.org)
- Race to Equity report (Wisconsin Council on Children and Families):  
<http://racetoequity.net>
- Healthy Dane (Public Health Madison & Dane County and area healthcare organizations):  
[www.healthydane.org](http://www.healthydane.org)
- Dane Demographics Brief (UW Applied Population Lab and UW-Extension):  
[www.apl.wisc.edu/publications/Dane\\_County\\_Demographics\\_Brief\\_2014.pdf](http://www.apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf)

### State of Wisconsin

---

- Wisconsin Quickfacts (US Census):  
<http://quickfacts.census.gov/qfd/states/55000.html>
- Demographics Services Center (WI Dept of Administration):  
[www.doa.state.wi.us/section\\_detail.asp?linkcatid=11&linkid=64&locid=9](http://www.doa.state.wi.us/section_detail.asp?linkcatid=11&linkid=64&locid=9)
- Applied Population Laboratory (UW-Madison):  
[www.apl.wisc.edu/data.php](http://www.apl.wisc.edu/data.php)

### Federal

---

- American FactFinder (US Census):  
<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- 2010 Census Gateway (US Census):  
[www.census.gov/2010census](http://www.census.gov/2010census)

Blank



# RACIAL EQUITY AND SOCIAL JUSTICE TOOL

---

## COMPREHENSIVE VERSION

---



Racial Equity  
& Social Justice Initiative



# Racial Equity and Social Justice Initiative RESJ Tool: Comprehensive Version



## INSTRUCTIONS

*Use this tool as early as possible in the development of City policies, plans, programs and budgets.*

*For issues on a short timeline or with a narrow impact, you may use the RESJ Tool – Fast Track Version.*

*This analysis should be completed by people with different racial and socioeconomic perspectives. When possible, involve those directly impacted by the issue. Include and document multiple voices in this process.*

*The order of questions may be re-arranged to suit your situation.*

**Mission of the Racial Equity and Social Justice (RESJ) Initiative:** To establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

**Equity** is just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion ([www.policylink.org](http://www.policylink.org)).

**Purpose of this Tool:** To facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City.

The "What, Who, Why, and How" questions of this tool are designed to lead to strategies to prevent or mitigate adverse impacts and unintended consequences on marginalized populations.

## BEGIN ANALYSIS

Title of policy, plan or proposal:

Main contact name(s) and contact information for this analysis:

Names and affiliations of others participating in the analysis:

**1. WHAT**

a. What is the policy, plan or proposal being analyzed, and what does it seek to accomplish?

b. What factors (including existing policies and structures) associated with this issue might be affecting communities of color and/or low-income populations differently?

c. What do available data tell you about this issue? (See page 5 for guidance on data resources.)

d. What data are unavailable or missing?

e. Which focus area(s) will the policy, plan or proposal primarily impact?

Please add any comments regarding the specific impacts on each area:

<input type="checkbox"/> Community/Civic Engagement	<input type="checkbox"/> Food Access & Affordability
<input type="checkbox"/> Criminal Justice	<input type="checkbox"/> Government Practices
<input type="checkbox"/> Early Childhood	<input type="checkbox"/> Health
<input type="checkbox"/> Economic Development	<input type="checkbox"/> Housing
<input type="checkbox"/> Education	<input type="checkbox"/> Planning & Development
<input type="checkbox"/> Employment	<input type="checkbox"/> Service Equity
<input type="checkbox"/> Environment	<input type="checkbox"/> Transportation
<input type="checkbox"/> Other (please describe)	
Comments:	

**2. WHO**

a. Who (individuals or groups) could be impacted by the issues related to this policy, plan or proposal?  
Who would benefit?

Who would be burdened?

Are there potential disproportionate impacts on communities of color or low-income communities?

b. Have stakeholders from different racial/ethnic and socioeconomic groups—especially those most affected—been informed, involved and represented in the development of this proposal or plan? Who is missing and how can they be engaged? (See page 6 for guidance on community engagement.)

c. What input have you received from those who would be impacted and how did you gather this information? Specify sources of comments and other input.

**3. WHY**

a. What are the root causes or factors creating any racial or social inequities associated with this issue? (Examples: Bias in process; Lack of access or barriers; Lack of inclusive engagement)

b. What are potential unintended consequences? What benefits or burdens may result? (Specifically consider social, economic, health and environmental impacts.)

c. What identified community needs are being met or ignored in this issue or decision?

**4. WHERE**

a. Are there impacts on geographic areas? (Select all that apply.)

- |   |  |
|---|--|
| <input type="checkbox"/> All Madison neighborhoods    | <input type="checkbox"/> Park Edge/Park Ridge          |
| <input type="checkbox"/> Allied Drive                 | <input type="checkbox"/> Southside                     |
| <input type="checkbox"/> Balsam/Russet                | <input type="checkbox"/> East Madison (general)        |
| <input type="checkbox"/> Brentwood/Northport Corridor | <input type="checkbox"/> North Madison (general)       |
| <input type="checkbox"/> Darbo/Worthington            | <input type="checkbox"/> West Madison (general)        |
| <input type="checkbox"/> Hammersley/Theresa           | <input type="checkbox"/> Downtown/Campus               |
| <input type="checkbox"/> Leopold/Arbor Hills          | <input type="checkbox"/> Dane County (outside Madison) |
| <input type="checkbox"/> Owl Creek                    | <input type="checkbox"/> Outside Dane County           |

Comments:

**5. HOW: RECOMMENDATIONS SECTION**

a. Describe recommended strategies to address adverse impacts, prevent unintended negative consequences and advance racial equity (program, policy, partnership and/or budget/fiscal strategies):

b. Is the proposal or plan:

- Realistic?
- Adequately funded?
- Adequately resourced with personnel?
- Adequately resourced with mechanisms (policy, systems) to ensure successful implementation and enforcement?
- Adequately resourced with provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?

If you answered "no" to any of the above, what resources or actions are needed?

c. Who is accountable for this decision?

d. How will impacts be documented and evaluated? What are the success indicators and progress benchmarks?

e. How will those impacted by this issue be informed of progress and impacts over time?

## DATA RESOURCES FOR RACIAL EQUITY AND SOCIAL JUSTICE IMPACT ANALYSIS

### City of Madison

---

- Neighborhood Indicators (UW Applied Population Lab and City of Madison):  
<http://madison.apl.wisc.edu>
- Open Data Portal (City of Madison):  
[www.cityofmadison.com/data](http://www.cityofmadison.com/data)
- Madison Measures (City of Madison):  
<https://www.cityofmadison.com/finance/documents/MadisonMeasures-2016.pdf>
- Census reporter (US Census Bureau):  
<http://censusreporter.org/profiles/06000US5502548000-madison-city-dane-county-wi>

### Dane County

---

- Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region (Capital Area Regional Planning Commission):  
[www.capitalarearpc.org](http://www.capitalarearpc.org)
- Race to Equity report (Wisconsin Council on Children and Families):  
<http://racetoequity.net>
- Healthy Dane (Public Health Madison & Dane County and area healthcare organizations):  
[www.healthydane.org](http://www.healthydane.org)
- Dane Demographics Brief (UW Applied Population Lab and UW-Extension):  
[www.apl.wisc.edu/publications/Dane\\_County\\_Demographics\\_Brief\\_2014.pdf](http://www.apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf)

### State of Wisconsin

---

- Wisconsin Quickfacts (US Census):  
<http://quickfacts.census.gov/qfd/states/55000.html>
- Demographics Services Center (WI Dept of Administration):  
[www.doa.state.wi.us/section\\_detail.asp?linkcatid=11&linkid=64&locid=9](http://www.doa.state.wi.us/section_detail.asp?linkcatid=11&linkid=64&locid=9)
- Applied Population Laboratory (UW-Madison):  
[www.apl.wisc.edu/data.php](http://www.apl.wisc.edu/data.php)

### Federal

---

- American FactFinder (US Census):  
<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- 2010 Census Gateway (US Census):  
[www.census.gov/2010census](http://www.census.gov/2010census)



## CITY OF MADISON RACIAL EQUITY AND SOCIAL JUSTICE COMMUNITY ENGAGEMENT CONTINUUM

Adapted from *Community Engagement Guide: A tool to advance Equity & Social Justice in King County*

The continuum provides details, characteristics and strategies for five levels of community engagement. The continuum shows a range of actions from county-led information sharing that tends to be shorter-term to longer-term community-led activities. The continuum can be used for both simple and complex efforts. As a project develops, the level of community engagement may need to change to meet changing needs and objectives.

The level of engagement will depend on various factors, including program goals, time constraints, level of program and community readiness, and capacity and resources. There is no one right level of engagement, but considering the range of engagement and its implications on your work is a key step in promoting community participation and building community trust. Regardless of the level of engagement, the role of both the City of Madison and community partners as part of the engagement process should always be clearly defined.

Levels of Engagement				
<b>City Informs</b> City of Madison initiates an effort, coordinates with departments and uses a variety of channels to inform community to take action	<b>City Consults</b> City of Madison gathers information from the community to inform city-led projects	<b>City engages in dialogue</b> City of Madison engages community members to shape city priorities and plans	<b>City and community work together</b> Community and City of Madison share in decision-making to co-create solutions together	<b>Community directs action</b> Community initiates and directs strategy and action with participation and technical assistance from the City of Madison
Characteristics of Engagement				
<ul style="list-style-type: none"> <li>Primarily one-way channel of communication</li> <li>One interaction</li> <li>Term-limited to event</li> <li>Addresses immediate need of City and community</li> </ul>	<ul style="list-style-type: none"> <li>Primarily one-way channel of communication</li> <li>One to multiple interactions</li> <li>Short to medium-term</li> <li>Shapes and informs city projects</li> </ul>	<ul style="list-style-type: none"> <li>Two-way channel of communication</li> <li>Multiple interactions</li> <li>Medium to long-term</li> <li>Advancement of solutions to complex problems</li> </ul>	<ul style="list-style-type: none"> <li>Two-way channel of communication</li> <li>Multiple interactions</li> <li>Medium to long-term</li> <li>Advancement of solutions to complex problems</li> </ul>	<ul style="list-style-type: none"> <li>Two-way channel of communication</li> <li>Multiple interactions</li> <li>Medium to long-term</li> <li>Advancement of solutions to complex problems</li> </ul>
Strategies				
Media releases, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums, advisory boards, stakeholder involvement, coalitions, policy development and advocacy, including legislative briefings and testimony, workshops, community-wide events	Co-led community meetings, advisory boards, coalitions and partnerships, policy development and advocacy, including legislative briefings and testimony	Community-led planning efforts, community-hosted forums, collaborative partnerships, coalitions, policy development and advocacy, including legislative briefings and testimony

**NOTES**

[A large rectangular box with a thin black border, intended for handwritten notes. The interior of the box is mostly blank, with some very faint, illegible ghosting of text from the reverse side of the page.]



# PURPOSE

## PEOPLE

Who is positively and negatively affected (by this issue) and how?

How are people differently situated in terms of the barriers they experience?

Are people traumatized/retraumatized by your issue/decision area?

*Consider physical, spiritual, emotional and contextual effects*

## PLACE

How are you/your issue or decision accounting for people's emotional and physical safety, and their need to be productive and feel valued?

How are you considering environmental impacts as well as environmental justice?

How are public resources and investments distributed geographically?

## ISSUE/ DECISION

## PROCESS

How are we meaningfully including or excluding people (communities of color) who are affected?

What policies, processes and social relationships contribute to the exclusion of communities most affected by inequities?

Are there empowering processes at every human touchpoint?

What processes are traumatizing and how do we improve them?

## POWER

What are the barriers to doing equity and racial justice work?

What are the benefits and burdens that communities experience with this issue?

Who is accountable?

What is your decision-making structure?

How is the current issue, policy, or program shifting power dynamics to better integrate voices and priorities of communities of color?

## Equity and Empowerment Lens



# Purpose Towards Racial Equity

In a purpose-driven system, all partners at all levels align around transformative values, relationships and goals moving towards racial equity, integrating an emphasis on doing less harm and supporting actions that heal and transform.

## Defining An Individual's Purpose:

- ⇒ What is my purpose towards achieving racial equity?
- ⇒ What gets in the way of maintaining my purpose towards racial equity?
- ⇒ What do I need to maintain my purpose?
- ⇒ Purpose towards racial equity is also further clarified by our positions in the hierarchy.
  1. If you are a manager or other type of leader with positional authority, how can you further clarify your purpose so that you are leveraging the power you have?
  2. If you are at a lower level in the organization, what do you need from leadership in order to feel valued and a key contributor to the organizational purpose?
  3. How does your role and your purpose influence and align with?

## Defining An Institution's Purpose:

- ⇒ What is our institution's purpose towards racial equity?
- ⇒ How are we clearly defining that purpose, and where and how do we communicate that?
- ⇒ How can we ensure that our purpose is integrated into our policies, procedures, and practices?
- ⇒ How can we give our employees a greater sense of meaning in what they do around racial equity, so they feel more enthusiastic and hopeful about their work?
- ⇒ In what practical ways can our institution add more value around racial equity and do less harm?
- ⇒ Is racial equity the central theme in your recruitment and retention efforts?
- ⇒ Do you have the right people around you to achieve your purpose? If not, how can you move towards this reality?
- ⇒ How do you ensure individuals work together with leaders to align to the institution's purpose towards racial equity?

# Racial Equity Toolkit

## to Assess Policies, Initiatives, Programs, and Budget Issues

The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending **individual racism**, **institutional racism** and **structural racism**. The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

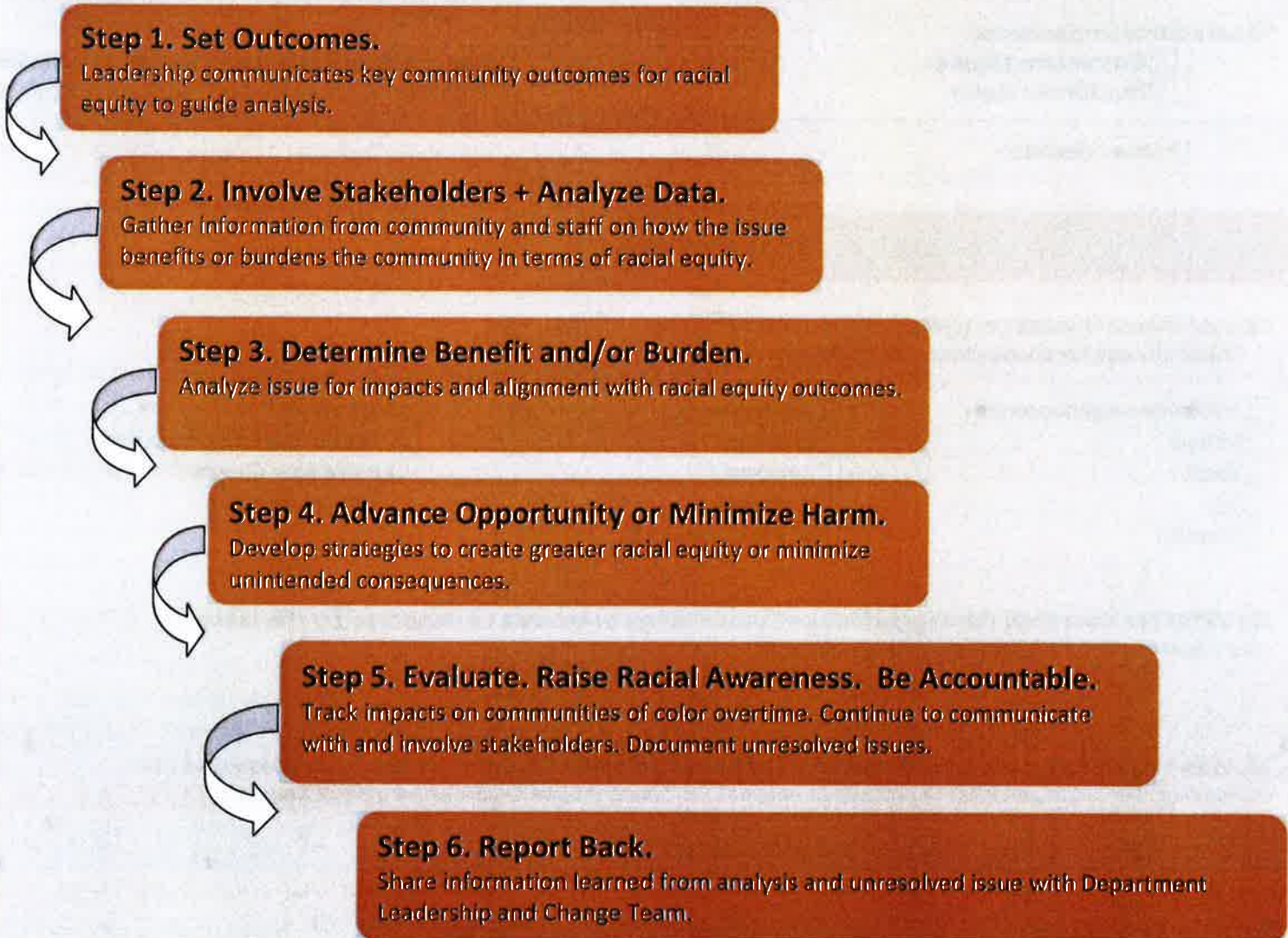
### When Do I Use This Toolkit?

**Early.** Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

### How Do I Use This Toolkit?

**With Inclusion.** The analysis should be completed by people with different racial perspectives.

**Step by step.** The Racial Equity Analysis is made up of six steps from beginning to completion:



# Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: \_\_\_\_\_

Description: \_\_\_\_\_

Department: \_\_\_\_\_ Contact: \_\_\_\_\_

Policy     Initiative     Program     Budget Issue

## Step 1. Set Outcomes.

**1a. What does your department define as the most important racially equitable community outcomes related to the issue?** (Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources on p.4)

**1b. Which racial equity opportunity area(s) will the issue primarily impact?**

- |  |   |
|--|---|
| <input type="checkbox"/> Education             | <input type="checkbox"/> Criminal Justice |
| <input type="checkbox"/> Community Development | <input type="checkbox"/> Jobs             |
| <input type="checkbox"/> Health                | <input type="checkbox"/> Housing          |
| <input type="checkbox"/> Environment           |   |

**1c. Are there impacts on:**

- |   |   |
|---|---|
| <input type="checkbox"/> Contracting Equity | <input type="checkbox"/> Immigrant and Refugee Access to Services |
| <input type="checkbox"/> Workforce Equity   | <input type="checkbox"/> Inclusive Outreach and Public Engagement |

Please describe:

## Step 2. Involve stakeholders. Analyze data.

**2a. Are there impacts on geographic areas?**  Yes     No

Check all neighborhoods that apply (see map on p.5):

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> All Seattle neighborhoods | <input type="checkbox"/> Lake Union       | <input type="checkbox"/> East District                 |
| <input type="checkbox"/> Ballard                   | <input type="checkbox"/> Southwest        | <input type="checkbox"/> King County (outside Seattle) |
| <input type="checkbox"/> North                     | <input type="checkbox"/> Southeast        | <input type="checkbox"/> Outside King County           |
| <input type="checkbox"/> NE                        | <input type="checkbox"/> Delridge         | Please describe:                                       |
| <input type="checkbox"/> Central                   | <input type="checkbox"/> Greater Duwamish |  |

**2b. What are the racial demographics of those living in the area or impacted by the issue?**

(See Stakeholder and Data Resources p. 5 and 6)

**2c. How have you involved community members and stakeholders?** (See p.5 for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)

**2d. What does data and your conversations with stakeholders tell you about existing racial inequities that influence people's lives and should be taken into consideration?** (See Data Resources on p.6. *King County Opportunity Maps* are good resource for information based on geography, race, and income.)

**2e. What are the root causes or factors creating these racial inequities?**

*Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement*

### Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement...

**3. How will the policy, initiative, program, or budget issue increase or decrease racial equity?** What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step 1.?

### Step 4. Advance Opportunity or Minimize Harm.

**4. How will you address the impacts (including unintended consequences) on racial equity?** What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.6? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies? \_\_\_\_\_

Policy Strategies? \_\_\_\_\_

Partnership Strategies? \_\_\_\_\_

### Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

**5a. How will you evaluate and be accountable?** How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

**5b. What is unresolved?** What resources/partnerships do you still need to make changes?

### Step 6. Report Back.

Share analysis and report responses from Q.5a. and Q.5b. with Department Leadership and Change Team Leads and members involved in Step 1.

# Creating Effective Community Outcomes

**Outcome = the result that you seek to achieve through your actions.**

**Racially equitable community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.**

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

**Examples of community outcomes that increase racial equity:**

<b>OUTCOME</b>	<b>OPPORTUNITY AREA</b>
Increase transit and pedestrian mobility options in communities of color.	Community Development
Decrease racial disparity in the unemployment rate.	Jobs
Ensure greater access to technology by communities of color.	Community Development, Education, Jobs
Improve access to community center programs for immigrants, refugees and communities of color.	Health, Community Development
Communities of color are represented in the City's outreach activities.	Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment
The racial diversity of the Seattle community is reflected in the City's workforce across positions.	Jobs
Access to City contracts for Minority Business Enterprises is increased.	Jobs
Decrease racial disparity in high school graduation rates	Education

**Additional Resources:**

- **RSJI Departmental Work Plan:** <http://inweb/rsji/departments.htm>
- **Department Performance Expectations:** <http://web1.seattle.gov/DPETS/DPETSWEBHome.aspx>
- **Mayoral Initiatives:** <http://www.seattle.gov/mayor/issues/>

14

(12)

# Identifying Stakeholders + Listening to Communities of Color

## Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. (See *District Profiles in the Inclusive Outreach and Public Engagement Guide* or refer to U.S. Census information on p.7)

## Once you have identified your stakeholders ....

### Involve them in the issue.

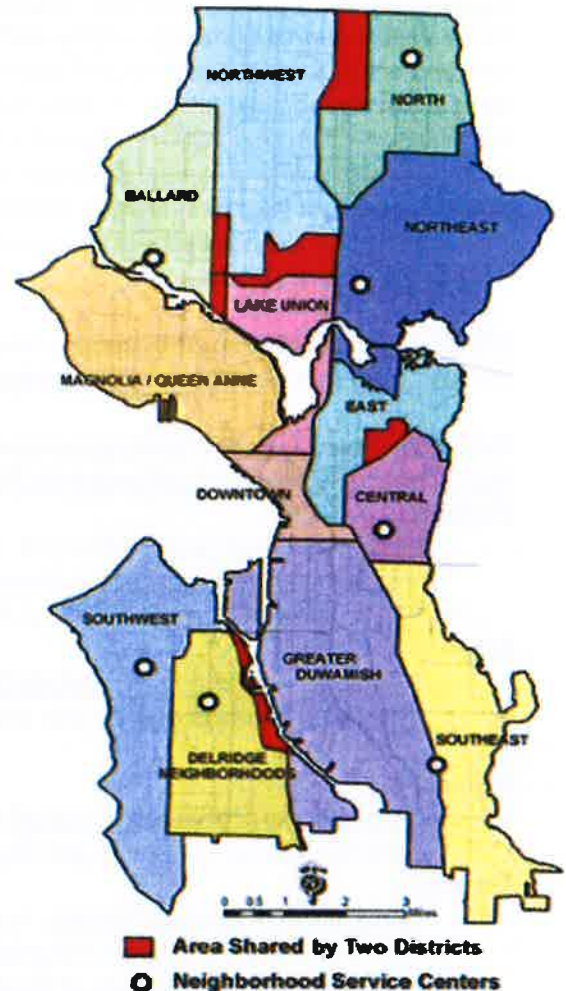
Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

### Listen to the community. Ask:

1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)
2. What factors produce or perpetuate racial inequity related to this issue?
3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?

### Tip: Gather Community Input Through...

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team



## Examples of what this step looks like in practice:

- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide**: <http://inweb1/neighborhoods/outreachguide/>

## Data Resources

### City of Seattle Seattle's Population and Demographics at a Glance:

[http://www.seattle.gov/dpd/Research/Population\\_Demographics/Overview/default.asp](http://www.seattle.gov/dpd/Research/Population_Demographics/Overview/default.asp)

Website updated by the City Demographer. **Includes: Housing** Quarterly Permit Report • **Employment data** • 2010 Census data • **2006-2010 American Community Survey** • 2010 Census: Demographic highlights from the 2010 Census; Basic Population and Housing Characteristics Change from 1990, 2000, and 2010 – PDF report of counts of population by race, ethnicity and over/under 18 years of age as well as a total, occupied and vacant housing unit count; Three-page subject report – PDF report of detailed population, household and housing data • American Community Survey: **2010 5-year estimates and 2009 5-year estimates** • Census 2000 • Permit Information: Comprehensive Plan Housing Target Growth Report for Urban Centers and Villages; Citywide Residential Permit Report • Employment Information: Comprehensive Plan Employment Target Growth Report for Urban Centers and Villages; Citywide Employment 1995-2010 • The Greater Seattle Datasheet: a report by the Office of Intergovernmental Relations on many aspects of Seattle and its region.

**SDOT Census 2010 Demographic Maps** (by census blocks): Race, Age (under 18 and over 65) and Median Income [http://inweb/sdot/rsji\\_maps.htm](http://inweb/sdot/rsji_maps.htm)

### Seattle's Population & Demographics Related Links & Resources (From DPD website:

[http://www.seattle.gov/dpd/Research/Population\\_Demographics/Related\\_Links/default.asp](http://www.seattle.gov/dpd/Research/Population_Demographics/Related_Links/default.asp))

#### Federal

- [American FactFinder](#): The U.S. Census Bureau's main site for online access to population, housing, economic, and geographic data.
- [Census 2000 Gateway](#): The U.S. Census Bureau's gateway to Census 2000 information.

#### State

- [Washington Office of Financial Management](#): OFM is the official state agency that provides estimates, forecasts, and reports on the state's population, demographic characteristics, economy, and state revenues.

#### Regional

- [Puget Sound Regional Council](#): PSRC is the regional growth management and transportation planning agency for the central Puget Sound region in Washington State.

#### County

- [King County Census Viewer](#): A web-based application for viewing maps and tables of more than 100 community census data indicators for 77 defined places in King County.
- [King County Department of Development and Environmental Services](#): the growth management planning agency for King County.
- [Seattle & King County Public Health - Assessment, Policy Development, and Evaluation Unit](#): Provides health information and technical assistance, based on health assessment data
- [King County Opportunity Maps](#): A Study of the Region's Geography of Opportunity. Opportunity maps illustrate where opportunity rich communities exist, assess who has access to those neighborhoods, and help to understand what needs to be remedied in opportunity poor neighborhoods. Puget Sound Regional Council.

#### City

- [The Greater Seattle Datasheet](#): A Seattle fact sheet courtesy of the City of Seattle's Office of Intergovernmental Relations.

#### Other

- [Seattle Times Census 2000](#): articles, charts related to Census 2000 and the Seattle/Puget Sound region.



# WHAT IS AN REIA?

A Racial Equity Impact Assessment (REIA) is a set of questions to investigate the benefits and burdens of a policy or practice.

## STEP 1: DETERMINE OUTCOMES AND STAKEHOLDERS.

- Q1. What is the policy and what problem is it trying to solve?
- Q2. What other issues can this proposal impact?
- Q3. Who are the key groups impacted by this issue?
- Q4. How will these groups be involved in decision-making?

## STEP 2: LOOK AT NUMBERS AND NARRATIVES.

- Q5. What data will we collect and look at? Why?
- Q6. Where do we see disparities in the numbers?
- Q7. What can we learn from histories and narratives to better understand these numbers?
- Q8. What questions still remain? What information do we wish we had?

## STEP 3: MEASURE BENEFITS AND BURDENS.

- Q9. What are the benefits and who is most likely to receive them?
- Q10. What are the burdens and who is most likely to bear them?
- Q11. What are different options to make this policy racially equitable?

## STEP 4: EVALUATE AND BE ACCOUNTABLE.

- Q12. How will we evaluate the impacts of your solution?
- Q13. How will our stakeholders engage in ensuring equitable outcomes?
- Q14. How will we report back on these outcomes?
- Q15. How will our evaluation impact improvements to the policy?

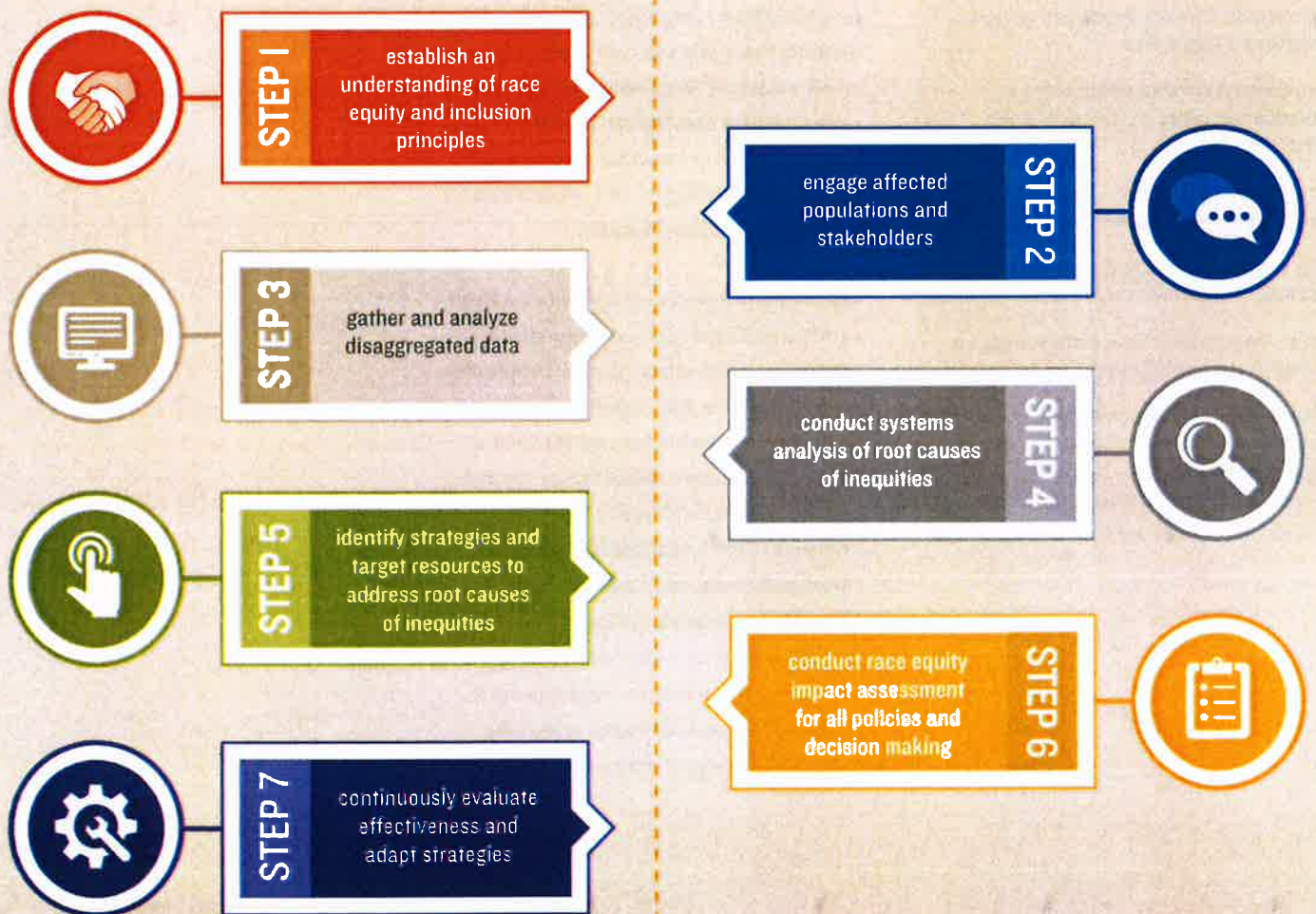
WHAT IS AN REIA?

\*CLG

Blank

## 7 KEY STEPS

Advancing race equity and inclusion can sometimes seem daunting and often leaves many wondering how and where to start. The steps in this guide help to provide a clear frame for undertaking this important work.





## STEP 6

### CONDUCT RACE EQUITY IMPACT ASSESSMENT FOR ALL POLICIES AND DECISION MAKING

#### Race Equity Impact Assessment

These questions can help you begin your race equity impact assessment.

1. Are all racial and ethnic groups that are affected by the policy, practice or decision at the table?
2. How will the proposed policy, practice or decision affect each group?
3. How will the proposed policy, practice or decision be perceived by each group?
4. Does the policy, practice or decision worsen or ignore existing disparities?
5. Based on the above responses, what revisions are needed in the policy, practice or decision under discussion?

A racial equity impact assessment is a systematic examination of how a proposed action or decision will likely affect different racial and ethnic groups. It is a useful tool for assessing the actual or anticipated effect of proposed policies, institutional practices, programs, plans and budgetary decisions. The racial equity impact assessment can be a vital tool to reduce, eliminate and prevent racial discrimination and inequities and prevent institutional racism.

Racial equity impact assessments are best conducted during the decision-making process, prior to enacting new proposals. They can be used to inform decisions in a way very similar to environmental impact statements, fiscal impact reports and workplace risk assessments. Race Forward: The Center for Racial Justice Innovation and the Annie E. Casey Foundation have developed racial equity impact assessment toolkits to help policymakers, organizations, communities and advocates assess equity and remedy longstanding inequities.<sup>8</sup>

## **RACE FORWARD: RACIAL EQUITY IMPACT ASSESSMENT TOOL**

### **What are Racial Equity impact assessments?**

A Racial Equity Impact Assessment (REIA) is a systematic examination of how different racial and ethnic groups will likely be affected by a proposed action or decision. REIAs are used to minimize unanticipated adverse consequences in a variety of contexts, including the analysis of proposed policies, institutional practices, programs, plans and budgetary decisions. The REIA can be a vital tool for preventing institutional racism and for identifying new options to remedy long-standing inequities.

### **Why are they needed?**

REIAs are used to reduce, eliminate and prevent racial discrimination and inequities. The persistence of deep racial disparities and divisions across society is evidence of institutional racism—the routine, often invisible and unintentional, production of inequitable social opportunities and outcomes. When racial equity is not consciously addressed, racial inequality is often unconsciously replicated.

### **When should it be conducted?**

REIAs are best conducted during the decision-making process, prior to enacting new proposals. They are used to inform decisions, much like environmental impact statements, fiscal impact reports and workplace risk assessments.

## RACIAL EQUITY IMPACT ASSESSMENT TOOL

What issue, policy, regulation, program, practice or budget will the organization advocate for?

### 1. Identifying stakeholders

- Are people of color disproportionately and adversely impacted by this issue, policy, regulation, program, practice or budget? If yes, in what way and why?
- Does this issue, policy, regulation, program, practice or budget affect more than one community of color, offering an opportunity for relationship building among communities of color and organizations of color? If yes, in what way? How does it affect more than one community of color? If yes, how can relationship building take place?

### 2. Engaging stakeholders

- Are stakeholders from different racial/ethnic groups – especially those most adversely impacted, leading the development of proposals to address the issue, policy, regulation, practice, program or budget? If not, who is missing? If yes, in what way? If not, why not and how can they become engaged?
- Do the stakeholders know the systems of power that must be interrupted in order to gain racial equity? If no, what would be needed to make that possible?

### 3. Identifying and documenting racial inequities

- Within communities of color, are some racial/ethnic groups more advantaged or disadvantaged when it comes to this issue, policy, regulation, practice, program or budget? If yes, why and how?

### 4. Examining causes

- If there is a policy, regulation, practice, program or budget under consideration to address an issue, does it address the root causes of racial inequities and racialized outcomes? If not, how could it address the root causes?

### 5. Clarifying the purpose

- If there is a policy, regulation, practice, program or budget under consideration, will it reduce or eliminate racial inequity and undo racialized outcomes? If yes, in what way? If not, how could it do so?

### 6. Considering the adverse impacts

- If there is a policy, regulation, practice, program or budget under consideration, can you anticipate adverse impacts of unintended consequences? If yes, what might it be; who might be negatively affected; who might be leading the backlash; and how could these impacts be minimized?
- What other proposals/efforts should be considered alongside or instead of the proposal under consideration to maximize positive impacts?

### 7. Ensuring success

- Are the policies, regulations, practices, or programs adequately funded for them to be successfully implemented and sustained? If not, how could these be achieved?
- Are there provisions to ensure data collection, public reporting, stakeholder leadership, and public accountability? If yes, what are they?

*This tool was developed in partnership with the Western States Center and also borrows from REIA tools from other organizations, including Race Forward.*

## Johnson, Gail

---

**From:** Johnson, Gail  
**Sent:** Tuesday, May 14, 2019 6:59 PM  
**To:** Bielarski, Edward J  
**Subject:** Fwd: General Government Spend Report  
**Attachments:** (General Government) MBE Reports Combined & Separated by Status.xlsx; (GRU) FY18 Spend Report Summary.xlsx

**Categories:** Published

----- Forwarded message -----

From: "Warren, Sylvia D." <warrensd@cityofgainesville.org>  
Date: May 14, 2019 4:32 PM  
Subject: FW: General Government Spend Report  
To: "Johnson, Gail" <JohnsonG1@cityofgainesville.org>  
Cc: "Gibson, Tammi S" <GibsonTS@cityofgainesville.org>, "Marshall, Teneeshia L" <MarshallTL@cityofgainesville.org>

Good afternoon Commissioner Johnson,

Please see below General Government (GG) FY18 spend (report attached). Spend for GG is separated into three categories: 1) Small Business Certified 2) Small Business Expired (Meaning Current Vendors City has spent on that have not re-certified) 3) Visa Payments **ONLY** made to small business vendors. The overall breakdown below shows total spent on each business designation which was extracted from the spreadsheet attached.

Women	\$ 3,045,374
SDV	\$ 10,010
Minority	\$ 130,345
Small Only	\$ 948,217
Grand Total Small Business Combined	<b><u>\$ 4,133,946</u></b>

**Important Notes:** Data above reflects **General Government** spend only and only captures spend on vendors who have certified with the City as a Small Business Vendor. There are vendors who are small who are not certified with the City who will not be captured in this report.

Attached also is a separate report on spend for GRU. There will be a stark difference in the two reports primarily because GRU has included spend on large and small diverse businesses whereas GG only has the capability to capture **certified small business** spend on these various business designations.

When reviewing GRU spend, you will see that of the **\$40,471,741.53** spent on small businesses 1) \$292,447.66 was spent on small African American 2) \$ 1,016,108.11 was spent on small Asian 3) \$ 31,882.77 on small Hispanic 4) \$ 42,888.60 on small Native American ; and 5) \$ 1,983,178.97 on small Women.

All data compiled is based on information provided by IT and GRU Purchasing.

Please don't hesitate to let me know if you have questions or need clarification. Again, I apologize for the delay in getting the data as there was an unexpected manual process that had to be accomplished in order to compile and report.

Regards,

*Sylvia D. Warren*

*Small, Minority, & Service-Disabled Veteran Business Program Coordinator*

Office of Equal Opportunity

222 East University Avenue

P.O. Box 490-Station 52

Gainesville, Florida 32602

(352) 334-5051 (office) (352) 334-2088 (fax)

Florida Relay Service: 7-1-1

TTY: (352) 334-2069



**Did You Know** the city's OEO provides a **narrated city bulletin board for the visually impaired** every Monday @ 8pm? Ask me for details!