

Attachment C - Decision Making for Racial Equity

Decision-making for Racial Equity Tool **Terrence Keleher and Nikko Viquiera**

Race Forward

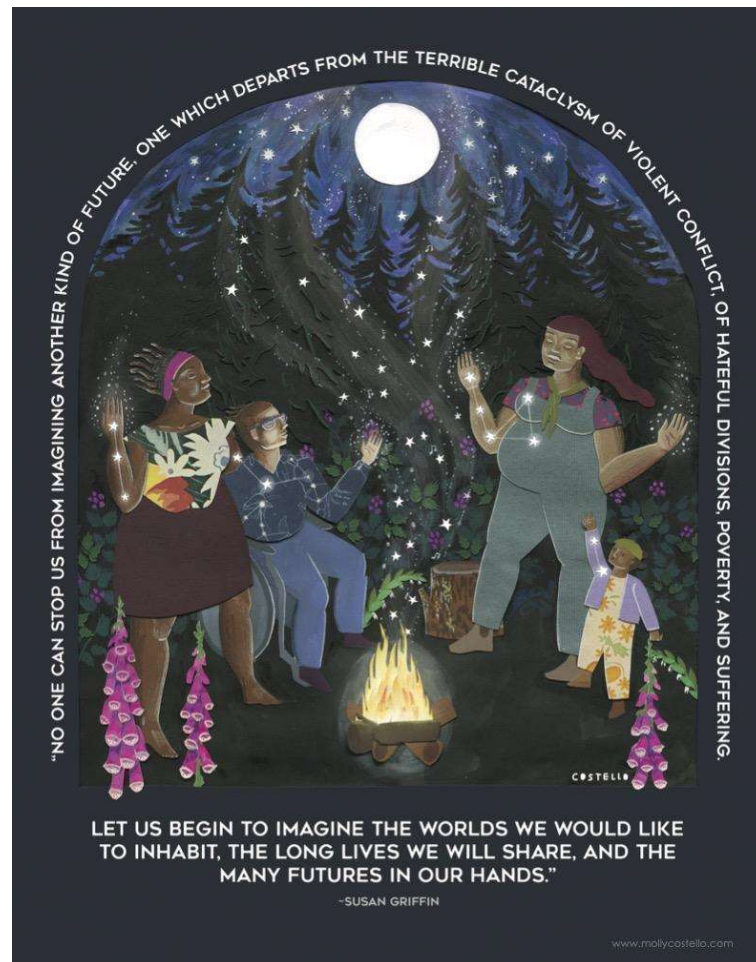


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Introduction

Public awareness of systemic racism has grown, thanks to a groundswell of activism by Black, Indigenous, Latinx, Asian American, Native Hawaiian, and Pacific Islander communities and leaders--along with white allies--who've protested injustices and demanded change. Many organizations have responded by making public commitments and launching new initiatives to address racism and support racial justice. Yet, racial inequities persist, as do patterns of white dominant power, resulting from a legacy of systemic racism. Policies, institutional practices, and cultural norms that have long-favored white people, while disadvantaging people of color, have resulted in cumulative racial disparities in wealth and power. The net effect is that most power--economic, political, legal, social, and cultural--is predominantly held by white people.

A major way that power is expressed is through routine decision-making. Economic decisions, political and legal decisions, institutional and organizational decisions--all have profound and differential impacts on our lives. We need to interrogate dominant forms of decision-making. Who are the decision-makers? Why are racial inequities created and perpetuated? What attention is given to racial impacts and racial equity? How are decisions made and implemented? When you examine decision-making through the lens of race, too many decisions are made without the engagement and leadership of people of color, without any awareness of systemic racism and dominant patterns of power, without consideration of racial impacts, and without a commitment to racial justice. No wonder racism and white privilege are routinely perpetuated.

Some define power as “the ability to act.” Often, what this really amounts to is the ability to decide, then act, in one’s own interest. Too often, those in power--whether consciously or not--make decisions that protect, perpetuate, or expand their power. If we are to move towards a more equitable and inclusive society, we need to disrupt the power and patterns of dominant decision-making. If we are to move towards a racially just society, we need to adopt race-conscious and equity-centric decision-making in every organization and institution, all of which have been shaped and tainted by the structural racism of our society.

The Decision-making for Racial Equity Tool provides a practical guide for applying a race lens in everyday routine decisions. Using the tool moves us from denial to acknowledgment of racism, from exclusion to inclusion of people of color, and from ignoring to centering equity. You can use everyday choice points as opportunities to advance equity, share power, and change outcomes to benefit all kinds of people, especially those who have been most marginalized.

BIPOC communities are increasingly demanding “Nothing about us without us!” Centering racial equity and BIPOC communities throughout decision-making is key to interrupting unconscious bias. Adopting an “equity-conscious” or “equity-centric” framework for routine decision-making across your organization can help turn commitments and aspirations into new actions and outcomes. As more decision-makers in your organization or institution use the tool for more decisions, you can grow a vibrant race-conscious and equity-centric practice and culture. You can make your commitment to racial equity *aspirational* and *operational*. If you want to get real about using a race lens, you have in your hands a simple tool that, if used widely, can have profound impacts.

The Racial Equity Decision-making Process

A Racial Equity Decision-making Process involves the following steps:

Readiness Steps	Analysis & Planning Steps	Implementation Steps	Operationalizing Steps
Select a Choice Point Assemble a Stakeholder Decision-making team Connect to your vision and values	Work through the four elements and prompts in the Decision-making for Racial Equity Tool Develop a high-level summary	Implement your action plan. Document and evaluate your progress and results.	Build an ongoing, organization-wide equity-centric decision-making culture and practice. Share your learnings and success

Readiness Steps: These steps help you get started.

- **Begin by identifying an organizational decision or “choice point”** -- a specific opportunity to consciously consider racial equity and influence outcomes.
- **Assemble a team of diverse stakeholders** to apply the tool to the Choice Point. The tool is intended for collective, rather than individual, use since a variety of diverse perspectives contributes to more informed decision-making
- **Connect to your racial and social justice vision and values:** At the outset of this decision-making process, ground yourself in your racial and social justice vision and values that you want to use to guide your work. Holding your vision and values near helps make that path forward clear.

Analysis & Planning Steps: These steps help you conduct a race-conscious analysis that informs the development of an equity-centric plan

- **Work through the Four Elements and Prompts** (Who? Why? What? and How?) in the tool. Use the Worksheets and Tip Sheets for addressing each element of your decision. By doing so, you will produce the four results corresponding to the four elements and prompts. The first three elements focus on analysis, while the fourth step focuses on action planning based on your analysis.

- **Develop a High Level Summary** of your decision, using the forms in the tool.

Implementation Steps: This is where you put your plans into action.

- **Implement your action plan.** Once you've decided what to do and have a clear plan, now is the time to put things into action.
- **Document and evaluate your progress and results.** Evaluate your process, progress, and success. You can use the surveys provided in the tool with colleagues who are learning and using the tool to assess readiness, competence, and results.

Operationalizing Steps: This helps you embed equity-centric decision-making into the life and culture of your organization.

- **Build an organization-wide race-conscious and equity-centric organizational practice and culture:** This tool is not meant for one-time use. Instead, try to integrate the use of the tool across your organization on an ongoing basis by implementing new practices and protocols, standards, strategic priorities, performance appraisal measures, and other mechanisms to expand application of the tool. This builds an organization-wide practice and culture centered on racial equity.
- **Share your learnings and success.** Continually share **what you are learning** with other colleagues, and allies. This helps grow a culture of collective learning, action, improvement, and impact. Create and share success stories to inspire and encourage others to use the tool.
- **Evaluate your process, progress, and success.** You can use the surveys provided in the tool with colleagues who are learning and using the tool to assess readiness, competence, and results.

As you work through using the Tool, some additional resources are included as Appendices, that may be helpful, including:

Appendix 1: “Example Use of the Decision-making for Racial Equity Tool: Organizational Scenario,” provides an illustration of the kinds of responses that are generated by using the tool.

- **Appendix 2: Example Evaluation Surveys:** provides some example evaluation surveys that can help you think about how to assess the learning, progress and impacts of your work.
- **Appendix 3: “Organic Garden for Questions and Ideas”**-- space on the last page of the toolkit--to capture insights and things you want to further explore or research. Use this “garden” to cultivate ideas that may inspire new and continued areas for growth.

Different Uses for the Decision-making for Racial Equity Tool

This tool is designed to be applicable to many kinds of decisions. You can use the tool for both:

- **Inward--facing decisions** (*internal to your organization*), and
- **Outward-facing decisions** (*involves the external communities with whom you interface with and community-oriented impacts*)

Feel free to adapt it to your needs. You may add or skip discussion questions, depending on which apply to your choice point.

You may also consider how to use the tool in a Rapid, Routine, or Robust way, depending on different circumstances.

Rapid Use	Routine Use	Robust Use
Rapid Use should only be for emergencies or unexpected developments, when you need to make a fast decision. In such cases, you may need to condense the timeframe or reduce the questions you consider. This can be problematic, however, if you find that you are often making decisions with insufficient participation, information, or time for thoughtful deliberation. Organizations that have a continual culture of urgency, can easily replicate dominant patterns of inequitable and exclusive decision-making. Rapid use of the Tool should be the exception, rather than the norm.	Routine Use of the tool involves going through all of the steps and prompts collectively, thoughtfully and sufficiently, to arrive at high-quality equitable decisions. This is the norm you want to establish.	Robust Use of the tool may be needed for larger and more consequential decisions. In this case, you may need extra time for the engagement of a wide set of stakeholders, the collection and analysis of multiple types of data for your racial impact analysis, consideration of many different questions for your systems analysis, and research into alternatives and best practices as you generate different strategies and solutions.

The Decision-making for Racial Equity Tool is only useful if it is used! So do what you need to do to make it applicable and practical for your organizational decisions and context.

Readiness Steps: *As you embark upon a decision-making process, these are some initial steps.*

Choice Points

Choice points are decision-making opportunities to consciously consider racial equity and influence outcomes. A choice point is a specific decision--generally a routine aspect of your core work--where applying a racial equity framework could change actions and outcomes. In your ongoing organizational operations, there are many choice points—some are big, some are small, some occur frequently, while others may be annual. Example choice points may be:

Inward-Facing choices (internal to your organization)	Outward-Facing choices (involving the external communities you interface with)
<ul style="list-style-type: none">• Exploring ways to hire BIPOC people in senior management• Assessing procurement and investment practices through a race lens• Changing regular meeting agendas to create more time and space to discuss race• Examining budgetary expenditures and priorities with a racial equity lens	<ul style="list-style-type: none">• Reviewing how government contracts are given out and creating a Minority and Women Owned Business priority list• Redesigning service delivery to to be more accessible and culturally responsive• Changing public programs and events to be inclusive of local communities of color• Assessing your communications to be more representative of, and relevant to, marginalized communities

You will notice that there may often be a close or overlapping relationship between inward- and outward-facing choice points. Some may be both inward and outward. For all or most of these decisions in the daily life of your organization, there are myriad ways in which racial bias occurs, and therefore, many opportunities to intervene to expand racial equity. When routine decisions are made without attention to racism and racial equity, the result is the continuation of the status quo, which generally reinforces and reproduces white dominant cultural patterns, racial inequities, and exclusion. The cumulative impacts of many small choices can be as significant as the impacts of big decisions.

To interrupt racial bias and inequities, it is critical to approach decision-making with a racial justice lens and the active participation of BIPOC communities. Without this, racism is likely the default operating system. When we're conscious of choice points and the related racial impacts,

we're less likely to replicate implicit bias and the status quo. Racism can be interrupted and prevented at the point of decision-making, if we use these "choice points" thoughtfully.

With intentional use of a race lens in decision-making, you can shift your organizational culture from one that unconsciously and passively replicates racism, to one that consciously and proactively creates racial equity. If racial equity is truly a priority that is critical to your mission and community impact, there are opportunities to embed a racial equity framework at every turn. The use of the Decision-making for Racial Equity Tool begins with the selection of a choice point--an actual decision to which you will apply the tool. You don't have to select the choice point on your own. In fact, the selection of a choice point and use of a tool is intended to be an inclusive and participatory process--so you can bring more perspectives and leadership to the mix--which will ultimately result in better decisions, actions, and outcomes.

What is your Choice Point?

Enhance or create new amenities to our underserved and low-income communities.

Racial and Social Justice Vision and Values

As you begin a decision-making process—for big or small decisions—it helps to clarify your vision and values. If you are working in an organizational or institutional context, think about which foundational elements—such as an organizational vision statement or set of values—have relevance to your current work and the particular decision under consideration. Especially consider aspects of

your organization’s vision and values that address racial and social justice. You can use an actual copy of your organizational vision and values to highlight key words or phrases that may be helpful for informing this decision-making process. Which aspirations or principles do you want to be sure to emphasize or align with during this decision-making process?

If your organization does not have an articulated vision statement or set of values, or if your organization does not sufficiently or explicitly addresses racial or social justice, you can create the kind of vision and values that could enhance your organization’s work. How could your organization’s work be strengthened by giving more attention and priority to racial equity? How does racial equity connect to your mission or the community engagement and impacts you want to have? You’ll need to work with your colleagues and/or comrades to agree upon, and collectivize a vision and set of values, so that you’re all working in alignment.

Use the boxes below to add keywords, phrases, principles and aspirations that reflect your shared racial and social justice vision and values. You don’t have to have a grand vision for the world or your community. And there’s no need for an exhaustive or perfect list. Keep it high-level and simple. What is your aspiration—or your hopes to accomplish—for the current decision you are considering? What values do you want to highlight and reflect in the process, relationships, and outcomes? How is racial and social justice reflected in your vision and values?

Example Responses

Racial and Social Justice VISION	Racial and Social Justice VALUES
<ul style="list-style-type: none">Stakeholders of color and others most directly impacted by this decision have the agency and power to advance equitable and viable solutions that tangibly benefit their community.All students are provided free, high-quality, honest education to meet their needs and potential with affirmative steps to eliminate and prevent inequities based on race or other factors.	<ul style="list-style-type: none">Equity: fair treatment and outcomesInclusion: full access and belongingUnity / Solidarity: mutual trust and supportDignity: full respect and rights

<ul style="list-style-type: none"> An equitable and accessible housing system that ensures that each person has a safe, stable, and healthy home in their community; without bias or barriers due to race, income, or other factors. 	<ul style="list-style-type: none"> Love: empathy, compassion Sovereignty: self-determination, especially for indigenous people and nations. Collective liberation: mutual advancement
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Your Responses:

Racial and Social Justice VISION	Racial and Social Justice VALUES
More equitable amenities for communities for people of color or low income.	

Analysis and Planning Steps: After completing the Readiness Steps, the Analysis and Planning include four steps – the first three (Who? Why? and What?) focus on analysis, then the fourth (How?) focuses on action planning based on your analysis.

The Four Elements of the Decision-making for Racial Equity Tool

Decision-making for Racial Equity Tool

Why are any racial inequities associated with this decision being produced and/or perpetuated?

Result: A Systems & Power Analysis

How can decision-making processes and implementation actions continually align with the values and vision of equity and efficacy?

Result: A Racial Equity Impact Analysis & Equity-centric Decision



Who is most directly affected by this decision--and how can you support and expand the engagement, leadership, and power of BIPOC and marginalized communities?

Result: A Stakeholder Engagement plan

What are some equitable strategies and solutions--and based on projected racial impacts, which option would best advance equity?

Result: An Action Plan

Worksheet: Who?

Element	Prompts	Results
Who?	Who is most directly affected by this decision-- and how can you support and expand the engagement, leadership, and power of BIPOC and marginalized communities?	A Stakeholder Engagement Plan that centers and expands BIPOC leadership.
Questions	<ol style="list-style-type: none">1. Who are specific stakeholders of color and/or marginalized communities that you could engage in this decision?2. How could you engage stakeholders in ways that support, develop, and expand their leadership and power?	

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Tip Sheet: Who?

- Identify and list stakeholders of color and other marginalized communities who may be affected by the decision you are making. Identify specific racial/ethnic communities and individual names since people may be differently impacted by the same decision. There are a lot of distinctions within and across BIPOC communities.
- Be especially mindful of who is often missing or marginalized and who is most adversely impacted? Remember the principle: “Nothing about us, without us!” Consider whose perspectives and lived experiences could inform and improve your decision? Who would be a stretch for you to engage and include?
- There’s a continuum of stakeholder engagement--from getting input to exercising leadership and decision-making power. How can you move from tokenistic engagement to authentic representation and increased power of marginalized communities?
- Be mindful of creating authentic relationships with communities you wish to engage—do they want to be engaged, what’s the history of any prior engagement or lack thereof, does trust need to be built, does any prior harm need to be repaired? What kinds of decision-making processes are preferred and/or already used by the community? Are there informal or culturally relevant practices that need to be practiced and honored?
- How can you use this opportunity to develop and expand leadership and shift and share power in favor of BIPOC communities, constituencies, or colleagues?
- Be mindful of intersectionality--how can you engage BIPOC people who are women, LGBTQ, disabled, undocumented immigrants, etc.
- If your stakeholder engagement process involves added time and labor for people of color, consider ways to compensate or reward them.
- What practices or processes can be built in to ensure ongoing trust and accountability between different stakeholders involved in the decision-making?

Worksheet: Why?

Element	Prompts	Results
Why?	Why are any racial inequities associated with this decision being produced and/or perpetuated?	A Systems & Power Analysis that reveals systemic racism, root causes, and related cultural and power dynamics.
Questions	<p>Use one of the Systems Analysis Tools to examine any systemic racism and root causes related to your choice point.</p> <ol style="list-style-type: none"> Why do the racial inequities or bias related to your choice point exist? What are the root causes and contributing factors? 	

Tip Sheet 2: Why?

- There are different ways to do a systems analysis to reveal systemic racism and root causes. One way is to address a series of questions such as: What are the racial inequities related to the decision you are making? Who currently benefits most and who is harmed most? What evidence of inequities do you have or need? What patterns of power, especially white dominant power, are involved? What institutional/organizational policies or practices are contributing to the inequities? What historical developments are relevant? What cultural norms or popular narratives are reinforcing the inequities? What intersecting or compounding dynamics besides race are involved?
- Another method is using the “Five Whys” to help you dig deeper and get to root causes. For example, ask “Why do the racial inequities exist?” Then, however you respond, ask, “Why is that happening? With each new response, ask “Why” again, for at least five or more times. Since racism is a complex system, there can be multiple root causes.
- You can also use the “Iceberg Analysis.” This involves probing four areas of the topic: 1) Culture: the everyday normalization and replication of racism, 2) History: the roots and cumulative impacts of white domination in the U.S. 3) Interconnected institutions and policies--compounding relationships and rules that reinforce racism, and 4) Racial Ideology--the popular myths, ideas and narratives that perpetuate racial hierarchies.
- In addition to a Systems Analysis, you can do a Power Analysis by mapping who has decision-making power related to the issue you are exploring. You can also apply a race lens by examining the racial identities of decision-makers with an eye towards seeking ways to shift and share power.

Worksheet: What?

Element	Prompts	Results
What?	What are some equitable strategies and solutions--and based on projected racial impacts, which option would best advance equity?	An Equity-centric Decision —a selected strategy or solution, based on a racial equity impact analysis.

Questions

1. What are some strategies to advance racial equity for your choice point? *(Try to develop at least a few different options)*
2. What are the positive and negative racial impacts of each option for different racial groups and/or other marginalized communities? Are there any ways you could mitigate the negative impacts?
3. Which option might best advance equity?

Tip Sheet: What?

- When brainstorming solutions or strategies, try to generate multiple options--not just the first thing that comes to mind. What would address root causes? What could tangibly benefit BIPOC communities most? What would be an outside-the box, bold option? Generating multiple options helps you stretch your equity mindset and muscles.
- As you consider different strategies and solutions, connect them to your organization's mission, vision, values or strategic priorities.
- Once you've generated some options, it's time to assess how different racial and ethnic communities would be impacted by the different proposals. What may be the positive or negative racial impacts? How would people who face multiple forms of oppression (with intersectional identities) be impacted? Which option can generate the most benefit

to the most marginalized? Which option will do the least harm? Use your best evidence and input from multiple perspectives, and even some guessing to predict possible outcomes. Then weigh the pros and cons of the different options and select the one that you think will best advance racial equity in the current moment for your context or situation.

- It is helpful to use whatever data--both quantitative and qualitative--to help you project and assess racial impacts. Examples of data may be demographic and U.S. Census data, racial disparity data, personal testimonials, historical data, etc.
- The goal is to arrive at an “equity-centric decision”—one that prioritizes the voices and choices of BIPOC communities, with conscious attention to racial impacts.
- If you are seeking more robust ways to conduct Racial Equity Impact Assessments, some resources for additional ideas and prompts can be found at the following links:
[Racial Equity Tool \(Government Alliance on Race and Equity\)](#)
[Racial Equity Impact Assessments Toolkit \(Race Forward\)](#)

Analysis and Planning Steps: The previous steps (Who?, Why? and How?) focused on analysis next step (How?) focuses on developing an action plan, informed by your analysis.

Worksheet: How?

Element	Prompts	Results
How?	<p>How can decision-making processes and implementation actions continually align with the values and vision of equity and efficacy?</p> <p><i>Write plans on the chart on the next page.</i></p>	<p>An Action Plan that shifts and shares power to ensure inclusion, equity, success, and sustainability.</p>
Notes	(Complete Action Plan chart below)	

Action Plan

Choice Point:

Vision:

Just list high-level goals and activities on this chart. To make your workplan manageable, you can put it to the “A-B-C-D Test”. A=Absolutely essential, B=Beneficial, C=Cut, and D=Delay, to keep focused on priority work.

Tip Sheet: How?

- Identify ways you can change both the decision-making process and the decision implementation to make it more inclusive and equitable. For example, you may need to extend the timeline to allow for more stakeholder engagement, data collection and analysis, and deeper exploration of systemic racism and racial equity.
- You can use “backwards mapping” – once you know where you are trying to get to, then map out each step to get you there.
- Identify desired results for both your decision-making process and your decision implementation. Then identify corresponding activities, success indicators, key dates, and who can lead each activity. You can develop “SMARTIE Goals”-- Strategic, Measurable, Ambitious, Realistic, Time-Bound, Inclusive and Equitable to ground and guide your plan. More information is at: [SMARTIE Goals Worksheet \(The Management Center\)](#)
- Identify some mechanisms to ensure success, sustainability and accountability? Identify some success indicators and ways to document and measure them to help track progress? What would success look and feel like?
- Results-Based Accountability (RBA) is a framework for measuring success where you assess 1) Quantity: how much did we do?, 2) Quality: how well did we do it? and 3) Impact--is anyone better off?(especially BIPOC communities) More information is at: [Racial Equity: Getting to Results \(Government Alliance on Race and Equity\)](#)
- Another framework is the “Dimension of Success” which asks you to identify and measure your: 1 Results, 2) Process, and 3) Relationships. More information is at: [Dimensions of Network Success \(Interactive Institute for Social Change\)](#)
- Identify ways to shift and share power and to spread out the workload. Avoid over-relying on the labor of BIPOC people. Racial equity is everyone’s work.

- There's an example completed action plan in **Appendix 1** of this Toolkit that illustrates some action steps.

High-Level Summary of Decision-making for Racial Equity

What is your choice point or decision-making topic? _____

Element	Prompts & Practices	High-Level Response
Who?	Who is most directly affected by this decision-- and how can you support and expand the engagement, leadership, and power of BIPOC and marginalized communities?	

Why?	Why are any racial inequities associated with this decision being produced and/or perpetuated?	
What?	What are some equitable strategies and solutions--and based on projected racial impacts, which option would best advance equity?	
How?	How can decision-making processes and implementation actions continually align with the values and vision of equity and efficacy?	

Implementation Steps: Now that you have an action plan, the next step is to implement the plan. While doing so, document and evaluate your progress and results so you know whether you are making an impact or whether you need to adapt or refine your plans.

Document and evaluate your progress and results.

In your action plan, there is a column for “Success Indicators and Measures.” Be sure to identify some clear success indicators, then create some mechanisms and timelines to track and document them, as well as to evaluate the data you collect.

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As mentioned in the Tip Sheet in the previous section, a few helpful frameworks for evaluation measures include:

- Results-Based Accountability (RBA) is a framework for measuring success where you assess 1) Quantity: how much did we do?, 2) Quality: how well did we do it? and 3) Impact--is anyone better off?(especially BIPOC communities) More information is at: [Racial Equity: Getting to Results \(Government Alliance on Race and Equity\)](#)
- Another framework is the “Dimension of Success” which asks you to identify and measure your: 1 Results, 2) Process, and 3) Relationships. More information is at: [Dimensions of Network Success \(Interactive Institute for Social Change\)](#)

Desired Results	Key Activities	Success Indicators & Measures	Key Dates	Who

You can also use surveys to collect information periodically from those you have engaged in using the Decision-making for Racial Equity Tool. If your stakeholders and participants are attending trainings on Decision-making for Racial Equity, you can also use surveys related to the trainings, examples of which can be found in Appendix 2.

- Pre-Training Survey: This survey can be used for baseline data, prior to participating in the training on the tool, to document current practices and competencies.
- Post-Training Survey: This survey can be used at the end of participating in the training on the tool, to assess the usefulness of the training and the readiness of participants.
- Longitudinal Survey -- This survey can be used after you have actually used the tool. At selected intervals--e.g. 3, 6, and 12 months after using the tool--you can administer the same survey to provide data on your progress and impact to compare to baseline data.

By participating in periodic evaluations of your use of the tool, there are several benefits:

- You can assess the impact of use of the tool over time
- You can collect and share lessons, successes, and stories of impact.
- You can contribute to the continuous improvement of the trainings and the tool.

Operationalizing Steps: Using the DRE Tool is not meant for one-time use. To have the most impact, identify ways for people across your organization to use the tool on an ongoing basis for all kinds of decisions. This is called operationalizing or institutionalizing the tool as a core practice in a race-conscious and equity-centric organization. These are some steps to build and embed this practice.

Building a Race-Conscious and Equity-centric Organizational Practice and Culture

Using the Decision-making for Racial Equity Tool can be a practical way to build a race-conscious and equity centric organizational practice and culture.

You can think of building this work in stages:

- **Initial training:** A lead team from your organization participates in a training to become familiar with the tool, and gain some practice, using the tool.
- **Piloting:** A working group is created with those eager to learn, apply, and pilot or prototype the use of the tool. This group selects an actual organizational decision or choice point, then applies the tool to guide their decision-making process. The more intentional you can be about who to bring in as workgroup participants, and documenting your progress and results, the better. If you have a lot of interest and readiness, you can create multiple workgroups to apply the tool to different choice points, simultaneously.
- **Sharing Experiences:** The workgroup(s) can then share their experiences, insights, progress and success stories with others so that you are building a learning organization that's gleaning lessons from real-time practice.
- **Spreading:** Engage more colleagues and allies in learning and using the Tool. Create more working groups--within and/or across departments or programs, depending on the choice point--that can engage a growing number of people in the work. Continue sharing experiences and lessons, and especially highlighting success stories across your organization. You can also share progress and success with other allies and practitioners in your field.
- **Scaling:** As more people in your organization learn and use the tool, you can identify ways to make it part of your ongoing operations. For example, you can create new policies, institutional practices, and protocols that incorporate the tool and/or other race-conscious and equity-centric strategies. Over time, you can consider creating new standards -- e.g. every department uses the tool, every supervisor engages their teams in using the tool, address in performance appraisals how employees use the tool, requiring use of the tool for all budgeting and policy decisions, etc. The more you operationalize it, the more ongoing and long-term impact it will have.

Sharing Your Learnings and Success

Based on your experience using the tool, we hope you can create shareable stories that highlight insights and impacts. Sharing stories of your experience can inspire and encourage more colleagues and allies to engage in race-conscious and equity-centric decision-making.

The arc of the success stories you craft can include:

- Your initial decision-making process and its impacts prior to using the tool;
- Your experience using the tool and how changed your decisions and actions; and,
- The impacts of using a race-conscious, equity-centric decision-making process--specifically, how it advanced racial equity and benefitted BIPOC communities.

Appendix 1

Example Use of the Decision-making for Racial Equity Tool: Organizational Scenario

“School Family” is a non-profit direct service organization that provides supplemental educational and enrichment programs for low-income families in urban neighborhoods. It was started in the 1960s civil rights era by wealthy white civic leaders and Black religious leaders who joined together to improve neighborhood conditions and opportunities. School Family is now a large, well-established and well-resourced organization. It runs after-school and summer school programs at a dozen public and private elementary and middle schools.

The neighborhood demographics have shifted over the years from largely Black to, now, about half Black and Latino residents, with most whites having left for other neighborhoods or suburbs. There are many neighborhood issues that contribute to poverty and racial inequities, such as disinvestment by the city, low-paying jobs and high unemployment, low-quality housing stock and slum landlords, racially biased policing and harassment of immigrants, overcrowded schools with punitive disciplinary practices, etc. School Family steers clear of these issues and tries to focus on providing needed services. They also don’t want to make waves or turn off donors.

The Board is racially mixed, but the white members have always been in the majority and hold more power because of their wealth and relationships to wealthy donors and corporate sponsors. The Executive Director is Black, the Human Resources Director is Latino and the rest of the senior staff is white. More people of color work at the lower staff levels in administrative support positions. Some staff of color have kids who are served by the organization’s programs. Many of the organization’s after-school and summer programs are led by white private high

school students who get a stipend and work study credit for their service hours. These students--called counselors and coaches--are often enthusiastic, though not very connected to the students or families served by the organization, often living in adjacent neighborhoods.

Some of the participating families have been making requests for more culturally relevant programming. They are grateful to be served by the programs, so they can't make too many waves or demands. But there are a lot of linguistic and economic barriers, as well as racial issues in the schools and community that are never acknowledged or addressed. Also, for many years, staff of color have also been critical around issues of pay equity and promotions. Some staff have been hesitant to raise these equity issues because there's a Black E.D.

Since the rise of the Black Lives Matters protests, the organization has held some staff Racial Equity trainings and created a voluntary staff Racial Equity committee made up of several dedicated staffers of different races. The Executive Director is committed to making organizational change. The Committee meets monthly to discuss various racial issues. The Committee has organized some brown-bag lunches with guest speakers and has sponsored an employee book club focused on authors of color and books on racial issues. The Racial Equity Committee has been less effective at changing any of the organization's core programs, policies, or structures to be more racially equitable. A small delegation from their Racial Equity Committee recently attended a Building Racial Equity training. And, they now want to start using their choice points and a racial equity tool for making some of their decisions. Every three years, the organization does an evaluation of their after-school programming, so they've decided to use a racial equity decision-making tool to see if any revisions or updates are needed.

Example High-Level Summary of Racial Equity Decision-Making

What is your choice point or decision-making topic? Conducting a tri-annual review and redesign of after-school programming to make it more culturally relevant and equitable.

Element	Prompts & Practices	High-Level Response
Who?	Who is most directly affected by this decision-- and how can you support and expand the engagement, leadership, and power of BIPOC and marginalized communities?	<ul style="list-style-type: none"> The families in the local neighborhoods served by the school, according to the census, are 48% Latino or Hispanic, 42% Black, 5% White, 3% Asian and Pacific Islander, 1% Native American, and 6% two or more races.

		<ul style="list-style-type: none"> • The Racial Equity committee creates a work group made up of community stakeholders, mostly people of color--including parents, some high school students who used to be in the afterschool program, and some School Family employees of color from the neighborhood. • The community members are compensated with a meal, and grocery store gift cards, public transit cards, and childcare is provided during meetings. The workgroup will make recommendations on program changes.
Why?	Why are any racial inequities associated with this decision being produced and/or perpetuated?	<ul style="list-style-type: none"> • The community working group found that the white coaches and counselors often don't understand their kid's racial and cultural backgrounds. • They see patterns of racial bias and disciplinary practices that mimic the public schools. • School Family focuses on sports like volleyball and softball, floor hockey and kickball, while local kids in prefer soccer and basketball--a cultural mismatch. • And high school students of color can't get jobs as counselors and coaches because of the work-study exchange programs with the predominantly white private high schools (and they can't afford to work for stipends like the white students). • Families can't afford public transportation to get kids home from school due to low household incomes and racial wage and wealth gap.
What?	What are some equitable strategies and solutions--and based on projected racial impacts, which option would best advance equity?	<ol style="list-style-type: none"> 1. Set a goal of 50 % coaches and counselors of color within two years and 75% in three years. And ask the E.D. to seek corporate or philanthropic sponsors to fund good-paying jobs for the student coaches, targeted at local high school students of color, some bilingual. Coaches of color could be role models for the younger children. And high school students of color would have more access to paid after-school and summer jobs, which could help them earn money

		<p>and work experience that could help with college acceptance.</p> <p>2. Create intramural soccer and basketball teams, so kids can have experience in team sports that they enjoy (which their families often can't afford), with coaches of color.</p> <p>3. All coaches and counselors will get racial justice and restorative justice training, and more racial data will be collected on how kids in the program are disciplined.</p> <p>4. Provide subsidized public transit passes for kids who need them for getting home.</p>
How?	<p>How can decision-making processes and implementation actions continually align with the values and vision of equity and efficacy?</p>	<ul style="list-style-type: none"> • Recommendations will be sent to the senior staff. • A rough workplan and timeline was developed. • Make the community working group a permanent and paid advisory group to the organization. • Use tool again to evaluate summer school programs. • Compile and share quarterly reports to staff, board and community on progress toward goals. • Hire a Senior Director of Equity to support Racial Equity committee and community stakeholder group. • Consider inviting community working group members to become Board members, so they can bring their experience and expertise to a higher level of power.

Example Action Plan

Desired Results	Key Activities	Success Indicators & Measures	Key Dates	Who
Maximize local community of color input in revising/updating after-school programming	Create and Convene Community workgroup (meet monthly)	How many POC on workgroup	Monthly mtgs beginning in April	10 local community members of color + Racial Equity committee leads
Compensate workgroup	Secure funding	All members compensated for all mtgs.	Beginning in April	Get approval and funding from E.D.
Decide recommendations	Develop recommendations; Approve them	A set of racially equitable recommendations	By end of July	Workgroup. With Sr Team approval
Approve recommendations	Senior Team decision	An updated and approved set of program revisions	Implement at beg. of next school year	Senior Team
Fund Recommendations	Secure corporate and philanthropic support	Goal to raise \$ 400 and/or shift budget	Secure by July	E.D. & Development Team
Implement Recommendations	Hire Racial Equity Director, Hire new coaches	Hire 25%, 50% and 75% coaches of color in Yr. 1, 2, and 3	All hires by end of Aug.	E.D. hires Director, Program Directors & Racial Equity team hires coaches

Appendix 2

Organic Garden

Use this space to keep track of questions, ideas, or insights that organically arise that you may want to revisit with further cultivation, reflection, research.