



# **Decision-Making Matters: A Deeper Application of the Racial Equity Impact Analysis Tool**

Presented by  
**Joanna Shoffner Scott, PhD.**

January 2019

© Race Matters Institute of JustPartners, Inc. 2019  
Do not reproduce or use without expressed permission.

## About the Race Matters Institute

### Who we are

- Program of JustPartners, Inc., a Baltimore-based national nonprofit consulting firm with a diverse, geographically dispersed core team of consultants
- Formed with initial support from the Annie E. Casey Foundation, where Race Matters originated in 2004
- Have worked in more than 30 states, with nonprofit and advocacy groups, community-based organizations, government systems, and philanthropies

### How we work

- In partnership with clients to move a racial equity agenda in order to enhance their mission performance
- Using a lens that foregrounds race and recognizes its intersection with class, gender, and place-based variables
- Focused on producing concrete, measurable results for both internal and external organizational performance
- Particularly known for customized guidance related to client's expressed needs



# Focus of today's session:

Using a **racial equity impact analysis assessment** to determine if policies, practices, protocols and programs impact racial groups differently

## Definition: Racial equity = situational fairness

Resulting in:

- ✓ the inability to predict advantage or disadvantage by race
- ✓ BOTH improving outcomes overall AND closing racial gaps in outcomes

*“At Georgia State,  
race no longer is a predictor of  
who graduates and who does not.”*

– Tim Renick, Vice Provost



## Process: Racial equity requires...

- applying *differential* resources to *unequal* needs

called  
TARGETED  
UNIVERSALISM

- removing barriers for *dis-similarly* situated individuals, families, and communities

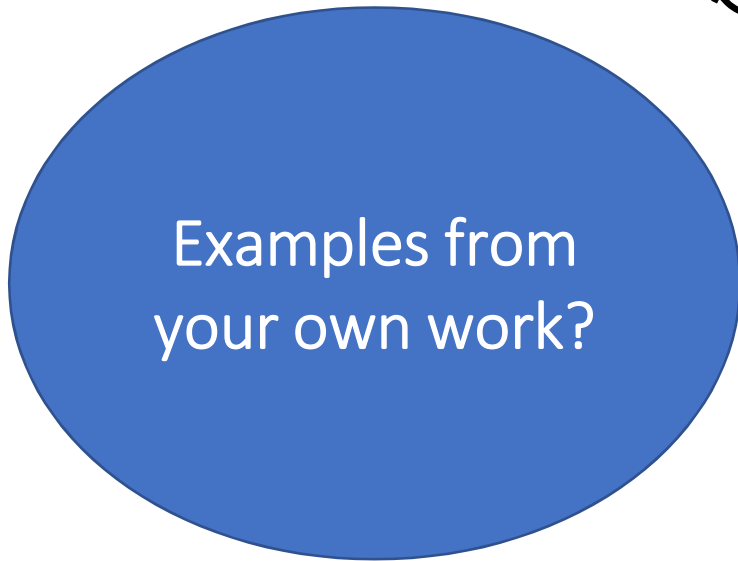
- treating individuals who are in similar situations, families, and communities – *in similar ways*

called  
UNIVERSALISM

Race Matters Institute

Process: Racial equity requires...

- applying *differential* resources to *unequal* needs



Race Matters Institute

TARGETED  
UNIVERSALISM  
... part 1

## Process: Racial equity requires...

- removing barriers for *dis-similarly* situated individuals, families, and communities

Examples from  
your own work?

Institute


TARGETED  
UNIVERSALISM  
...part 2

## Process: Racial equity requires...

- treating individuals who are in similar situations, families, and communities **in similar ways**

...most policy solutions

**RACE MATTERS**  
**Institute**  
**UNIVERSALISM**





# Equality v. Equity

## Equality:

- ▶ **Input** that assumes all circumstances/groups require same resources
- ▶ **Reinforces** existing inequities

## Equity:

- ▶ **Outcome** that reflects optimal results for all circumstances/groups
- ▶ **Grounded** in analysis and strategy that addresses existing inequities

...universal approaches

Examples  
from your  
own work?

---

# Racial Equity Impact Analysis

Insurance that intervention is likely to  
close racial gaps

Race Matters Institute

## When to use REIA:

- ✓ Review **existing** policies, practices, protocols and strategies
- ✓ Programmatic **decision-making**
- ✓ Identify ways to improve **proposed** policies, practices, and protocols
- ✓ Determine if you are likely to achieve the **results** you anticipate

**THE TOOL IN ACTION:** *Users have revised organizational reporting lines, strategic plans, grant applications, contracts, employee benefits and other operational decisions after applying this tool.*

# Racial Equity Impact Analysis

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

Race Matters Institute

## Illustration: Racial Equity Impact Analysis (REIA)

**Situation:** A school system has received a one-time-only corporate grant to **advance young students' health knowledge** through applicable technology. It is proposed that each of the system's elementary schools will receive an equal amount: \$5,000. What is the racial impact of this proposal?

Question from Impact Analysis	Areas for Discussion
Are the racial/ethnic groups most affected by this proposal represented "at the table"?	Who are the racial/ethnic groups for whom representatives should be at the table? Is there already a table where they are present? What does race-informed research tell us?
For the proposal being considered here, what results are you trying to achieve? How will the proposed distribution affect each group?	Goal is to improve student health knowledge using technology. Schools serving a high % of children of color tend to have weaker infrastructures on which to build technology so may need more funds for comparable payoff. What else?
How will the proposed distribution be perceived by each group?	This would need to be tested with the groups at the table.
Does the proposed distribution worsen or ignore existing disparities? Produce other unintended consequences?	If it is the case that schools serving a high % of children of color have weaker technology infrastructures, \$5,000 may not be adequate to have meaningful impact – thus widening gaps. What else?
Based on the above responses, what revisions are needed in the proposal under discussion?	All of the above considered...

# REIA Test-Drive: Hypothetical Grantee Reporting Template

Please cover the following topics in no more than 2 pages:

1. Please summarize the objectives for which you were funded.
2. Describe specific outcomes of the project to date (e.g., number served, geographic location, changes or improvements resulting from your work).
3. Discuss specific changes, if any, that you made in the content of the work or application of the funds, and the rationale for doing so.
4. Attach copies of any publicity your work received.
5. Describe any challenges you encountered with, or lessons you learned from, the project.

**Test-drive the Racial Equity Impact Analysis (REIA):  
Hypothetical Grantee Reporting Template**

<b>Question from Impact Analysis</b>	<b>Areas for Discussion</b>
<p>Were the racial groups from whom these data will be collected “represented” at the table when this reporting template was created?</p>	<p>Who are the racial/ethnic groups for whom representatives should be at the table [when this template was designed]?</p> <ul style="list-style-type: none"> <li>• Is there already a table where they are present?</li> <li>• What does race-informed research tell us?</li> </ul>
<p><b>Begin with, what results are you trying to achieve in asking your grantees for these data?</b></p>	<p><b>The goal is...to collect information from grantees about the work that they have been funded to do...</b></p>
<p>How might these “asks” be perceived by each racial group?</p>	<p>This would need to be tested with different groups of grantees...</p>
<p><b>Are there identified disparities that reporting template/form seeks to address? Might the questions as asked worsen or ignore existing disparities? Situate grantees differently? Produce other unintended consequences?</b></p>	<p><b>Might the requirements as asked increase the likelihood of a disparate outcome (contribution, situated-ness – by race)?</b></p>
<p>Based on the above responses, what revisions are needed in reporting template?</p>	<p>All of the above considered...</p>

## Recommendations

Based on the quantitative and qualitative findings presented in this report, various strategies can guide organizational leaders, researchers, policy makers, and community members as they work to address racial inequity in homelessness. Because of the complex underlying issues that drive high rates of homelessness among people of color, it is important to address multiple levels simultaneously. It is not possible to solve these issues at the programmatic level alone.

The recommendations presented here are ambitious and structural in nature to respond to the underlying systemic inequities that have for decades put people of color at a greater risk for experiencing homelessness. Some of the recommendations are immediate and others are much longer term. Some are local, some are national. The authors fully recognize that policy makers and the general public may not fully embrace these recommendations at present and that much work will need to be done to move them all forward.

### Organizational Change

At the organizational/agency level, leaders and line staff can champion racial equity. Strategies include:

- Train all staff working in the homeless services sector on understanding racism and the intersection of racism and homelessness, so they can target resources toward and develop/adapt programs for people of color.
- Establish professional development opportunities to identify and invest in emerging leaders of color in the homelessness sector.
- Create positions in organizations that are explicitly focused on and charged with creating equity-based responses to homelessness.
- Create greater racial and ethnic diversity on boards of directors for local and national non-profit organizations working on homelessness.
- Ensure involvement in community efforts such as SPARC and similar local and national projects designed to remediate racial inequity.
- Develop or adapt behavioral health interventions, domestic violence programs, and other supportive services for people of color experiencing homelessness.

### Research

The research and evaluation community working in the homelessness sector should embed an awareness of racial inequity into all of its work. Researchers should work to ensure they are not merely extracting knowledge from communities of color, but rather working in partnership with historically marginalized groups to establish new insights. Specifically, next steps in research on homelessness and race might include:

- Conduct additional research to understand the scope of Hispanic/Latinx homelessness and the needs of Hispanic/Latinx people experiencing homelessness.
- Conduct additional research to understand the needs of transgender and gender-expansive individuals.
- Support research in these areas that is grounded in a community-based participatory research (CBPR) model.
- Conduct expanded qualitative data collection to better understand the complicated dynamics that drive inflow and outflow for people of color in the homeless services system.

### Policy

From a policy standpoint, solutions must be systemic, ambitious, and sustained. Such solutions require focused advocacy to shape political will and public support. They include strategies to:

- Implement and enforce existing fair housing protections with the full force of local, state, and federal government.
- Acknowledge the interstate impact on the U.S. housing market. The federal government should intervene to establish a national housing market that is regulated to keep housing within reach for all Americans.
- Develop new affordable housing stock through broader use of inclusionary zoning and mandatory affordable units for new developments.
- Regulate evictions more closely. All individuals facing eviction in housing court should have appropriate representation. Additionally, Congress should pass a national eviction protections law.
- Introduce regulation or legislation to prevent speculators from conducting mass evictions or choosing not to renew leases of tenants.

Using the REIA gives the opportunity to interrogate our policy solutions.

Race Matters Institute



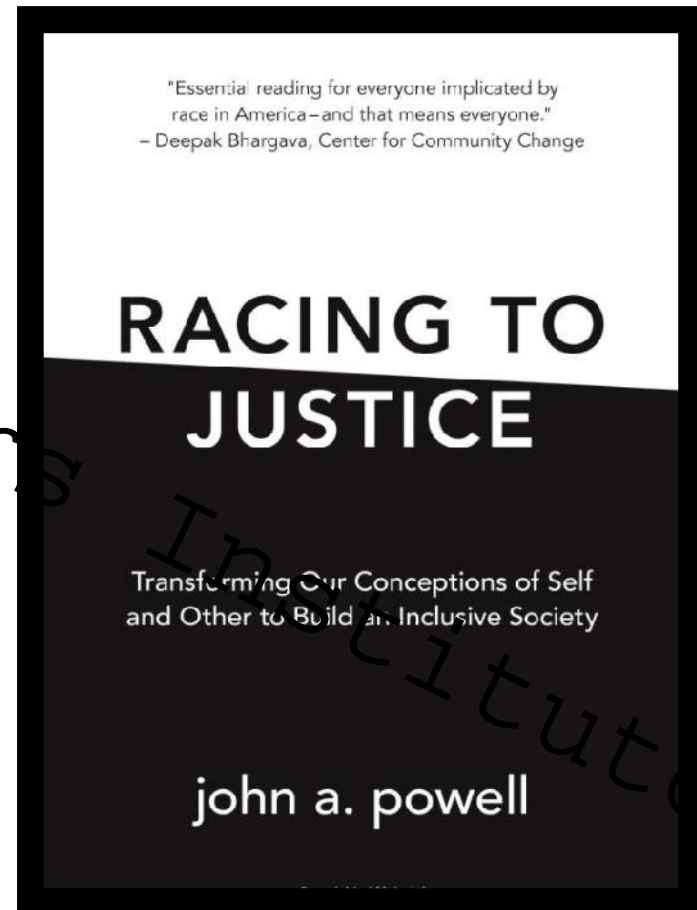
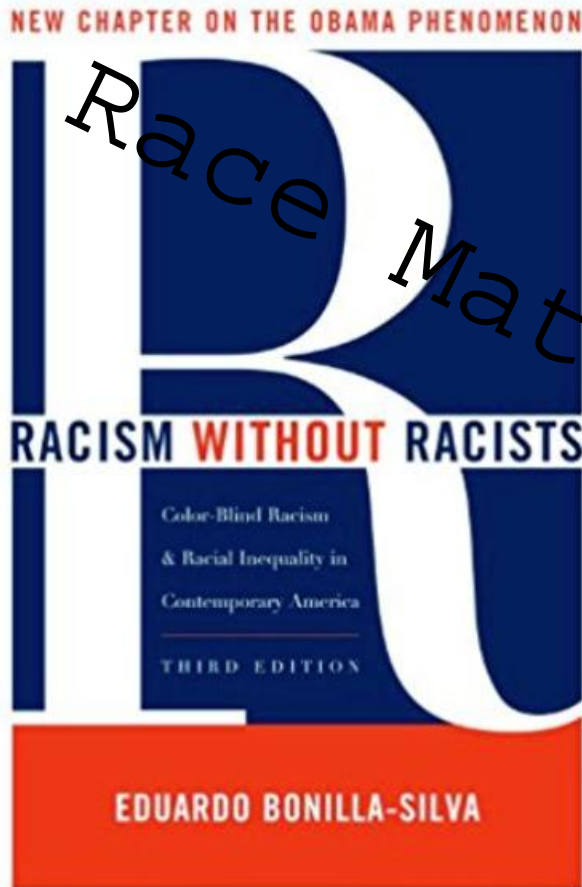
## A Word on Leadership...

“We recognize that a commitment to becoming a multicultural, inclusive and (racially equitable) organization is not the same as actually becoming one.”

Inspired by “Policy Statement on Undoing Institutional Racism”  
Children’s Alliance



Resources for deepening knowledge about colorblindness and policy solutions...



Post-Racialism or Targeted Universalism, Section 1

<https://scholarship.law.berkeley.edu/facpubs/1633/>

# Contact Information

Race Matters Institute

Paula Dressel, Vice President  
JustPartners, Inc.  
1701 St. Paul St.  
Baltimore, MD 21202  
Direct: 443-681-2827  
[pdressel@justpartners.org](mailto:pdressel@justpartners.org)

