# RACE
matters

USER'S GUIDE

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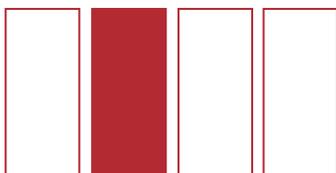
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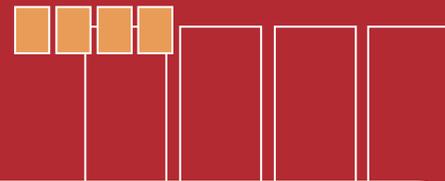
RACE MATTERS TOOLKIT USER'S GUIDE

A WORD ABOUT RACIALLY EQUITABLE OPPORTUNITIES AND RESULTS

This Toolkit is designed to help you – the organizational decision-maker, the advocate, the elected official — get better results in your work. You wouldn't be reading this if you didn't care about opportunities for all. The Toolkit can assist you in producing equitable opportunities and results by helping you stay intentional and focused on those goals.[1]

The Toolkit is grounded in the following assumptions:

- Race matters; almost every indicator of well-being shows troubling disparities/disproportionality by race.

- Disparities are often created and maintained inadvertently through policies and practices that contain barriers to opportunity.

- It's possible - and only possible- to close equity gaps by using strategies determined through an intentional focus on race.

- If opportunities in all key areas of well-being are equitable, then equitable results will follow.

- Given the right message, analysis, and tools, people will work toward racial equity.

Working "on race" isn't easy, but we have a systematic plan for you to follow. Despite the complexities of the work, we have broken it down into simplified and results-oriented steps. Keep in mind that these tools are meant to help you figure out how "race" operates around particular issues. To do so, we have to be very explicit in keeping race on the table for the purpose of analysis.[2]

Our assessment is that **embedded racial inequities** pose the greatest barrier to equitable opportunities and results. By embedded racial inequities, we mean policies and practices that (often unintentionally) enable Whites to succeed more so than other racial groups. Let's take a well-known example. Following World War II, the U.S. government offered extraordinary benefits to returning veterans – benefits of such magnitude that they literally created the modern day middle class and today's suburbs. One of these benefits was the low-interest mortgage and down payment waiver that enabled tens of thousands of returning servicemen to purchase first homes for their families. On its face, this benefit offered equal opportunity. **But**, because of restrictive lending practices favoring White segregated neighborhoods, far

more White families were able to purchase homes in the newly constructed suburban neighborhoods that grew up around this policy.

Sound like history? Here's why that inequitable policy of a half century ago remains important today. Embedded racial inequities set in motion **accumulating** advantages and disadvantages. The disproportionately White families who became homeowners started the process of wealth-building through home ownership. They could then borrow from their home equity to send a first generation of family members to college, and this generation in turn gave birth to today's professional class.

The disproportionately African American and Latino veterans and their families who had to remain renters because of unequal access to the mortgage benefit often found themselves confined to segregated neighborhoods with a high proportion of rental housing where public support for schools, services, and safety declined. Their next generation had far less chance of becoming today's professional class. And those who did not have sufficient resources to move find their families today in neighborhoods where ongoing disinvestment guarantees unequal opportunities – few jobs, poorly performing schools, vulnerability to criminal victimization, to name the most visible.

Treating World War II veterans unequally was not explicitly written into policy, but the way the policy was administered by local authorities systematically produced unequal opportunity. In short, even single policies framed or applied inequitably can set into motion a legacy of unequal opportunities. And note that these policies may never even contain the word "race." It's estimated that the social policies of the 1930s and 1940s, which created the platform for today's inequities, transferred $100 billion from the federal government to White families, giving them an extraordinary head start in educational achievement and wealth development. Many of the racial disparities we see today are the fruits of policy seeds planted over 50 years ago.

Today's policies, programs, and practices that fail to appreciate these platform inequities may themselves work to perpetuate – even increase – the harm, often inadvertently. These are the kinds of issues this Toolkit wants to help you address. Yes, it's challenging. But it's worth doing, not only for the sake of those who have been left out or left behind, but for the well-being and security of our entire nation. So please read on....

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1   Our results approach differs from alternative ways of addressing race, such as reconciliation or diversity approaches. See I. Shapiro, "Training for Racial Equity and Inclusion," Aspen Institute, 2002, for the important distinctions among these approaches.

2   Keeping race on the table for the purpose of analysis is a different job than figuring out how to put your analysis into the public arena. That requires your best political sense of what sort of "framing" of the issues will allow you to reach your equity goals. In this Toolkit we give you one tool for talking about race effectively, but most of the tools are about analyzing racial disparities effectively. **Analysis** and **public communication** are two very different tasks. The Frameworks Institute will produce a race **communications** toolkit in 2006. In the meantime, we've provided a starting tool for effective communications from what they've concluded so far.

WHY SHOULD I USE THIS TOOLKIT? IS IT DESIGNED FOR ME?

The Race Matters Toolkit is designed to get results – results that provide opportunity for all children, families, and communities. It will help you make the case, shape the message, and do the work. **If you are a foundation official or a program officer, a policy-maker or an advocate, or a practitioner in a community-based nonprofit organization, then this Toolkit is for you.** Here's why you should use it.

For foundation officials and program officers, this Toolkit will assist you to:

■ Make investments that close opportunity gaps

■ Evaluate the potential of existing investments to produce racially equitable results

■ Evaluate your own organization for its capacity to promote opportunities for everyone

■ Gather the right kinds of data and analyze them deeply for their racial implications

■ Frame and communicate effectively about your work that's focused on racial disparities

■ Serve all of your constituents optimally

For policy-makers and advocates, this Toolkit will assist you to:

■ Support policies, programs, and practices that work well for everyone

■ Evaluate existing policies, programs, and practices for their likelihood to produce racially equitable results

■ Evaluate your own office or organization for its capacity to promote opportunities for everyone

■ Gather the right kinds of data and analyze them deeply for their racial implications

■ Communicate effectively about your work to reduce racial disparities

■ Serve all of your constituents optimally

For practitioners in community-based nonprofit organizations, this Toolkit will assist you to:

■ Support community-based activities that work for all constituents

■ Evaluate your existing work for its likelihood to produce racially equitable results

■ Evaluate your own organization for its capacity to promote opportunities for everyone

■ Gather the right kinds of data and analyze them deeply for their racial implications

■ Communicate effectively about your work to reduce racial disparities

■ Serve all of your constituents optimally
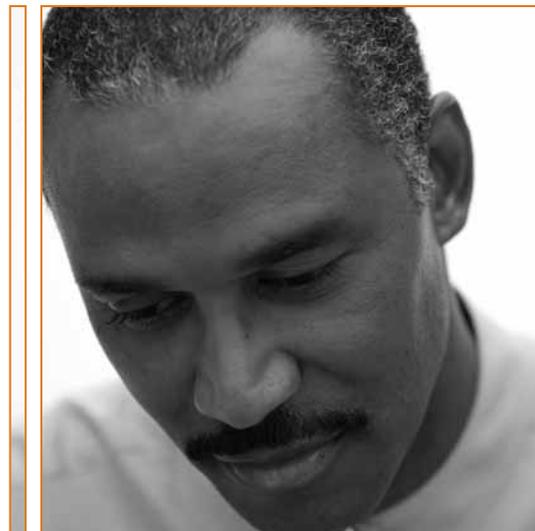
HOW WILL USING THE TOOLKIT MAKE MY WORK DIFFERENT?

This Toolkit is likely to make your work different because it will prompt you to:

- Tell a different story about race
- Define success and think about interventions differently
- Look at data and analyze problems differently
- Talk about the issues differently
- Think about your organization differently

The following chart looks at each of these features of your work, identifies commonly used approaches, and previews how each tool in the Toolkit offers a different way of doing work that is more likely to produce to-scale, racially equitable results.

FEATURE OF THE WORK	COMMONLY USED APPROACHES	THE DIFFERENCE THE TOOLKIT MAKES	TOOL(S) TO USE TO MAKE A DIFFERENCE
Telling a story	Focus on individual problems	Focus on problems of policy and practice	Race Matters PowerPoint
Defining success/thinking about interventions	Race-neutral results (aggregate success, "color-blind" interventions)	Racially equitable results (success group by group, race-informed interventions)	Racial Equity Impact Analysis Systems Reform Strategies Community Building Strategies
Looking at data/ analyzing problems	Across-the board data or quick assumptions after simple disaggregation	Data always disaggregated by race and deeply analyzed	What's Race Got to Do With It? Fact Sheets
Talking about the issues	Leading with individual issues	Leading with policy and practice issues	How to Talk About Race
Thinking about your organization	Focus on diversity	Focus on staff competencies and organizational policies and practices	Organizational Self Assessment

WHAT CAN I ACCOMPLISH WITH THE TOOLS?

The chart below identifies specific results particular groups of users can get from each of the tools in the Toolkit.

USER GROUP	FOUNDATION OFFICIALS AND PROGRAM OFFICERS	POLICY-MAKERS AND ADVOCATES	COMMUNITY-BASED NONPROFIT PRACTITIONERS
RACE MATTERS TOOL			
Race Matters PowerPoint	Gives staff, grantees, and consultants shared understanding and language	Gives staff & allies shared understanding and language	Gives staff and allies shared understanding and language
What's Race Got to Do with It?	Promotes evidence-based decision-making about racial disparities	Promotes evidence-based decision-making about racial disparities	Promotes evidence-based decision-making about racial disparities
Fact Sheets	Offer quick source for analysis and strategies / Model how to think issues through	Offer quick source for analysis and strategies / Model how to think issues through	Offer quick source for analysis and strategies / Model how to think issues through / Can be used in proposal writing
How to Talk About Race	Promotes effective discussion and advocacy	Promotes effective discussion and advocacy	Promotes effective discussion and advocacy
Racial Equity Impact Analysis	Assesses equity effects of investment decisions	Assesses equity effects of policy proposals and implementation decisions	Assesses equity effects of programs
System Reform Strategies	Identifies steps needed to ensure equitable results	Identifies steps needed to ensure equitable results	Identifies steps needed to ensure equitable results
Community Building Strategies	Identifies steps needed to ensure equitable results	Identifies steps needed to ensure equitable results	Identifies steps needed to ensure equitable results
Organizational Self-Assessment	Evaluates staff competencies and organizational policies and practices for capacity to produce opportunity for all	Evaluates staff competencies and organizational policies and practices for capacity to produce opportunity for all	Evaluates staff competencies and organizational policies and practices for capacity to produce opportunity for all

HOW DO I USE THE TOOLS EFFECTIVELY?

The "Planned" Way. A helpful process for introducing the material in the Toolkit to your organization is to utilize the Race Matters PowerPoint as a presentation. It provides an easy entry point for people to understand what we mean by embedded racial inequities and to learn what the Toolkit is about. After the presentation, if your organization wants to work systematically to create opportunity for all, then you can take the following steps using the Toolkit:

■ First, find the **Fact Sheet(s)** most pertinent to the issue you wish to address. This will give you some solid background, statistics, and ideas for framing the issue and developing strategic interventions.

■ Next, look through the other Race Matters tools and see which ones may be immediately useful.

■ Then find the appropriate tool in the **User's Guide** to gain an appreciation for how to use it and what results to expect from it.

■ Lastly, take action and learn from the process. Each step is likely to lead you to another tool that can be useful in moving forward.

■ At some point, you will probably want to use the Organizational Self-Assessment to identify how you can maximize your capacity to get the results you want to achieve.

For example, if you are a coalition of community advocates addressing income security issues, begin by using the **Fact Sheet** on Income Security to give you some background about the racial disparities associated with the issue. From this, you identify certain types of policies and practices that are barriers to income security for all. You decide to advocate for specific policy and practice reform. You would then use the **Racial Equity Impact Analysis** and **System Reform Strategies** tools to determine if the reforms you are proposing have the likelihood of producing opportunity for all and equitable results.

The "Customized" Way. Each organization, issue, and situation is different, so while there's one planned way to use the materials in this Toolkit, it may not be your way. The materials are organized as a Toolkit because the various components can be mixed and matched as needed. Flipping though the entire Toolkit to become familiar with the contents and their range of possibilities is a good way to start. That said, any user should be conversant with the material contained in the **Race Matters PowerPoint** before using other tools in order to use them most powerfully.

Once you have decided which tools match the work you need to do, this section gives you detailed instructions about how to use each tool. For each tool, we describe:

■ Why you would use it,

■ What it will accomplish, and

■ A step-by-step guide for using it effectively.
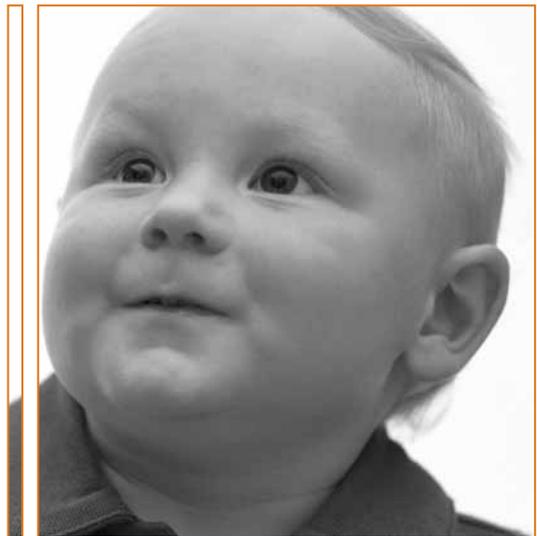
RACE MATTERS POWERPOINT

Why Should I Use This Tool?
- Any effective focus on race needs a shared knowledge base and a shared language, which this PowerPoint provides.
- The equitable results we seek require a different approach; this PowerPoint introduces a new way that's more likely to get those results.
- This is a good tool for beginning conversations about race or for reinvigorating conversations that have gone stale, gotten side-tracked, or failed to produce desired results.
- It's recommended to use the PowerPoint prior to using other tools in the Toolkit so that participants have a shared understanding of the perspective and what it implies for their work.

What Will the Tool Help Me Accomplish?
- A focused conversation about race, with an emphasis on results
- A common understanding of how policies and practices contribute to disparities
- An overview of the Race Matters Toolkit and how the tools enable a new way of working toward equitable results

How Do I Use It?
- Preferably, use it before starting work with the other tools.
- Use a knowledgeable facilitator who has read the entire Toolkit to lead the discussion.
- Use the talking points as necessary to expand on the content of each slide.
- Keep the discussion focused on the desired result of equity and the ways that policies and practices create barriers to opportunity.
- Use this tool as a stepping stone to exploring the value of the other tools in the Toolkit.
- Adapt it as appropriate for your specific purpose (use data from Fact Sheets, etc.)

WHAT'S RACE GOT TO DO WITH IT?

Why Should I Use This Tool?
- Advocates need to make a strong data-based case about racial disparities. Otherwise, discussions about race easily "fall off the table," get diverted into side arguments, or default into ideological camps.
- Sometimes race matters in situations that aren't even presented in racial terms. We need to know when that's the case so that our work can be effective.
- Most of the time the story behind the initial data is far more complicated than those data reveal. We need to know that story fully so our work can be effective.
- Sometimes race isn't a major factor, even when a situation is presented as such. Because race so often is a major factor, we need to protect the space for that claim to be made.

What Will the Tool Accomplish?
It guides you in determining whether disparities are products of unequal opportunity by race or more so the result of other factors. It also lets you seek out the "deeper" story.

How Do I Use It?
- Answer the six questions to sort out if the disparity is largely about race.
- Then use the flow chart to identify the next steps for effective intervention.

FACT SHEETS

Why Should I Use These Tools?

There's a lot of debate about race, the role it plays in disparities, and how to close racial gaps. There's also limited attention to policies and practices as the sources of inequities. These tools link troubling data to viable policy and practice solutions in order to close the gaps of racial disparities. It is always important to offer solutions when reporting worrisome data; the Fact Sheets model how to do that in a concise format.

What Will These Tools Help Me Accomplish?

- They provide a quick resource for analyzing problems and identifying strategies to solve them.
- They are a quick source of information for proposal writing and advocacy.
- They model ways to think through issues around race by moving from analysis to strategy. Users can apply their local data to this format for a concise issue statement that's specific to local needs.

How Do I Use Them?

- As a guide for analysis and action in specific issue areas.
- As a template for analyzing and strategizing about your own data.
- As a way to understand the inter-connected nature of inequities by cross-referencing all fact sheets relevant to your issue area.

HOW TO TALK ABOUT RACE

Why Should I Use This Tool?

The other tools in this Toolkit are ANALYTIC tools. That is, they help you identify embedded racial inequities and suggest the kinds of changes that may be needed to reduce them. This is a COMMUNICATION tool. It helps you talk about embedded racial inequities in a way that has a good chance of keeping people engaged. Productive conversations about race are difficult to have. This is particularly true for a focus on embedded racial inequities.[3] Based on communications research, this tool makes such conversations more likely to achieve results everyone can embrace.

What Will It Help Me Accomplish?

- Frame conversations about embedded racial inequities in ways that keep others engaged and on point.
- Get through predictably sensitive moments that typically arise when people talk about race.
- Think about communications strategies for advocacy work.

How Do I Use It?

- **Before you have conversations:** If you'd like an overview of the kinds of issues that typically arise in conversations about race – and advice about how to handle them – read the tool ahead of time to prepare yourself for promoting effective discussion.
- **After you have had conversations:** If a particular issue leaves a conversation ''stuck'' or participants uneasy, review the questions and advice in the tool to trouble-shoot how to move forward.
- **For advocacy messages:** See especially Q1, Q3, and Q4 in the tool.

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3   The Race Matters PowerPoint in this Toolkit gives an overview of embedded racial inequities, and the Fact Sheets go more deeply into specific areas in which they exist.

RACIAL EQUITY IMPACT ANALYSIS

Why Should I Use This Tool?
- Racial disparities exist in virtually every key indicator of child, family, and community well-being.
- Research alerts us that today many racially inequitable impacts are produced inadvertently, through decisions that may not explicitly address race, may appear race neutral, or may even be offered to address racial disparities.
- That's why it's important to pause and assess specifically what kinds of results by race are likely to be produced by the work you undertake.

What Will the Tool Accomplish?
It provides a set of guiding questions for reviewing existing and proposed policies, programs, and practices to determine if they are likely to close the gap around specific racial disparities in the U.S.

How Do I Use It?
- Solicit broad participation from all relevant stakeholder communities and organizations when you use this tool.
- Answer the Five-Question Equity Analysis and revise your decisions as necessary, depending on the answers to the questions.
- Use this tool at every critical decision point on an issue.

SYSTEM REFORM STRATEGIES

Why Should I Use This Tool?
Some otherwise good ideas can fall short of maximizing opportunity for all if not intentionally viewed for how they play out around race. This tool helps you avoid unintended inequitable results.

What Will It Accomplish?
It offers a systematic process for assessing opportunity for all in policy and practice reform by walking you through key questions you should ask about reform strategies.

How Do I Use It?
- Review the examples of common policy and practice reforms, their unexpected limitations, and how they can be corrected to promote opportunity for all.
- Then use the questions below the examples to walk through your own proposed policy or practice reform. The answers to these questions should produce an improved design by identifying any extra steps needed to produce equitable results.

COMMUNITY BUILDING STRATEGIES

Why Should I Use This Tool?

Some otherwise good community building practices can fall short of maximizing opportunity for all if not intentionally viewed for how they play out around race. This tool helps you avoid unintended inequitable results.

What Will the Tool Help Me Accomplish?

It offers a systematic process for assessing opportunity for all in community building by walking you through key questions you should ask about planned strategies.

How Do I Use It?

■ Review the examples of common community building practices, their unexpected limitations, and how they can be corrected to promote opportunity for all.

■ Then use the questions below the examples to walk through your own proposed work. The answers to these questions should produce an improved design by identifying any extra steps needed to produce equitable results.

ORGANIZATIONAL SELF-ASSESSMENT

Why Should I Use This Tool?

Because racial inequity is deeply embedded, it requires intentionality to produce equitable opportunities, operations and results.

What Will the Tool Accomplish?

It can be used to:

■ raise organizational awareness,

■ develop organizational equity action plans, and

■ track organizational change.

How Do I Use It?

■ Answer each question by circling the response that most closely applies.

■ Add up the numbers associated with each answer to get your Racial Equity Score.

■ Use the chart provided to find out what your score means for your next steps.

WHERE CAN I GET MORE INFORMATION TO GO DEEPER IN MY WORK?

On many of the tools, and especially on the Fact Sheets, you will find excellent references to further information that will enable you to go deeper. If you have specific questions, please send them to us at racematters@aecf.org. We will try to connect you to useful information and helpful resources specific to your needs.

HOW DID THIS TOOLKIT COME ABOUT?

The Annie E. Casey Foundation aspires to be a leading national foundation in recognizing and attending to the challenge of racial equity. The foundation is operationalizing a commitment to racial equity in its work. With a long and deep commitment to building better futures for disadvantaged children and their families in the United States, the Foundation has recognized the cumulative, compounding, and enduring effects of embedded racial inequities on the life opportunities of so many families of color. The goal of the foundation's Racial Equity Portfolio is to improve Casey's results by mobilizing resources – data, knowledge, strategies, and tools – for vulnerable populations of color in order to reduce racial disparities/disproportionality and promote racial equity across all of Casey's work.

In conjunction with a host of Casey colleagues and with guidance from Casey's Senior Vice President Ralph Smith, Foundation staff members Doretha Carter and Paula Dressel developed much of the contents of the Toolkit. The work built upon and borrowed from a range of investments the Foundation has made to learn more about how to produce opportunity for all, including most especially the work of the Aspen Roundtable on Community Change, the Philanthropy Initiative on Racial Equity, and the Applied Research Center. It has benefited from the many revisions occasioned by suggestions from groups and organizations that heard and read earlier versions of the materials. It is an ongoing project, so your comments, suggestions, and experiences through application are invited – contact us at racematters@aecf.org.

A concluding word…It's important to recognize that producing opportunity for all is no easy task, and the changes are rarely immediate. You and your organization deserve acknowledgment for your interest in engaging in further learning and action to address some of the deepest dimensions of inequity in our society.