Culturally Responsive Organizations

August 24, 2018 • Watsonville, CA

Funded by: Dept. of Justice, HSA SUDS
Housekeeping
Objectives
Project Thrive Overview
Culturally Responsive Organizations
Closing & Next Steps
**Housing Keeping**

- Workshop: 9am-4pm
- Breaks & Lunch
- Silence Phones
- Safe Space/Respect for Privacy
- Pictures & Posts #ProjectThrive #SCCYVPT
- Evaluation
- Materials: www.sccyvpt.org
Objectives

Project Thrive: Role & Goals

Increase Clarity on Cultural Responsivity

Best Practices

Action Plans

Racial Equity
The mission of Project Thrive is to create a unified, comprehensive and culturally competent system of care that facilitates access and empowers young men and boys of color to step into their potential and greatness.
Support a culturally responsive trauma-informed system of care that better meets the needs of young men of color, 16-24 years, who have been impacted by violence, in Watsonville & Santa Cruz/ Live Oak

- Asset-Gap Analysis
- Street Outreach Program
- Mental Health Liaisons with Law Enforcement
- System Capacity Building
System Capacity Building

Oct. 2017: Trauma Informed System of Care Conference
Aug. 2018: Culturally Responsive Organizations
Sept. 2018: Implicit Bias
2018-2019: Critical Incident Response System
2019-2020: Restorative Practices in Schools
Building Culturally Responsive Organizations
Overview for the day

- Review of pre-assessment and community assessment
- Introducing language
- Tensions you might rub up against
- An exemplar that demonstrates best practices
- The importance of this movement
- On becoming culturally responsive: options and practice
  - Three activity session
- Taking it home... building action plans
  - Note: These will be copied for Project Thrive staff to keep
- Another approach: Equity Lens
- Next steps in the work
  - Resources
  - Project Thrive
- Goodbye!
What we saw in your pre-assessment

18 of 26 organizations participated in the survey
• 12 of these had more than one person do the survey
44 of 73 registrants did the survey
Good news...

- Top leadership (CEO/ED and Board/governing bodies)
- Anti-racism mostly understood
- Most organizations listen to clients and the community to strengthen practice
- Funders value you doing this work (mostly)
- Little resistance exists for doing racial equity work
- Strong language access for non-English speakers
- Most organizations active to some degree in supporting those being harmed by recent social and political events
Ready? YES!!

This is a group ready to learn about methods, and to make plans to press forward with racial equity
Some organizations further ahead

- Equity assessment: One organization has certainly done one
  - Lots of uncertainty
- Equity committee: Of 18 organizations, looks like 6 have one
  - Lots of respondents unsure
  - One organization has 2 “yes” and 2 “no”
Mixed news...

- Data systems: Very uneven perspectives
- Difficult conversations about racism in the organization
- Staff critical self-reflection on issues of racism in the organization and follow up with others
Santa Cruz’s Equity Reminders

Couple of pieces of data from UW community assessment and U.S. Census Bureau
Population of Santa Cruz

- People of Color:
  - 2000: 34.5%
  - 2016: 42.4%

- White people:
  - 2000: 65.5%
  - 2016: 57.6%
Racial Identity, Santa Cruz, 2016

- White, 57.6%
- Hispanic/Latino, 33.5%
- Multi-Race, 2.7%
- Asian, 4.9%
- Black, 1.0%
- Other, 0.3%
Juvenile Arrests, Santa Cruz County

<table>
<thead>
<tr>
<th>Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>27.1%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>66.3%</td>
</tr>
<tr>
<td>Black</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Incarceration Jail population, Santa Cruz County

<table>
<thead>
<tr>
<th>Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>47.2%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>42.5%</td>
</tr>
<tr>
<td>African American</td>
<td>7.0%</td>
</tr>
</tbody>
</table>
High School Graduation

85.8%
Santa Cruz County cohort outcome graduation rate

CALIFORNIA: 83.2%

HP 2020:
87%
WHITE:
90.8%
LATINO:
82.3%
Access to Health Care

87.9% of CAP survey respondents reported they had a regular source of health care.

HP 2020: 95%
WHITE: 92.2%
LATINO: 79.5%
*Statistically significant

69.2% of CAP survey respondents reported they had dental care in the past 12 months

WHITE: 76.5%
LATINO: 56.9%*
*Statistically significant
Basic Needs

22.5% of CAP survey respondents reported that they went without one or more basic needs at anytime in the past 12 months.

WHITE: 14.5%
LATINO: 36.1%*

*Statistically significant
Child Poverty, Santa Cruz, 2015

- White children: 5.5%
- Children of color: 21.2%
Setting the Context

Definitions
Why cultural responsiveness?
Activity: Definitions

- Working at your table, match the definition to the term
Movement towards cultural responsiveness

Why “Culturally Responsive and Racially Equitable organizations”?  
- To better serve diverse clients/communities
- Services that are respectful of, and relevant to, the beliefs, practice, culture and linguistic needs of diverse consumer/client populations and communities
- Disparities may exist but the organization is reducing them effectively and durably
## Mono-Cultural Organization

<table>
<thead>
<tr>
<th>Status Quo</th>
<th>Mono-Cultural Organization</th>
<th>Diversity-Oriented Organization</th>
<th>Culturally Responsive Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not willing to undertake work on racial equity or on cultural responsiveness.</td>
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</table>

## Diversity-Oriented Organization

<table>
<thead>
<tr>
<th>Inquiring</th>
<th>Aspiring</th>
<th>Acquiring</th>
<th>Achieving</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have conducted an equity assessment</td>
<td>We have completed our Protocol Assessment and have a community-validated Improvement Plan</td>
<td>We are making progress by implementing standards, addressing inequities &amp; increasing responsiveness of services</td>
<td>We have few disparities and inequities in services, validated by the communities we serve. We continue to learn and strengthen our capacity in this area.</td>
</tr>
</tbody>
</table>

## Mono-cultural ➔ Multicultural ➔ Anti-Racist ➔ Anti-Racist Multicultural

<table>
<thead>
<tr>
<th>Exclusive</th>
<th>Passive</th>
<th>Symbolic change</th>
<th>Identity change</th>
<th>Structural change</th>
<th>Fully inclusive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segregated</td>
<td>A “club” institution</td>
<td>Multicultural</td>
<td>Anti-racist</td>
<td>Transforming</td>
<td>Transformed org &amp; society</td>
</tr>
<tr>
<td>Actively excludes or segregates communities of color</td>
<td>Tolerant of some people of color who adhere to dominant perspectives. Continues to actively maintain white power.</td>
<td>Embraces diversity and affirms itself to be inclusive (but on their terms), but without making structural change. Tolerates high levels of exclusivity.</td>
<td>Has strong analysis, and exerts efforts to be anti-racist. But institutional culture and structures maintain white privilege</td>
<td>Commits to equity processes and restructuring across entire organization to fully include people of color, inside and beyond the organization. Diversity and equity are assets</td>
<td>Future vision where inclusion is realized across society so that the organization can manifest equity holistically. A sense of restored community and mutual healing</td>
</tr>
</tbody>
</table>
Continuum in this work, and perpetual nature of it...

- Movement is what is important, as opposed to hitting specific benchmarks
- Must not let ‘best’ be the enemy of ‘better’
- What matters most is that progress is underway
- Not a diagnosis of where you are!
Anticipating some tensions in the work
Stance to maximize today’s learning

- Hold tensions
  - Caring and being complicit
  - Being powerful and powerless, and its ambiguity
  - Centering race
  - Intention and impact
Responsibility

- Even among the “noble” professions
- It seems insulting to now say, “we are part of the problem”
- This is a tough stretch
- Yet, communities of color need us to build our capacity and our tolerance to be identified as part of the problem, as unintentionally complicit
Differently situated in the room
And yet, all hold some power and influence
Many of us are uncomfortable with power
Overall... we all hold some, we all are vulnerable to the power of others, and we need power to move the work forward
Why do we “lead with race”?

- Too much gets added, and race will slide off the table
- Too much is on the table, and nothing gets done well
- We build skills for dealing with one form of oppression
- For far too long, little progress on race
- Societal priority
- High community expectations
- Increasingly high funder expectations
Racism and white privilege exist
- Institutionally
- Societally
- Individually
- Historically

Racism exists if harm is done, even if intent to harm doesn’t exist
- Exists by “impact” instead of by “intention”
Inspiration: Metropolitan Family Service (MFS)

“Results” of case study research and “best practices”
Profile of MFS

- Clients served = 3,324 (2018)
- Low income = 83% (half in poverty)
- Mental health = 24% have significant challenges
- Languages
  - 57% English, and 31% Spanish
  - At least 1% speak Vietnamese, Nepalese, Cantonese, Russian, Somali, Arabic and Karen
**MFS Client Population, 2018**

- **Latino**: 41%
- **White**: 31%
- **Middle Eastern**: 7%
- **Asian**: 7%
- **African American**: 4%
- **African**: 4%
- **Native American**: 3%
- **Pacific Islander**: 3%
- **Middle Eastern**: 7%
- **Pacific Islander**: 3%
- **African American**: 4%
- **African**: 4%
- **Native American**: 3%
- **Middle Eastern**: 7%
- **Asian**: 7%
3 Phases of Equity Work: Phase 1 begins in 2006...

- Intentional: Diversity, hiring and training
- Unintentional: CEO committed to equity
Phase 1: Achievements and Omissions

- Began to diversify staff
  - At least one department shifts practice in counter-cultural way
- CEO commitment
- Training in cultural competence

- Omissions
  - Diversity committee disconnected from organizational leadership
Phase 2: Equity and accountability (2012-16)

- Equity... regional culture shift & awareness
  - Begin to identify range of equity both for staff and for clients
- Equity Assessment
  - Required as part of regional collective impact project on education
  - Does robust equity assessment (21 pages) with five-item action plan
    - Disaggregate data... success!
    - Create equity statement
    - Create equity lens to assist with key decisions
    - Expanded staff training to practice with cultural responsiveness
    - Engage Board in equity
Equity Assessment – the “Protocol”

- Intervention in itself
  - Dialogues about important issues
    - Normalizes critique about organization’s work
    - Also becomes source of pride
  - Realizes importance of authentic dialogue
Phase 2: Achievements and Omissions

- **Achievements**
  - CEO commits to being “chief cultural officer” where culture and inclusion matters to the organization’s success
  - Client data collection by race/ethnicity, beyond federal standards (but can roll up into them)
  - Equity becomes a budget item
  - Robust equity assessment
  - Stronger training
  - Staff diversity reaches 50% of color

- **Omissions**
  - Haven’t addressed promotion into higher ranks for staff of color
  - Not including community as advisors to equity or cultural responsiveness efforts
  - No community advisory board and retaining a corporate board of directors
  - Still not getting much data by race
  - Little sharing of equity assessment or plans
  - Equity plan missed “low hanging fruit”
    - Contracting with “minority owned businesses”
    - Information sharing
    - Showing up for advocacy efforts
Phase 3: Programing, Partnerships & Board Engagement (2016+)

- Culturally responsive programing
  - Emerges from a research project that focuses on organizational assets
  - Frames programing as “more difficult/complex” than culturally specific programs that center on one culture... they have many cultures to serve
  - Begin process to define “MFS Relationship Model”...

- Partnerships
  - Deep with culturally specific organizations
  - Being led/informed by them and engage in advocacy work

- Get to work on policy and the board!
  - Moved slowly, due to some apprehension about expectations
    - Wouldn’t have been an issue if it were more community grounded, and diverse
  - Got an external facilitator to work with the Board
First round of data disaggregation

- Shows their economic support program has differential results
  - Black and Latino clients have fewer applications for Earned Income Tax Credit
- Quality improvement process
  - Created “data carousels” to bring data like this to staff groups to unpack and address
Equity and cultural responsiveness will be integrated into routine Board fiduciary functions

Annually, the Board will review and reflect on service user voice and needs’ data to develop advocacy positioning & messaging

Annually MFS leadership and Board will review data from development, HR, programs, and other relevant sources to assess and reflect on strengths, shortcomings and set future goals to advance equity and cultural responsiveness

Board will apply an equity lens at all levels of the organization to improve community input, to inform advocacy, build relationships with communities and ensure our programs and services are relevant and meaningful to the communities we serve
Board Equity Lens

- **Process**
  - Focus attention on whose voices are heard, aiming to
    - Incorporate community input
    - Build relationships with those impacted by the decision and with reminders to listen deeply to affected communities

- **Content**
  - Make decisions that help dismantle institutional, cultural and individual racism
  - Build empowered communities
  - Ensure results are tracked to make sure that wellbeing expands as a result of decisions
- Relationships are the basis for effectiveness
- Persistence and respect are needed
- Continuous experimentation
- Honesty with ourselves on our challenges in connecting
- Recognize all are unique
- Moral duty to understand the whole person
- Maintain awareness of political, social and environmental challenges facing clients
- Strengths-focused
- Empathy undergirds all practice
- Be non-judgmental and supportive

And another version being finalized!
Phase 3: Achievements and Omissions

- Achievements
  - Cultural responsiveness in programing – creating service framework
  - Action plan more fully done
    - Board involvement
    - Equity lens
    - Board statement
  - Partnerships deepen and advocacy more pronounced

- Omissions
  - See next page
Future efforts

- More effective staff onboarding
  - Relationship model
  - Equity commitments
  - Quality improvement expectations
- Client surveys
  - Vehicle for service user voice
  - Hope commitment is broadened
- Minority contracting
- Caution on identity as “exemplary” organization
  - Staff of color may be more reticent to voice dissatisfaction
    - When anonymity exists, more dissatisfaction arises
Motivations for the work
Staying motivated

- Service quality
- Community development
- Organization’s reputation
- “Business case for equity”
  - Able to better recruit "talent"
  - Better team decision making, which in turn is linked to higher profits
  - Shoppers increasingly are drawn to businesses that are ethical, which equity aligns with,
  - People of color attracted to inclusive businesses.
  - So, in turn, equity in the for-profit sector results in a stronger economy. The data on this is getting much stronger, with solid evidence being built on these factors.
- Securing grants for non-profits and governments

- Work becomes more relevant... and easier!
Introducing two “Racial Equity Assessments”

1. Tool for Organizational Self-Assessment Related to Racial Equity
2. Protocol for Culturally-Responsive Organizations
What do assessments offer organizations?

- Gather insights on needs and strengths, and provides evidence that problems exist
- Create impetus for serious reforms
- Sustain a focus on the organization itself
- Create organizational accountability
- Raise expectations inside and outside the organization

Trenerry & Paradies, 2012
Eliminating Disparities Equity Assessment

- From a group of leaders of color and equity advocates
- Total to date = 300+ organizations have done the tool
- Done by team (of 8-12 people) in an organization over approx. 4 meetings of approx. 2-3 hours each
Evolution of “Protocol for Culturally Responsive Organizations”

- Background is an expansive literature review
- Organized according to same domains as the tools
- Sub-domains emerged from the literature as we categorized the emergence of solid findings
Creation of the Protocol for Culturally Responsive Organizations

- Intended for mainstream organizations
- Contains “standards” and “evidence” against which organizations rate themselves
- Then contains process for creating an action plan
  - Foci: low hanging fruit, high impact, staff buy-in, impress stakeholders, low cost, one-year returns
Protocol has extra resources

- Interview Questions for Funding Bodies
- Racial Equity Policy
- Terms of Reference for an Equity Team
- Racial Equity in Strategic Planning and Program Planning
- Recruitment Policies and Strategies
- Supervision Policy
- Performance Reviews
- Risk Assessment Tool (for clients)
- Improving Cultural Responsiveness of Interventions
- Client Satisfaction Survey
- Climate Survey
Also has an Organizational Chart that acts as synthesis of structural recommendations (p.23)
Organizational Profile

- Organizational commitment, leadership & governance
- Data, metrics & continuous quality improvement
- Racial equity policies & implementation practices
- Resource allocation & contracting practices
- Organizational climate, culture & communications
- Community collaboration
- Service-based equity
- Workforce composition & quality
- Service user voice & influence
MFS’ profile, 2016

Organizational Profile by Percent

- Organizational Leadership: 65%
- Data Metrics & CQI: 40%
- Racial Equity Policies: 56%
- Resource Allocation and Contracting: 39%
- Organizational Climate: 33%
- Community Collaboration: 38%
- Service Based Equity: 43%
- Workforce Composition & Quality: 17%
- Service User Voice & Influence: 42%
How do we get started on an assessment?

- Identify a group within your organization to be responsible for implementing the tool
  - Size depends on organization (typically 7-15)
  - Self-identified members
  - Racial diversity
  - Gender diversity
  - Hierarchical diversity (but not chilling)
  - Type of position diversity
- Ideally supports the leadership of an ongoing Equity Committee, expanded to include relevant members
Practice with Domains

3 separate sections, each for 45 mins
Domains in the Tools talked about

- Domains
  1. Organizational commitment, leadership & governance
  2. Racial equity policies and implementation practices
  3. Organizational climate, culture and communications
  4. Service-based equity
  5. Service user voice and influence
  6. Workforce composition and quality
  7. Community collaboration
  8. Resource allocation and contracting practices
  9. Data, metrics and quality improvement
Method

- Practice one of each of the three domains in each part
  - Goal: Practice and confidence
    - Work with an imaginary organization, called Youth Success Inc. (YSI), which is created from your survey results
    - Build understanding of the issue and skills with which to return to own organization
  
- Work as a table
  - Follow instructions in the workbook
  - If the group completes their task, they can move into a second task

- Reporting out, at end of three rounds
  - Each group has 3 minutes to report out on 1 domain – so nine presentations occur, with a one minute transition between groups (will use a timer)
1. Organizational commitment, leadership & governance
   • Remember importance of CEO support and leadership
   • Importance of connecting the Board to the equity work
2. Racial equity policies and implementation practices
   • Board policy on racial equity
   • Equity committee – structuring equity into the organization
   • Equity assessment
3. Organizational climate, culture and communications
   • Training on inequities and importance of understanding macro harms to clients
   • CEO advocates and leads cultural dimensions of organization
   • Omission of
     • Communications on equity assessment
     • Staff climate survey
1. Roles for Equity Team

- Worksheet includes information on what makes for successful equity committee
2. Language to Include in Racial Equity Policy

- Content areas
  - Provide a vision of racial equity
  - Justify the need for the policy
  - Lead with race
  - Recognize the role of partnerships
  - Recognize the role of resource allocation
  - Offer concrete next steps and accountability mechanisms
  - Provide definitions
  - Add ratification date
3. Service user feedback process

- Methods and key questions asked once method is selected
  - Client satisfaction surveys
  - Suggestion box
  - Complaint box
  - Small group discussions and focus groups
  - Program evaluations that have evaluators meeting with clients
4. **Service-based equity**
   - Defining their own relationship model

5. **Service user voice and influence**
   - Survey of clients as part of research study
   - Continuing to use it to gather information
   - Don’t have a community advisory board, or community included in Board or Equity committee

6. **Workforce composition and quality**
   - Hiring practice improvements
   - Tracking workforce composition
   - Omission... diversifying upper management
4. Job description identifying equity skills

- For hiring a “wraparound client advocate” for YSI
- Key dimensions
  - Work with colleagues
  - Support the organization’s equity initiative
  - Equity and cultural responsiveness related to what one does as a “wraparound client advocate” roles (just imagine what these are)
  - Have equity capacity to bring to various roles
  - Critical self-reflection
5. Categories to track on client satisfaction survey

- Task: Disaggregation recommendations
- Reliance on Census format
  - Who is “othered”?
  - Who disappears?
  - Who is misrepresented?
5. Is this person of Hispanic, Latino, or Spanish origin?
   - No, not of Hispanic, Latino, or Spanish origin
   - Yes, Mexican, Mexican Am., Chicano
   - Yes, Puerto Rican
   - Yes, Cuban
   - Yes, another Hispanic, Latino, or Spanish origin — Print origin, for example, Argentinean, Colombian, Dominican, Nicaraguan, Salvadoran, Spaniard, and so on.

6. What is this person’s race? Mark one or more boxes.
   - White
   - Black, African Am., or Negro
   - American Indian or Alaska Native — Print name of enrolled or principal tribe.
   - Asian Indian
   - Japanese
   - Native Hawaiian
   - Guamanian or Chamorro
   - Samoan
   - Chinese
   - Korean
   - Filipino
   - Vietnamese
   - Other Asian — Print race, for example, Hmong, Laotian, Thai, Pakistani, Cambodian, and so on.
   - Other Pacific Islander — Print race, for example, Fijian, Tongan, and so on.
   - Some other race — Print race.
1. Please share your origin, ethnicity, ancestry, country of origin, race, and/or Tribal affiliations in whatever way you wish.

2. What is your race or ethnicity? (You can choose more than one.)

<table>
<thead>
<tr>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>Chinese</td>
</tr>
<tr>
<td>Alaska Native</td>
<td>Vietnamese</td>
</tr>
<tr>
<td>Canadian Inuit, Metis or First Nation</td>
<td>Korean</td>
</tr>
<tr>
<td>Indigenous Mexican, Central American or South American</td>
<td>Laotian</td>
</tr>
<tr>
<td></td>
<td>Filipino/a</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>Japanese</td>
</tr>
<tr>
<td>Hispanic or Latino Mexican</td>
<td>South Asian</td>
</tr>
<tr>
<td>Hispanic or Latino Central American</td>
<td>Asian Indian</td>
</tr>
<tr>
<td>Hispanic or Latino South American</td>
<td>Other Asian</td>
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<tr>
<td>Other Hispanic or Latino</td>
<td>White</td>
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<tr>
<td></td>
<td>Slavic (from the former Soviet Union)</td>
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<tr>
<td></td>
<td>Middle Eastern</td>
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<tr>
<td></td>
<td>North African</td>
</tr>
<tr>
<td></td>
<td>Unknown (if self or family not present)</td>
</tr>
<tr>
<td>African/African American</td>
<td>Decline to answer</td>
</tr>
<tr>
<td>African American</td>
<td></td>
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<tr>
<td>African</td>
<td></td>
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<tr>
<td>Caribbean</td>
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<tr>
<td>Other Black</td>
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<tr>
<td>Pacific Islander</td>
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<tr>
<td>Native Hawaiian</td>
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<tr>
<td>Guamanian or Chamorro</td>
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<td>Samoan</td>
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<tr>
<td>Other Pacific Islander</td>
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</table>
6. Exploring hiring former service users

- Identifying assets and challenges this brings to the organization
  - And one’s own beliefs
  - Aiming to stretch to try to turn challenges into assets... what is needed for transition
7. Community collaboration
   ▪ Project partnerships, collective impact initiative ... learning
8. Resource allocation and contracting practices
   ▪ Budget for equity
   ▪ Omission... minority contracting, staff “don’t know who to call”
9. Data, metrics and quality improvement
   ▪ Data collection for clients
   ▪ Disaggregated data for client access to services and outcomes
   ▪ Ongoing commitment to equity plan
To identify community priorities for:
- Relevance of your services
- Advocacy priorities for broader social change
- And how to report back to the community
8. Identifying minority contractors

- Identifying how to find sources
- Then developing a list for
  - Bookkeeping, stationary supplies, and strategic planning facilitators
9. Identifying disparities to be tracked

- Workforce
  - Who works at the organization and does it reflect (a) the community being served, (b) the community that should be served, and (c) the population in the region?

- Volunteers
  - Who leads the organization, and does it reflect (a) the community being served, (b) the community that should be served, and (c) the population in the region?

- Clients
  - Who gets into the various services provided by the organization? Sometimes entry into services is a benefit (higher education, treatment services) and sometimes entry into services is harmful (incarceration, child welfare).
    - Does the entry data differ from the general population? Does it differ from one’s catchment population?
  - Who benefits from the services?
    - Every organization has its own success metrics, such as students going into higher education, or diversion programs keeping youth from being charged again. New measures are not needed – just ensure results are disaggregated to ensure that communities are benefiting equivalently
Our activity is about what steps you will take next as an organization, when you walk away from today’s event

But first, will share how to develop an action plan after an assessment...
Which ones are your “low hanging fruit” meaning that they are relatively easy to accomplish?

Which ones are the most important, meaning that they hold the potential to reduce racial disparities the most significantly?

Which ones would achieve the greatest buy-in from your staff, meaning that you could most easily generate enthusiasm and the resistance would be lowest?

Which ones signal seriousness about becoming a culturally-responsive organization?

Which ones are relatively low cost to implement, meaning that you can do this without compromising the organization’s existing commitments?

Which ones could generate important gains within a year, meaning that you could have gains by next year?
Crafting an Action Plan

- Plus
  - Here are areas where we are already doing well and we want to affirm...

- Delta
  - Here are the priorities we have chosen for our organization to implement in the coming year...

- Rationale
  - Here is why we have selected these...
Our Action Plan - for our organization

- Activity (45 mins)
  - What are your organization’s strengths and challenges?
    - Related to racial equity
    - Related to cultural responsiveness
  - Brainstorm ideas... all the things you think might be useful in this area at this time
  - Assess the ideas
    - What ideas are important?
    - How might ideas best be sequenced?
    - What do you think is most urgent to do?
    - Who should do what by when?
Introducing an “Equity Lens”
What is an Equity Lens?

- Basically, a tool to assist in making decisions that...
  - Don’t harm or ignore equity
  - Improve equity
- Integrates process and task
- Digs deep into culture
- Might require new information or people to join the process
- Ultimately, helps make better decisions
Review Equity Lens Tool

- In your folder
- Read it quickly... very easy structure
- Tough dimensions
  - Slowing down a process
  - Including non-traditional partners
  - Digging deep into cultures embedded in topics...
Surface Culture
- Easily observable
- Includes customs, food, heroes, symbols, traditions, artifacts

Deep Culture
- Difficult to see
- Includes norms, values, beliefs, worldviews, perceptions, attitudes
Places to use an Equity Lens

- Building an approach to support parents of color engaging with the school
- Developing a new program
- Deciding to hire a new staff position
- Strategic planning
- Developing a trauma-informed care plan
- Creating a community advisory board
- Strengthening your action plan
Examples

- City of Seattle
  - Replacing street lights
    - Customary approach – where getting complaints about being out
    - Equity approach – where outages risk people’s safety
      - Higher crime areas, lower income areas where people don’t have owned cars, where more children live

- Portland State University
  - Equity Lens in strategic planning... slowed down, brought different voices to the table, listened and responded
    - Caused unpaid volunteering requirements to be halted
      - Engineering wanted to do “best and brightest” partnering students with employers
      - President wanted to require all students to do internships
Customized equity lens

- Added “upstream” lens to integrate social determinants of health

Contracts team

- Recognized how much money was spent in white communities
  - Deepened inequality through their actions
  - Ranged from food services to consultants, and printers to renovators
  - Decided to create an equity policy for contracting
Time for Project Thrive: Ongoing Supports
Additional Resources for the Journey
Resources

- **Websites**
  - Literature review on equity research in organizations
    - www.centertoadvanceracialequity.org
  - Equity Assessments
    - Coalition’s Assessment Tool
      - http://www.coalitioncommunitiescolor.org/research-and-publications
    - Protocol for Culturally Responsive Organization
      - http://www.centertoadvanceracialequity.org/publications/4585054222
  - Racial Equity Tools website
    - https://www.racialequitytools.org/home

- **Books**

- **Training programs**
  - Online for anti-racism awareness... $99
    - https://www.pattidigh.com/racism/
Thank you!

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Discussion: How can we support you & your organization in shifting towards being a more culturally responsive organization?

Workshop Evaluation

Save the Date
Restorative Justice Forum
Nov. 1st, 2018, Resource Center for Nonviolence

www.sccyypt.org
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