San Francisco Department of Public Health, Office of Health Equity
Brief Prepared for the SFDPH Health Commission February 16, 2021

Racial Equity Toolkit

OVERVIEW

In 2019, Mayor London Breed issued a Directive which charged all departments to analyze and correct racial disparities within the workforce. Shortly thereafter, the Board of Supervisors passed legislation commissioning all departments to file a Racial Equity Action Plan (REAP) every 3 years with measures for correcting workforce racial disparities. The SFDPH REAP highlights 7 major sections, including "Boards and Commissions" detailing actions that will be led by the Health Commission throughout FY 2021-2023. A racial equity toolkit may be used to support the tasks of the Health Commission in meeting these goals.

Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process; a standardized set of questions guide through actions and data required to determine whether the object of evaluation advances equity.

There are various racial equity tools that have been successfully utilized by city agencies and institutions across the United States. The following report lists several options of racial equity tools and an applied example of the Government Alliance on Race and Equity (GARE) Toolkit.

A RACIAL EQUITY TOOL:

1. Proactively seeks to eliminate racial inequities and advance equity
2. Identifies clear goals, objectives and measurable outcomes
3. Engages community and decision-making processes
4. Identifies who will benefit or be burdened by a given decision
5. Examines potential unintended consequences of a decision and develops strategies to advance racial equity and mitigate unintended negative consequences
6. Develops mechanisms for successful implementation and evaluation of impact

WHY USE A TOOLKIT?

Use of a racial equity tool can help develop strategies and actions that reduce racial inequities and

improve success for all groups. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

Development: We must apply a toolkit early to ensure that equity principles and the input from the community impacted has an opportunity to influence decision-making. Ideally, it should be a guide in program or policy development. Toolkit use during development will also ensure alignment with departmental racial equity goals and desired outcomes.

Approval: The responses in the racial equity tool can serve as a basis to evaluate the impact of a policy or program decision on overall equity in an organization or community. The community involvement component can introduce a *community approval* step into the organizational approval process.

On-going Evaluation: The questions in the toolkit can be used as the basis of program or policy evaluation that validates the impacts predicted by the tool, and confirms that community-stipulated elements are included in the final product.

SELECTED RACIAL EQUITY TOOLS

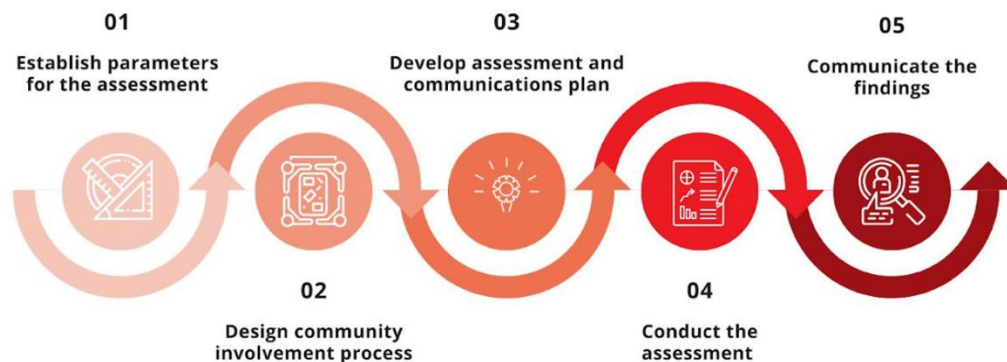| Agency	Tool Used
Government Alliance on Race and Equity (GARE)	GARE Toolkit
Big Cities Health Coalition (BCHC)	Health Equity Tool
San Francisco Office of Racial Equity	Racial Equity Budget Tool
Seattle Race and Social Justice Initiative	RSJI Analysis
Long Beach Office of Equity	Long Beach Equity Toolkit
Michigan Department of Civil Rights	MDCR Equity Toolkit
Multnomah County Office of Diversity and Equity	Equity and Empowerment Lens
Portland Office of Equity and Human Rights	Portland Equity Toolkit
Greenlining Institute	Greenlining Equity Toolkit

Government Alliance on Race and Equity

GARE is a national network of government and provides the leading toolkit for advancing racial equity. The GARE Racial Equity toolkit is a simple set of questions to operationalize equity:
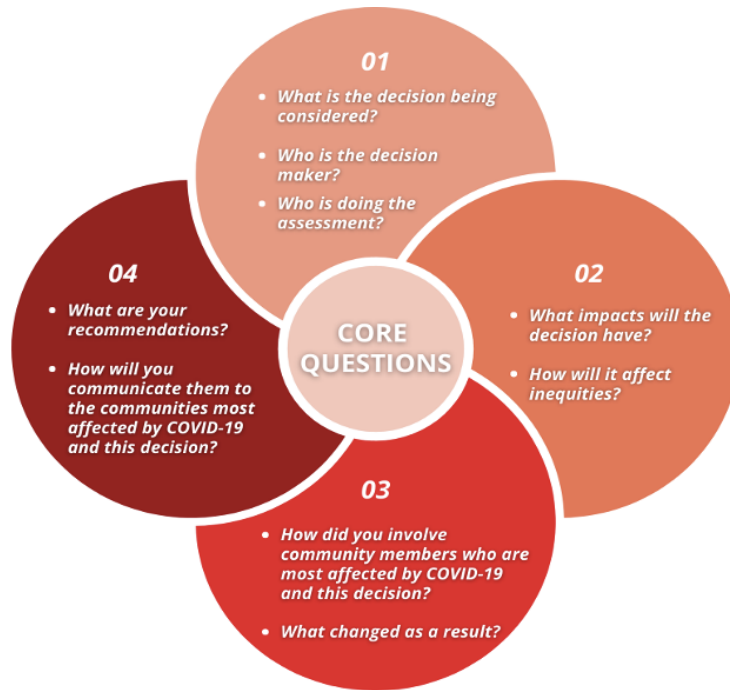
| Proposal | Data | Community Engagement | Analysis & Strategies | Implementation | Accountability & Communication |

1. **Proposal**: What is your proposal and the desired results and outcomes?
2. **Data**: What's the data? What does the data tell us? [should identify any disparities]
3. **Community Engagement**: How have communities been engaged? Are there opportunities to expand engagement?
4. **Analysis and Strategies**: What are your strategies for advancing racial equity?
5. **Implementation**: What is your plan for implementation?
6. **Accountability and Communication**: How will you ensure accountability, communicate, and evaluate results?

Big Cities Health Coalition (BCHC)

BCHC is a forum for the leaders of America's largest metropolitan health departments to exchange strategies and jointly address health issues. In collaboration with Human Impact Partners, BCHC created an equity lens tool for health officials and their staffs to use in the context of COVID-related decision-making.
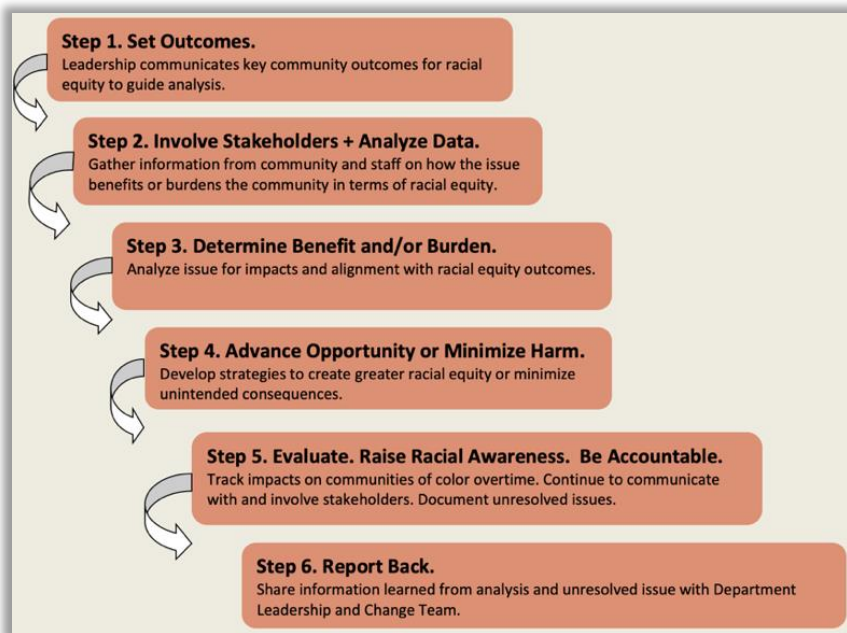

01 Establish parameters for the assessment
02 Design community involvement process
03 Develop assessment and communications plan
04 Conduct the assessment
05 Communicate the findings

The following graphic shows the core questions asked throughout each step.

CORE QUESTIONS

01
- What is the decision being considered?
- Who is the decision maker?
- Who is doing the assessment?

02
- What impacts will the decision have?
- How will it affect inequities?

03
- How did you involve community members who are most affected by COVID-19 and this decision?
- What changed as a result?

04
- What are your recommendations?
- How will you communicate them to the communities most affected by COVID-19 and this decision?

Seattle Race and Social Justice Initiative (RSJI)

The Seattle Race and Social Justice Initiative is a citywide effort to end institutionalized racism and race-based disparities in City government. The Racial Equity Analysis is made up of 6 steps and includes an assessment worksheet for convenience:

Step 1. Set Outcomes.
Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.
Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.
Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.
Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.
Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.
Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: _____

Description: _____.

Department: _____ Contact: _____

☐ Policy   ☐ Initiative   ☐ Program   ☐ Budget Issue

Step 1. Set Outcomes.

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

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

☐ Education
☐ Community Development
☐ Health
☐ Environment

☐ Criminal Justice
☐ Jobs
☒ Housing

1c. Are there impacts on:
☐ Contracting Equity
☐ Workforce Equity

☐ Immigrant and Refugee Access to Services
☐ Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? ☒ Yes   ☐ No
  Check all neighborhoods that apply *(see map on p.5)*:

☒ All Seattle neighborhoods
☐ Ballard
☐ North
☐ NE
☐ Central

☐ Lake Union
☐ Southwest
☐ Southeast
☐ Delridge
☐ Greater Duwamish

☐ East District
☐ King County (outside Seattle)
☐ Outside King County
    Please describe:

2b. What are the racial demographics of those living in the area or impacted by the issue?
(See Stakeholder and Data Resources p. 5 and 6)

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

Appendix A. Cross-walk of selected tools

Toolkit	Intended Use	Primary Data	Level of Community Engagement	Evaluation
BCHC	Policy, Programs	Literature Health measures Community Surveys Focus Groups	**Based on agency capacity**: Richter scale from *Inform* to *Share Power*	Communicate findings to community & stakeholders
GARE	Budget, Policy, Programs	Geographic Population level Performance level Data gaps	**Consult + Involve:** Community, commissions, advisory boards, and CBOs	Ongoing evaluation through each phase Community impact Continuing partnerships
RSJI	Budget, Policy, Programs	Geographic Racial demographics Root causes of racial inequities	**Consult + Involve:** Community, stakeholders	Reporting over time Retainment of stakeholders Raising awareness of racial inequity

Appendix B. APPLIED EXAMPLE OF GARE TOOLKIT

Department of Public Health FY 2020-2022 Budget Proposal (08/04/20)

Mayor's Proposed Budget

- Significant investments in key DPH priorities:
  - Proactive response to the ongoing COVID-19 health pandemic
  - Prioritizing racial equity in the allocation of resources
  - Mental Health SF
- Includes all previously proposed DPH initiatives
- DPH's budget totals $2.77 billion in FY 2020-21 and $2.58 billion in FY 2021-22 (compared to FY 2019-20 budget of $2.43 billion).

Prioritizing Racial Equity in the Allocation of Resources

- Redirects $120 million of funds from the City's public safety departments towards efforts to repair the legacy of racially disparate policies on health, housing, and economic outcomes for African Americans.
- Human Rights Commission has completed a public process for community input
- Final allocations still being determined, $72 million ($36 million per year) currently in DPH's budget

Step #1: What is your proposal and the desired results and outcomes?

1. **Describe the policy, program, practice, or budget decision**.
   a. Redirection of $120 million of funds from City's public safety departments to B/AA health services and initiatives
2. **What are the intended results (in the community) and outcomes (within your own organization)?**

   a. Black/African American communities will have resources to address harms from the legacy of racially disparate policies on health, housing, and economic outcomes for Blacks/African Americans.

   b. DPH will develop sustainable partnerships (through cross-department funding or contracting) and innovative programs (beyond current services) that improve the efficacy of DPH programs in Black communities.

   c. DPH will also decrease health disparities in several areas (target conditions to be determined by allocation instructions).

3. **What does this proposal have an ability to impact?**
   a. Health
   b. Housing
   c. Economic development

Step #2: What's the data? What's the data tell us?

1. **Will the proposal have impacts in specific geographic areas? What are the racial demographics of those living in the area?**

   a. The Western Addition, Bayview Hunter's Point, Visitation Valley and OMI neighborhoods will be primary targets for services based on current and historical concentrations of Black residents.

   b. Services for residents of public housing will be explicitly included.

   c. Services and resources will be available to all residents with recruitment, cultural concordance and location being used to ensure access and utilization by Black residents.

2. **What does population level data (both qualitative/quantitative) tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?**

   a. [health and social disparities relevant to priorities TBD]

   b. Current resource allocation by race and neighborhood

3. **What performance level data do you have available for your proposal?**
   a. Utilization by race for some programs/services
   b. Annual community health survey data
   c. SFHN population level health data
   d. Client satisfaction surveys

4. **Are there data caps? What additional data would be helpful in analyzing The Proposal? How can you obtain better data?**
   a. Real time health assessments are inadequate
   b. Outcome data for current programs is based on contracting performance rather than achievement of health objectives.

[The following sections have not been modeled but are included to show the complete tool]

Step #3: How have communities been engaged? Are there opportunities to expand engagement?

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

3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

Step #4: What are your strategies for advancing racial equity?

1. Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?
2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complimentary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
4. Are the impacts aligned with your community outcomes defined in Step #1?

Step #5: What is your plan for implementation?

1. Describe your plan for implementation.
2. Is your plan: Realistic? Adequately resourced and funded for sustainability? If the answer to any of these questions is no, what resources or actions are needed?

Step #6: How will you ensure accountability, communicate, and evaluate results?

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