STRIVING TOWARD RACIAL JUSTICE:

A Call-to-Action for Pima County Community-Based Organizations

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COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES
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It is with the upmost admiration, respect and appreciation that we thank the authors for their critical contribution to this call-to action. In addition to their daily tireless commitment and relentless dedication to achieving racial justice in our community, they lent their expertise and passion to the hopeful notion that local organizations are willing to better serve their clients and better support their staff. Each of you makes our community a more just place.

<div align="center">

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Land Acknowledgement:

We are currently occupying unceded lands of the Tohono O'odham and Pascua Yaqui people. With a land acknowledgement, action must follow. Action looks like being in solidarity with Indigenous resistance and fighting for land back, which includes demanding the rightful return of land to Indigenous peoples, preserving languages and traditions, and ensuring food sovereignty, housing, and clean air and water.

Labor Acknowledgement:

The United States resides on Native Land and was built on the backs of kidnapped and enslaved Africans. The state of Arizona is comprised of approximately 5% African-Americans, yet 19% of people experiencing homelessness in Arizona are African-American.

INTRODUCTION

This initiative was prioritized by Tucson-Pima Collaboration to End Homelessness (TPCH) Youth Action Committee (YAC) and funded by the Department of Housing and Urban Development (HUD) Youth Homelessness Demonstration Project (YHDP). The goal of the initiative was to provide a racial equity plan to encourage organizations to begin actively rejecting the role that racial, ethnic and cultural discrimination may play in their organizations.

To accomplish this task, we identified six local leaders who are committed to racial justice and that work in a multitude of capacities to actively address structural inequalities. A diverse representation across gender, age, ability status, sexuality, and experiences of homelessness was prioritized, with consideration to the intersectionality of these identities. In partnership with one another, these leaders utilized their lived experiences and expertise on local social service organizations to examine the various ways in which White supremacy continues to permeate social service organizations, and to strategize how some of these systems, policies and practices might begin to be dismantled.

> *Striving Toward Racial Justice* is a call to action for community-based organizations in Southern Arizona. While many organizations have made a commitment to racial justice, action has been slow to follow.

Striving Towards Racial Justice is not a toolkit, nor is it a step-by-step guide.

Rather, this call to action (CTA) provides direct information on the imperative to address racial injustice, and strategies your organization can implement to address racial inequities.

Organizations (inclusive of their clients, community members, staff and leadership) are best suited to determine their own best plan, and stakeholders must work collaboratively, and as equal partners. Many organizations may have already started racial justice work, but may feel that their efforts are being stalled, or that efforts have been ineffective. The suggested actions in this CTA may help reignite teams or provide a framework for this work. Examining and collecting data on racial disparities that may exist internally among staff and externally among client groups is a critical component of the process. However, organizations must resist becoming entrenched in the data collection and examination process. With the mass amounts of data organizations often collect, every analysis will likely lead to additional data-related questions that could delay tangible action and work.

The Tucson-Pima County community has been very fortunate to have had numerous opportunities to participate in comprehensive diversity, equity and inclusion training from national technical assistance (TA) providers. Additionally, there are numerous toolkits and other resources readily available online (many of which are recommended in this document.) This CTA comes from within our community and is developed by people who understand Tucson-Pima County, and all of its intricacies. These suggested strategies have been produced by people who have worked within, been clients of, and care deeply about Tucson as their home. It is with much gratitude that I thank this powerful group of leaders for investing their time, expertise and spirit into this CTA, and the forthcoming leaders who will use this CTA to dismantle and rebuild more equitable organizations.

RACIAL JUSTICE

Racial Justice is the systematic, fair treatment of people from different races, resulting in equitable opportunities and outcomes for all. Racial justice goes beyond "anti-racism." It is not just the absence of discrimination and inequities, but also the presence of intentional systems and resources which produce and sustain racial justice through proactive and preventative measures.[1]

According to Race Forward, operationalizing racial justice means reimagining and co-creating a just and liberated world.

This includes:

- understanding the history of racism and the system of White supremacy and addressing past harms;

- working in right relationship and accountability in an ecosystem (an issue, sector, or community ecosystem) for collective change;

- implementing interventions that use an intersectional analysis and that impact multiple systems;

- centering Blackness and building the community, cultural, economic, and political power of Black, Indigenous, and other People of Color (BIPOC); and

- applying the practice of love along with disruption and resistance to the status quo.[2]

What is the difference between racial equity and racial justice?

Racial equity suggests the distribution of resources and opportunities is neither determined nor predicted by race, racial bias or racial ideology. **Racial justice** *includes* removing the barriers that prevent equality and equity.

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[1] Race Forward, "Race Reporting Guide" (2015).
[2] Maggie Potapchuk, "Operationalizing Racial Justice in Non-Profit Organizations" (MP Associates, 2020). This definition is based on and expanded from the one described in Rinku Sen and Lori Villarosa, "Grantmaking with a Racial Justice Lens: A Practical Guide" (Philanthropic Initiative for Racial Justice, 2019).
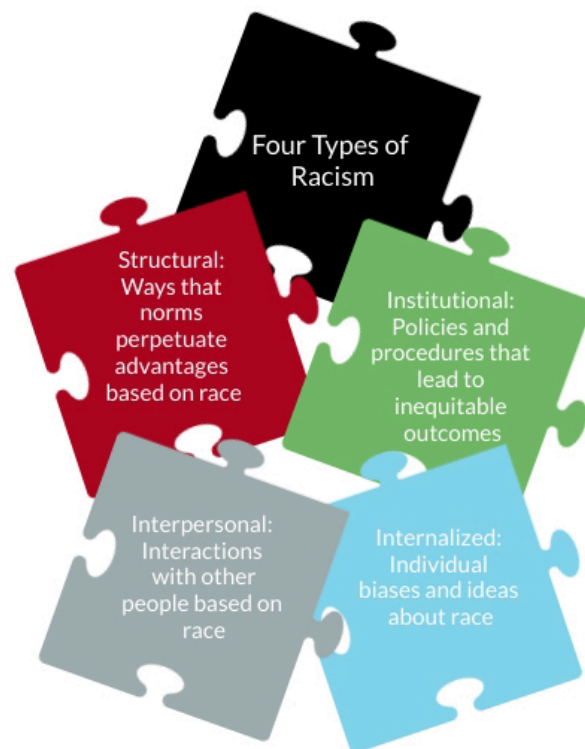
LEVELS OF RACISM

The Race Forward Model identifies four levels of racism; this model extends the notion that racism is limited to acts of prejudice or discrimination, based on race, executed by one individual onto another. The institution of racism and the historical impact of racism persist throughout society, from the individual level to the systemic level:

Internalized: refers to individual biases and ideas about race induced by our human predisposition to form in-groups and out-groups, and the personal impact of internalized racialized messages about our social groups.[3] When these messages are combined with our natural tendency to follow cognitive scripts,[4] we experience dissonance between our conscious values and unconscious biases.

Interpersonal: refers to internalized cultural messages that are shared through personal interactions. These messages are sustained through shared practices that often include some individuals and groups, and exclude others.

Institutional: refers to institutions and organizations adopting and/or maintaining policies and procedures that result in inequitable outcomes for people of color. Institutional racism may occur within schools, courts, the military, government organizations, businesses and any number of other organizations. Some of these institutional practices lead to disparities in employment, education, incarceration, healthcare and more.

Structural: refers to the way historical, social, psychological, cultural and political norms perpetuate advantages based on race. Examples include racial disparities across wealth, educational attainment, life expectancy, and access to resources.

Four Types of Racism

Structural: Ways that norms perpetuate advantages based on race

Institutional: Policies and procedures that lead to inequitable outcomes

Interpersonal: Interactions with other people based on race

Internalized: Individual biases and ideas about race

[3] Jane Elliot – A Class Divided
[4] Association for Psychological Science Racial Justice

For organizations who strive to focus on racial justice, the challenge of where to begin can seem daunting. Targeted policies may be perceived by stakeholders as more favoring to a particular group rather than the entire community. As an alternative to targeted policies, a universal approach – often portrayed as race neutral – may be implemented as a method to increase positive outcomes for everyone. But a universal approach often discards the reality of historically oppressed groups, in that they are often disenfranchised from accessing social resources[5]. Both targeted and universal approaches can be controversial since they appear to either favor certain groups and/or neglect historical inequities. An alternative to either a universal or a targeted approach is **targeted universalism**.

Targeted universalism is a framework for designing strategy that acknowledges the overall goals of an organization, while simultaneously addressing the disparity in access between differently-situated groups, such as quality education, well-paying work, fair mortgages and more. To transform structural injustice into structural opportunity, strategies need to address these contrasts and measure success based on outcomes.[6]

Targeted universalism requires intentional, goal-oriented steps.

Five Steps for Targeted Universalism [7]

➡ 1. Establish a universal goal based upon a broadly shared recognition of a societal problem and collective aspirations

➡ 2. Assess the general population performance relative to the universal goal

➡ 3. Identify groups and places that are performing differently with respect to the goal. Groups should be disaggregated

➡ 4. Assess and understand the structures that support or impede each group or community from achieving the universal goal

➡ 5. Develop and implement targeted strategies for each group to reach the universal goal

To create and implement justice, we must build a decision-making process with intentional, goal-oriented strategies that are designed to dismantle patterns of discrimination created by systems of advantage. The implementation of justice requires that we view inequities through a systemic lens, instead of from a deficit lens, recognizing that cultural principles based on meritocracy, equal opportunity and personal responsibility are influenced by external factors that generate advantages for some and disadvantages for others.

[5] https://www.michigan.gov/documents/mdcr/racial_equity_toolkit_web_new4_628923_7.pdf
[6] https://projectlinkedfate.org/deliberate/act/#targeted-universalism
[7] powell, john, Stephen Menendian and Wendy Ake, "Targeted universalism: Policy & Practice." Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2019. haasinstitute.berkeley.edu/targeteduniversalism.

UNIQUE CHARACTERISTICS OF PIMA COUNTY

Tucson, Arizona is the metropolitan area of Pima County, which also includes several suburban and rural communities. Pima County sits on the tribal lands of the Pascua Yaqui and the Tohono O'odham Nations and is 65 miles from the U.S./Mexico International Border. There are approximately 1,047,279[8] residents across the county.

Pima County is comprised of a multitude of indigenous people whose families occupied this region long before it was Pima County, and who now may identify as Mexican-American, Latinx and/or Native American. Additionally, Pima County includes a number of more recent immigrants. While the large majority of immigrants are from Mexico or Central American countries, Pima County also has growing Congolese, Sudanese and Tanzanian communities.[9] Over one-third of Pima County residents speak Spanish as their first language, and almost 25% of residents currently speak Spanish at home. Pima County includes several suburban and rural areas and also includes South Tucson, which is an independent city in the middle of Tucson. 84% of South Tucson residents identify as Latinx.[10] To date, Pima County remains quite segregated with large Latinx populations living in specific areas. Vibrant Latinx culture is evident throughout the county and the rich history in this area allows for a celebration of the outward aspects of the culture (e.g. food, holidays). However, there is still considerable resistance to embracing cultural aspects that are less convenient and tend to be politicized (e.g. language).

Almost 1 in 4 Pima County households (23%) speak Spanish at home

[8] https://www.census.gov/quickfacts/fact/table/pimacountyarizona,AZ/PST045219
[9] https://www.rescue.org/announcement/program-spotlight-immigration-services
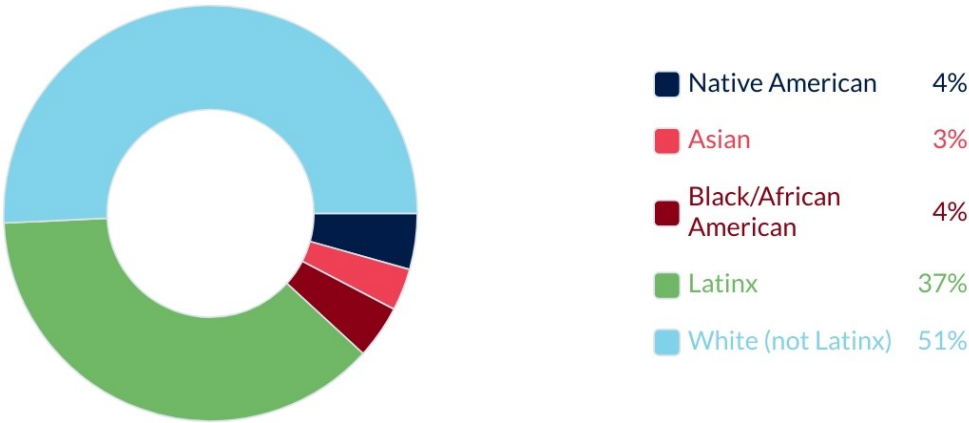[10] https://www.southtucsonaz.gov/community/page/demographics

The Black and African-American community in Pima County is smaller in numbers, but large in spirit, despite the intentional erasure of the local Black community. Neighborhoods that once served primarily as hubs for the Black community have suffered as a result of gentrification or a lack of community investment. Tucson has a long history of housing discrimination, and some neighborhoods had racially-restrictive covenants until the 1950s. Efforts to restore and reclaim local Black historical landmarks have been underfunded and efforts have fallen to community volunteers. Predominantly-Black serving organizations have faced similar challenges and strive to find innovative ways to rebuild and focus on meeting the needs of local Black and African-American residents.

The abhorrent treatment of Indigenous people in the United States is no more evident than it is in Pima County. While there are two reservations located within Pima County's boundaries, there are thousands of Native Americans who live in all parts of the county. Reservation lands are primarily on the outskirts of the city where community resources tend to be scarce and inaccessible. Additionally, tribal lands were divided along the U.S./Mexico border, forcing communities to be co-located in different countries. This creates obvious challenges for families who live on both sides of the border. Though, while they are under-resourced and marginalized, the local tribal communities are sovereign nations and are therefore able to run their own government, provide services that meet the needs of their communities, and strive to maintain their language and rich cultural traditions.

Pima County Race and Ethnicity

Native American	4%
Asian	3%
Black/African American	4%
Latinx	37%
White (not Latinx)	51%

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HOW TO USE THIS CALL-TO-ACTION

There is no step-by-step plan to achieve racial justice that can be applied across organizations. Taking action towards becoming a racially just organization is a unique journey for each organization as there are different concerns, barriers and stakeholders involved. The strategies contained in this CTA are not relevant to all organizations and some may need to bolster specific areas. Working towards racial equity is not a project that will be completed in a certain amount of time. Rather, it is an ongoing organizational shift that includes understanding the impact of our history and committing to dismantling these systems.

Talking about race can be difficult and doing it effectively takes practice. To assist in communicating about racial equity, refer to the Racial Equity Tools Glossary[11].

Action 1. **Organization Leadership Publicly Commits to Racial Justice**

In some organizations, DEI work has been underway, but without a clear proclamation from leadership that racial justice is an organizational priority, the work is not likely to have a significant impact. Staff who are not in leadership positions may be placing themselves at great risk for repercussions or ostracization when they strive for significant changes. While it is important to include people from all levels of the organization, leadership must play an active role and set the stage for true change.

Strategies:

- Hire a reputable outside organization or consultant to facilitate agency-wide racial justice work
- Form a diverse group charged with leading these efforts and compensate people for this additional labor. Groups must include people of color; however, the labor of staff of color in this effort must not be compulsory
- Demonstrate open communication about race and racial justice
- Demonstrate a willingness to engage in difficult conversations and a willingness to change
- Begin to consider and challenge all aspects of the current structure and systems in place
- Respect and acknowledge the work of people/groups who are already doing this work for your organization, and enter the space as a participant
- Embrace what it means to begin doing racial justice work:
  - Organization leaders, who will bear the brunt of critique from multiple angles, prepare to actively listen and receive criticism
  - Strike the delicate balance between expecting people of color to lead the work and excluding people of color entirely
  - Understand that some organizations that think that they have mastered racial justice may be the ones inflicting the most harm
  - Accept that some staff members will resist racial justice work and may leave the organization
  - Expect the path to be imperfect and the work to be unending

[11] MP Associates, Center for Assessment and Policy Development, and World Trust Educational Services, October 2021

Resources:

Title	Author	Organization
A Brief Timeline of Race and Homelessness in America	Jeff Olivet, Amanda Andere, Marc Dones, Brittani Manzo, and Jessica Venegas	
Anti-Racism Resource Guide: Becoming an Inclusive Leader	Denise Martinez, Nicole Del Castillo, and Kanya Ferguson	University of Iowa Healthcare
How White People Conquered the Nonprofit Industry	Anastasia Reesa Tomkin	
Public Health Resources for Understanding Environmental Racism		Public Health Degrees
Race to Lead: Confronting the Nonprofit Racial Leadership Gap	Sean Thomas-Breitfeld and Frances Kunreuther	Building Movement Project
The 4 Secrets: The Hidden Factor of Nonprofit Boards & Racial Equity Change	Kelly Bates	Interaction Institute for Social Change
The Six Signature Traits of Inclusive Leadership	Juliet Bourke	Deloitte
20 Subtle Ways White Supremacy Manifests in Nonprofit and Philanthropy	Vu Le	Nonprofit AF
What Is Language Justice?	Kristin Jones	
White Supremacy Culture-Still Here	Tema Okun	https://www.whitesupremacyculture.info/

"To actually do racial justice work well,

we have to be willing to blow it all up"

- Andrés Portela III

Combating Structural Bias and Systemic Racism in Organizations

Striving toward racial justice includes both interpersonal and structural efforts. These efforts can happen simultaneously, but one without the other will have less impact. There are many ways that White dominant culture has rooted itself in non-profit organizations, and a thorough review of policies and practices using a racial justice lens is likely to uncover structural racism and/or areas of injustice.

Strategies:

- Revise Mission and Vision Statements to incorporate a racial justice lens
- Review all policy/procedural manuals with a racial justice lens
  - Be truthful about the actual practices related to organizational policies and procedures
  - Consider policies that impact staff and those that impact clients
  - Challenge how policies may ignore specific cultures, identities, and communities
- Acknowledge how White supremacy may be entrenched in the organization
- Evaluate hiring and firing policies and practices for racial bias
  - Reconsider education requirements
  - Consider who sits on organization hiring teams
  - Review interviewing protocol and attempts to mitigate bias
  - Make hiring processes transparent for all stakeholders
  - Determine who decides what expertise is necessary for roles
- Identify which staff members have been given opportunities for promotion and professional growth
  - Examine how staff are promoted
  - Explore how and why people are considered for desirable opportunities
- Review the racial/ethnic composition of boards, leadership and staff
  - Ensure these groups are representative of the people you serve
  - Ensure there are enough staff who speak the languages of your clients
- Consider how the organization invests resources in the communities it serves
- Review your organizational chart
  - Review the flow and direction of decision making
  - Empower field experts to make decisions in their areas
  - Examine the relationship between financial stakeholders and decision making to mitigate bias between budgets and needs of clients
- Reconsider alignment with funders and partners whose values are rooted in White supremacy
- Survey clients and staff to identify areas of improvement
- Strategize about how to mitigate public backlash and protect stakeholders
- Examine the organization's Human Resources department
- Question how problem-solvers may be problem-causers
- Strategize about how to protect people and avoid backlash
- Analyze client data based on race and ethnicity
- Involve clients and community members in the entire process and compensate them for their time and expertise

Title	Author	Organization
Asset-Based Community Development (ABCD): core principles	Ivis Garcia	Asset-Based Community Development Institute
How to Build Language Justice	Antena	
Including Indigenous Perspectives in Your Organization	Kira Page	COCo
It's time for a new approach to racial equity	Earl Fitzhugh, JP Julien, Nick Noel, and Shelley Stewart	McKinsey & Company
L4G Competencies for High Quality Feedback Loops		Listen4Good
Race Equity and Inclusion Action Guide: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization		The Annie E. Casey Foundation
Racial Equity Core Teams: The Engines of Institutional Change	Terry Keleher	Government Alliance on Race & Equity (GARE)
Racial Equity Network Toolkit		National Alliance to End Homelessness
Thinking Through Your Hiring Process	nènè myriam konaté	COCo
3 Ways To Decolonize Your Nonprofit As Told By A Black Queer Feminist Organizer	Neesha Powell	

"We have to begin to think about and address the reasons people need the services our organizations provide. We need to work as hard to address those issues, as we do to provide the services."

- Marisol Flores-Aguirre

Action 3. Individual Racial Justice Work

Addressing internalized bias and interpersonal relationships

Everyone holds biases and stereotypes which impact how we view other people, and the ways we work with our colleagues and our clients. Biases cannot be adjusted unless they are acknowledged. Organizational leadership should expect that individuals engage in the necessary internal and interpersonal work to address the biases they may have. Providing space, time and incentives for people to address their internal biases encourages members of an organization to shift their behaviors.

Strategies:

- Examine the ways that your personal identities inform your perspectives
- Consider the ways your implicit biases may impact how you manage others, receive feedback and/or service clients
- Acknowledge the ways that White supremacy may have provided advantages in your life
- Acknowledge the ways that you may have caused harm to other people as a result of racial bias, nationalism, or language discrimination
- Strive to continuously understand and disrupt your personal stereotypes
- Check your privileges in meetings and in other community spaces
    - Develop an awareness of whose voices are forefronted/respected and whose are not
- Challenge the ways that you have been taught to interact with clients
    - Disrupt the aspects of standard approaches that do not affirm underrepresented cultures
- Ask and be willing to wrestle with critical questions
- Consider the implications of relinquishing power

Title	Author	Organization
Center for Social Inclusion: Guide on Implicit Bias	Center for Social Inclusion: Guide on Implicit Bias	Center for Social Inclusion: Guide on Implicit Bias
From Cancel Culture… to Collective Accountability: The Transformative Power of Nonviolent Communication	Brian Stout	Building Belonging
Implicit Bias Insights as Preconditions to Structural Change	john powell & Rachel Godsil	Poverty and Race Research Action Council (PRRAC)
Intercultural Communication	Milton J. Bennett	Intercultural Development Research Institute
Managing Unconscious Bias: Strategies to Manage Bias & Build More Diverse, Inclusive Organizations		Paradigm
Project Implicit	Tony Greenwald, Mahzarin Banaji, and Brian Nosek	Harvard University
Running From Race in Our Minds	Phillip Atiba Goff and L. Song Richardson	HuffPost
The Four Parts of Accountability: How to Give a Genuine Apology Part 1	Mia Mingus	Leaving Evidence
The New Science of Racial Bias Series	The New Science of Racial Bias Series	The New Science of Racial Bias Series
The Four Parts of Accountability: How to Give a Genuine Apology Part 1	Mia Mingus	Leaving Evidence
White Privilege: Unpacking the Invisible Knapsack	Peggy McIntosh	

"One of the challenges we currently face and must address is penitential whiteness—the performance aspect of "woke culture."

- Andrés Portela III

Action 4. Determine Desired Outcomes

After a comprehensive review of the organizational landscape, it is time to set priorities for policy and program changes and develop a timeline. Plans will work best if you lay out clear, measurable and attainable goals with specific indicators assigned to each goal in order to measure success.[12]

Developing desired outcomes for the organization and for clients will help build a roadmap of the direction to head towards. Outcomes should be mutually agreed upon by leadership, staff and clients.

Consider budgetary and staff needs. Prioritizing this work means that those charged with leading tasks should be properly compensated; work should not be in addition to regular job duties.

Also important is to anticipate potential unintended consequences of your work and aim to mitigate these challenges if possible. One unintended consequence may be pushback from different segments of the community who may not understand the need for prioritizing racial equity. It is critical to continuously articulate the importance of advancing racial equity in order to dismantle deeply-held beliefs and structures that perpetuate systems of advantage/disadvantage.[13]

Strategies:

- Develop short- and long-term targets specific to areas for improvement
  - Potential areas for improvement: Board, leadership, staff, and client representation
  - Identify the positive outcomes that revised policies might have on staff members
  - Consider measuring community reinvestment
  - Research the potential impact of compensating staff who have assumed additional labor to improve services to clients
- Develop data-driven objectives
  - Analyze by race and ethnicity, and other intersecting identities with high impact/influence
  - Determine populations who might not be adequately represented in the data
  - Develop objectives for populations not represented in the data
- Develop outcome goals for clients
  - Practically, there should be no differences in client outcomes based on race or ethnicity
  - Strategize outcomes that are important to the stakeholders and outcomes that are important to funders; may differ from one another
  - Evaluate the impact of investing in appropriate document translation
- Involve all stakeholders in the development of outcomes
  - Develop a process that allows an equal voice in the process
- Maintain transparency about your goals related to racial justice for the organization and for clients

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[12] "What Is Results-Based Accountability?" Clear Impact: Reach Your Peak, 2016, https://clearimpact.com/results-based-accountability/.
[13] https://www.michigan.gov/documents/mdcr/racial_equity_toolkit_web_new4_628923_7.pdf

Resources:

Title	Author	Organization
Centering Racial Equity in Measurement and Evaluation: Emerging Lessons and Guidance from Human Service Nonprofits	Leiha Edmonds, Clair Minson & Ananya Hariharan	URBAN INSTITUTE
Commitment to Becoming an Anti-Racist Organization: Our Journey, Learning and Call to Action		Community Resource Exchange
Communities Creating Racial Equity Sample Goals & Indicators of Outcomes		CAPD
Developing an anti-racism strategy		Chartered Institute of Personnel and Development
Equitable Performance Metrics Any Organization Can Measure Now	Jasmine N. Hall Ratliff	Equity in the Center
Ideas for Improving Diversity, Equity, & Inclusion for Nonprofits		Endowment & Foundation National Practice Group
IT'S TIME TO RETHINK ROI METRICS IN RACIAL JUSTICE	Sapna Sopori	Community-Centric Fundraising
Racial Equity Outcome Toolkit: A Six-Step Process for Your Organization	LaTrenda Leonard Sherrill	Pursuant Community Consulting Service
4 things to consider when measuring your organization's diversity, equity, and inclusion initiatives	YW Boston	Massachusetts Nonprofit Network

"There is a lot of harmful work happening to fulfill mandates or to achieve gold stars or display a seal of approval. Authentic Change is critical"

- Casey Chimneystar Limón-Condit

Action 5. Build Racial Justice and/or Minimize Harm

After spending time reviewing, documenting and processing the various aspects of the organization that are not rooted in equity, it is time to make organizational changes. Through analyzing the organizational culture in-depth and by working with outside professionals, the necessary next steps will ideally be evident. Addressing a few areas at a time will probably yield the best results, as change can be difficult and shifts in approach may be needed throughout the process.

Strategies:

- Consider ways the organization requires staff members to serve as "cultural brokers" (translation services, resources to specific communities). Offer staff who serve in this role a pay differential
- Acknowledge the burden placed on people of color who are often the only staff with a particular identity or language competency
- Revise policies that are not rooted in racial justice. Enforce revised policies
- Promote an organizational culture that actively provides services to communities in-need, independent of politics or power dynamics; the burden of the bureaucracy should fall on the organization, not on the clients
- Remove the transactional relationship between clients and organizations
- Provide programming that is rooted in an understanding of historical, generational, and current trauma
- Implement an organizational diversity strategy that prioritizes representation of the client population at all levels of staff and leadership
- Provide mandatory, ongoing racial justice training
- Develop a transparent promotion plan rooted in racial justice
- Revise hiring policies, procedures and practices
- Delegate decision making to individuals with direct expertise
- Infuse resources into the communities the organization serves
- Implement a safe and accessible racial bias reporting system within the organization
- Mandate differential investment policies to create equitable outcomes for various populations
- Acknowledge that all organizations in this county are built on stolen tribal lands and make meaningful contributions to tribal communities
- Contribute to and work with both local tribal communities and any indigenous staff affinity teams to develop and determine a path for meaningful contribution

Title	Author	Organization
Beyond Land Acknowledgment: A Guide		Native Governance Center
Building an Anti-Racist Workplace		TIME'S UP
Emergent Strategy: Organizing for Social Justice	TIAGO	Forte Labs
Ethics and Nonprofits	Deborah L. Rhode & Amanda K. Packel	Stanford Social Innovation Review
How do We Solve Structural Racism? A 5X5 Review	Eva Jewell et al	Yellowhead Institute
Metathemes: Designing for Equitable Social Change		Design Impact
Popular Education		Highlander Research and Education Center
Power and Social Change		Grassroots Policy Project
Racial Equity Action Plans: A How-to Manual	Ryan Curren, Julie Nelson, Dwayne S. Marsh, Simran Noor, and Nora Liu	RACIALEQUITYALLIANCE.ORG

"Culture, or who we (and our clients) are as people, should be at the center of everything we do and how we do it."

- Mildred Manuel

Action 6. Commit to Accountability

To successfully implement a strategic plan within a designated time frame, a racial equity lens must be applied at every step of the decision-making process, stakeholders and funders must remain engaged, and input from all stakeholders must be weighed equitably.

Collecting data on outcomes is necessary to maintain focus and highlight any roadblocks. Data collection will also highlight when strategies need to be revised. There are various ways to collect data on outcomes, including surveys, focus groups, interviews, observations, and number tracking. Pay specific attention to cultural aspects that could impact the data. For instance, whether or not the interviewer or moderator is of the same racial background as the clients may depend on the issue and the community that is being addressed. Both qualitative and quantitative data are equally important in producing a clear and concise understanding about the impact of the plan.

Make sure that you craft messages to target specific audiences. See the Talking about Race Toolkit available from the Center for Social Inclusion as an example of how to craft targeted messages.

Strategies:

- Evaluate progress on a regular schedule
    - If targets are no longer relevant, re-set targeted outcomes
- Share your progress and your challenges both internally and with external stakeholders
- Monitor the ongoing work of the group and ensure:
    - The team is meeting regularly and that the work does not become stagnant
    - The staff who are working on the project are racially and linguistically diverse
    - You are actively engaging the community
    - Each action item is given the same attention and investment
    - Additional resources are provided, as needed during implementation
    - The team charged has the full support of leadership
    - Progress and barriers are being documented

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Resources:

Title	Author	Organization
Building a Culture of Accountability	Piper Anderson	
Calling In: A Quick Guide on When and How	Sian Ferguson	Everyday Feminism
CHAAD: Chicago Hospitality Accountable Actions Database	Raeghn Draper + Leah Ball	
Data-Driven Decision Making for Not-for-Profit Organizations	Amy West	The CPA Journal
Developing And Staying Accountable To Racial Equity Goals	Robert K. Ross & Amy Chung	
HOW CAN THE EFFECTS OR IMPACTS OF OUR STRATEGIES BE MEASURED?		Racial Equity Tools
Racial Equity: Getting to Results	Erika Bernabei	Racial Equity Alliance
We need to make proactive accountability regular praxis in organizing and beyond		The Black Youth Project
WHY AM I ALWAYS BEING RESEARCHED? A guidebook for community organizations, researchers, and funders to help us get from insufficient understanding to more authentic truth		Chicago Beyond

"Truly believing that the resources we hold belong to the community- to the people, changes everything. It is our job to get the resources to them."

- Anna Harper-Guerrero

Action 7. Embrace the Journey, Continue the Work

Doing racial justice work is not easy or comfortable. Authentic work includes having difficult conversations, facing intense emotions and, potentially, losing colleagues. People have held their own personal belief systems long before they were asked to do this work in an organization. At times, it can feel as though the work is stalled and there is nowhere to go. However, that is part of the work and often a step along the path. Unfortunately, there is no endpoint to racial justice efforts. It is not as simple as creating a plan and completing the plan. Racial justice requires a long-term commitment and people committed to keeping a racial justice lens on all aspects of the organization. Fortunately, committing to racial justice makes the work more natural and easier to implement.

Strategies:

- Maintain the group that is created to focus on racial justice. Though members may rotate out of the group, the work is perpetual, not a one-time initiative
- Provide ongoing opportunities for stakeholders to share information, perspectives, suggestions, and reports of racial bias
- Share organizational expectations of racial justice during the interview process of new hires
- Ensure that racial justice training and internal work is part of the onboarding process
- Create innovative strategies (book clubs, activism, cultural activities) for people to continue to engage in racial justice work in an informal way
- Review data and consider other elements to analyze
- Celebrate organizational and individual accomplishments

Resources:

Title	Author	Organization
Accountability Statement: What Does Accountability Look Like for Me and White People in General?	Robin DiAngelo	
Bolstering Real-Time Learning and Course Correction	Dan Wilson and Marilyn Darling	Ontario Trillium Foundation; Signet Research & Consulting; Grantmakers for Effective Organizations
FIVE STEPS TOWARD ANTI-RACISM ACCOUNTABILITY	Mavis Joy Manaloto et al	StageSource
How Can We Create Reasonable Expectations for the Success of the Group's Strategies While Still Being Accountable?		CAPD
How Can We Make Evaluation and Data Tracking Routine?		CAPD
How Can We Use Evaluation Findings to Reflect On and Adjust Our Work?		CAPD
How YWCA Boston Is Using Data for Racial Equity	Kemarah Sika and Dr. Sarah Faude	Borealis Philanthropy

"Slavery abolitionist John Brown was willing to risk it all. Is anyone really ready to do that?"

- Claudio Rodriguez

FINAL THOUGHTS

Undertaking racial justice work is not easy or comfortable. Authentic efforts include engaging in difficult conversations, facing intense emotions and, potentially, losing colleagues. People have held their own personal belief systems long before they were asked to consider a new way of thinking about the pervasive implications of race. At times, it can feel as though the work is stalled and it is impossible to move forward. However, feeling stalled is part of the process and an expected step along the path. Unfortunately, there is no endpoint to racial justice efforts. It is not as simple as developing and completing a plan. Racial justice requires long-term dedication by people committed to keeping a racial justice lens on all aspects of the organization. Fortunately, a strong commitment to racial justice makes ongoing implementation more natural and easier. Ultimately, the hope for more just organizations far outweighs the inevitable challenges.