



**COLLECTIVE
IMPACT FORUM**



**Moving Beyond An Equity Lens To
Embedding Equity Into
Collective Impact Work**

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WORKSHOP OVERVIEW

1. Preliminaries (Slides 1-4)
2. Polling Questions for Participants (Slides 5-6)
3. Q&A/Discussion on Primer Equity in CI (Slides 7-9)
4. Levels of Equity in CI and Critical Questions/Decisions in Developing Equitable Strategies and Interventions (Slides 10-11)
5. Introduction to Equity Tools (Slides 12-32)
 - Organizational Equity Assessments (OEA) (Slides 13-16)
 - Process Mapping (PM) (Slides 17-20)
 - Equity Impact Analysis/Assessment (EIA) (Slides 21-26)
 - Targeted Universalism Implementation (TU) (Slides 27-31)
5. Site Team Discussion and Practice (Slides 32-34)
6. Closing (Slides 35-36)





Materials List

1. Equity Primer PowerPoint Deck (PDF)
2. Workshop PowerPoint Deck (PDF)
3. Equity Impact Analysis Tools Comparison Table (PDF)
4. Selected Bibliography on Organizational Equity Assessment, Equity Impact Analysis (EIA) and Targeted Universalism (TU) Resources
5. Sample of Equity Impact Analysis Tools
6. Breakout Exercises EIA_TU Packet



Ground Rules

1. **If you have problems with technology**, send a message in chat to CIF Staff.
2. **Keep microphones muted** except when you want to speak.
3. **If you want to speak**, either enter their question in the Chat box or click in to “Participants” and use the “Raise Hand” button to request to be unmuted.
4. **If you are uncomfortable** with a discussion, feel free to pause audio temporarily.
5. **Be patient and flexible** with others **AND** yourself.

What other ground rules do you need ?

- 6.
- 7.
- 8.





What Are You Working On?

1. My role in Collective Impact work is...

- A. Resident of Focus Neighborhood/Intended Beneficiary of Work
- B. Backbone Staff
- C. Steering or Other Governance Member
- D. Work Group Member
- E. Staff at Partner Nonprofit Organization
- F. Staff at a Partner Public Agency
- G. Funder
- H. Consultant/Evaluator
- I. Other

2. My initiative is focused on...

- A. Education/Youth Development
- B. Health
- C. Employment/Workforce Development
- D. Economic/Community Development
- E. Criminal Justice
- F. Environment
- G. Transportation
- H. Immigrants



What Are You Working On?

3. My activity level for Collective Impact work is...

- A. None
- B. Low
- C. Moderate
- D. High
- E. Extreme

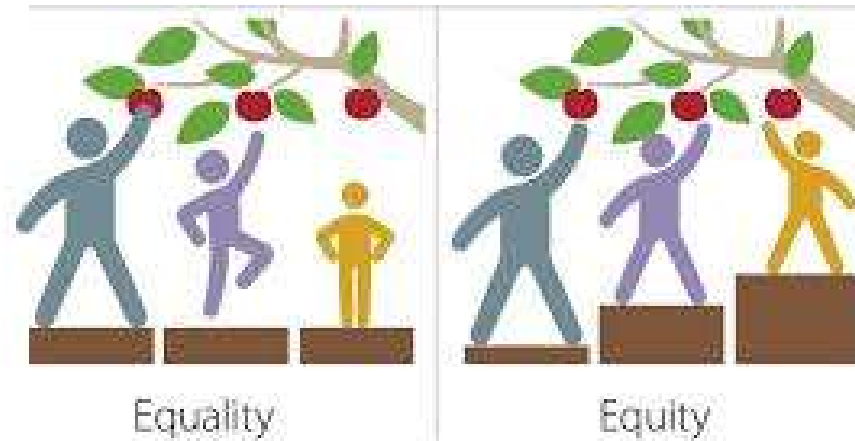
4. The focus of my work is primarily on ...

- A. Maintaining the collaborative infrastructure
- B. Our common agenda issue(s) and outcomes
- C. Our Common agenda issue(s) but new priorities and outcomes
- D. New issue(s), priorities and outcomes responding to the pandemic crises





A PRIMER ON EQUITY IN COLLECTIVE IMPACT ©



**Developed by:
Junious Williams, JD
Senior Advisor
Collective Impact Forum**



OUTLINE:

A PRIMER ON EQUITY IN COLLECTIVE IMPACT (CI)

1. Definitions

- a. Definitions of equity and related terms

2. Levels of Equity Focus & Critical Decisions

- a. Levels of Equity Focus for Collective Impact (CI)
- b. Critical Questions/Decisions in Developing Equitable Strategies and Interventions in CI

3. Equity Principles

- a. Equity as a Principle of CI
- b. Equity Principles for CI
- c. Application of Equity to Elements/Conditions of CI

4. Equity Practices

- a. Equity Practices for CI

5. Equity in CI Resources



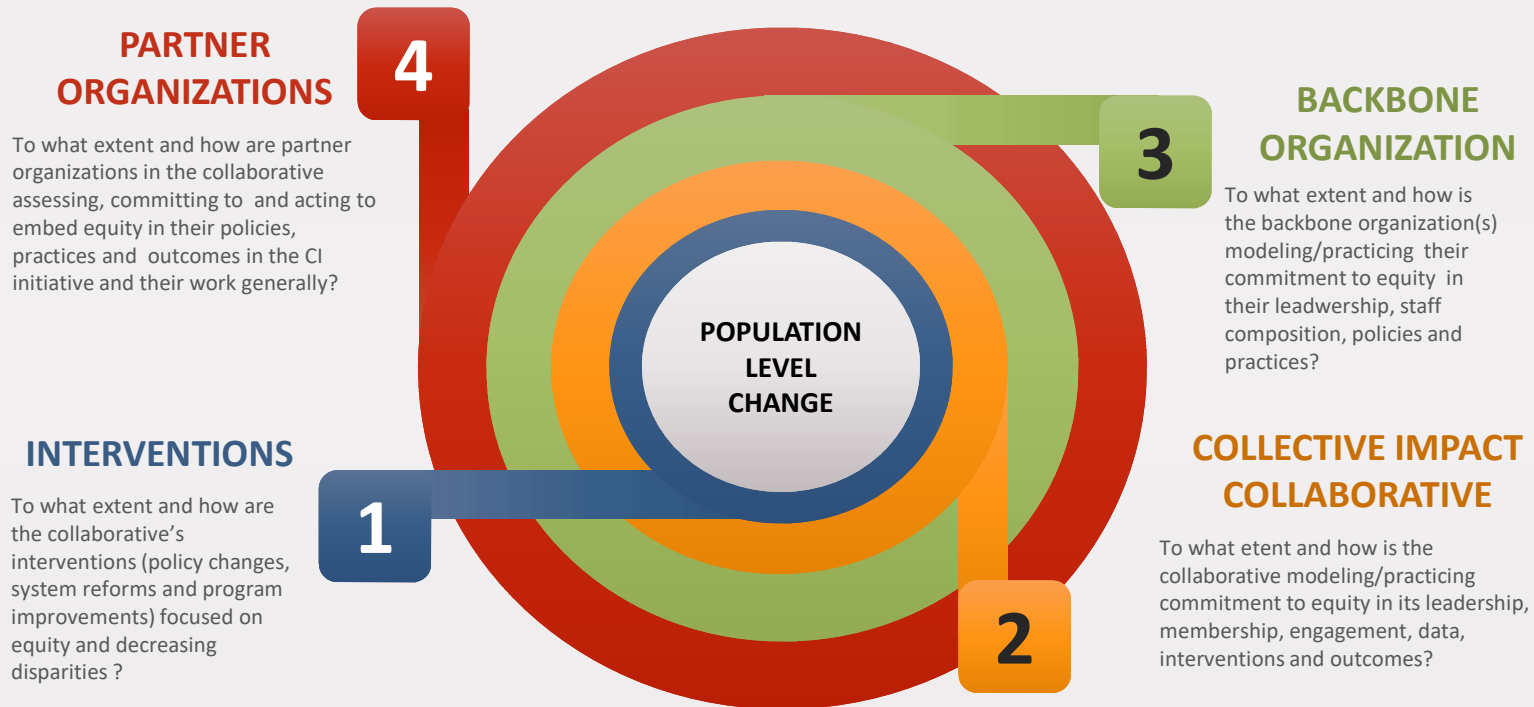


Levels of Equity in CI and Critical Questions/Decisions in Developing Equitable Strategies and Interventions



Levels of Equity Focus for Collective Impact

Equity in CI requires attention to equity policies, practices and performance in four areas:





Critical Questions/Decisions in Developing Equitable Strategies and Interventions in Collective Impact

Organizational Level?

- **Which level of the collective impact work** will be the focus? Intervention, Collaborative, Backbone or Collaborative Member Organizations

Focal Issue-Problem?

- **What is the issue/problem focus** of the equity work and **how is it quantified and summarized?**

Focal Population(s)?

- **Which group(s) experience** the greatest **disparities** or adverse impacts?
- **Which group(s) will be the primary/targeted focus** of the interventions?

Strategy(ies)-Intervention(s)

- Are the strategies and interventions **programmatic, policy, or systems change?**

Targeted Universalism?

- Are there specific, **quantifiable outcomes** for the interventions to **reduce or eliminate disparities** for focal population(s)?

Reduce-Eliminate Disparities?

- Will an intervention(s) be deployed or adapted to **specifically focus on needs of the focal population**, or will it be universal?



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Four Tools for Embedding Equity Into Collective Impact Data and Interventions

Organizational Assessment

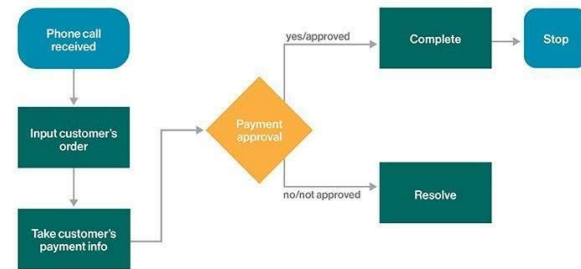


Equity Impact Analysis

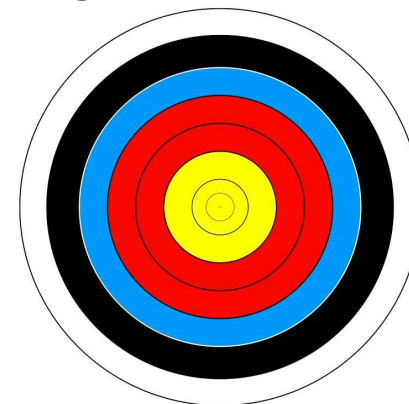


Process Mapping

■ START/STOP ■ PROCESS ◆ DECISION POINT → FLOW LINE



Targeted Universalism





ORGANIZATIONAL EQUITY ASSESSMENT

Organizational Assessment



ORGANIZATIONAL ASSESSMENT

Organizational Assessment



Description: A first step in collecting and analyzing information to assess key areas to improve racial equity and solicit ideas for making improvements

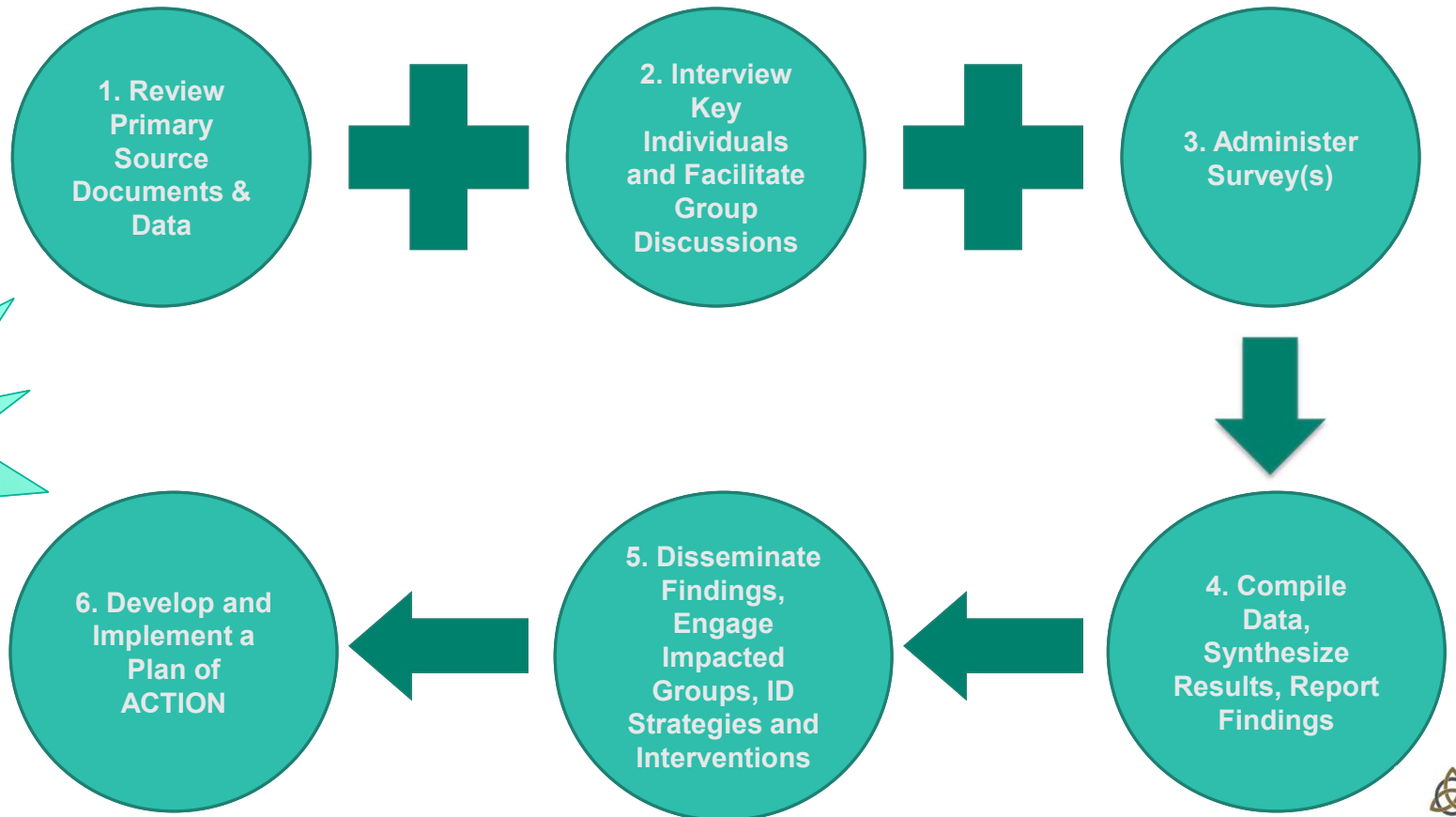
Recommended Areas of Assessment:

- *Workforce demographics, hiring, retention, and promotion*
- *Contracting practices*
- *Organizational commitment, leadership, and management*
- *Community access and partnership*
- *Data, metrics, and on-going improvement*



ORGANIZATIONAL ASSESSMENT

Organizational Assessment





ORGANIZATIONAL ASSESSMENT

Organizational Assessment

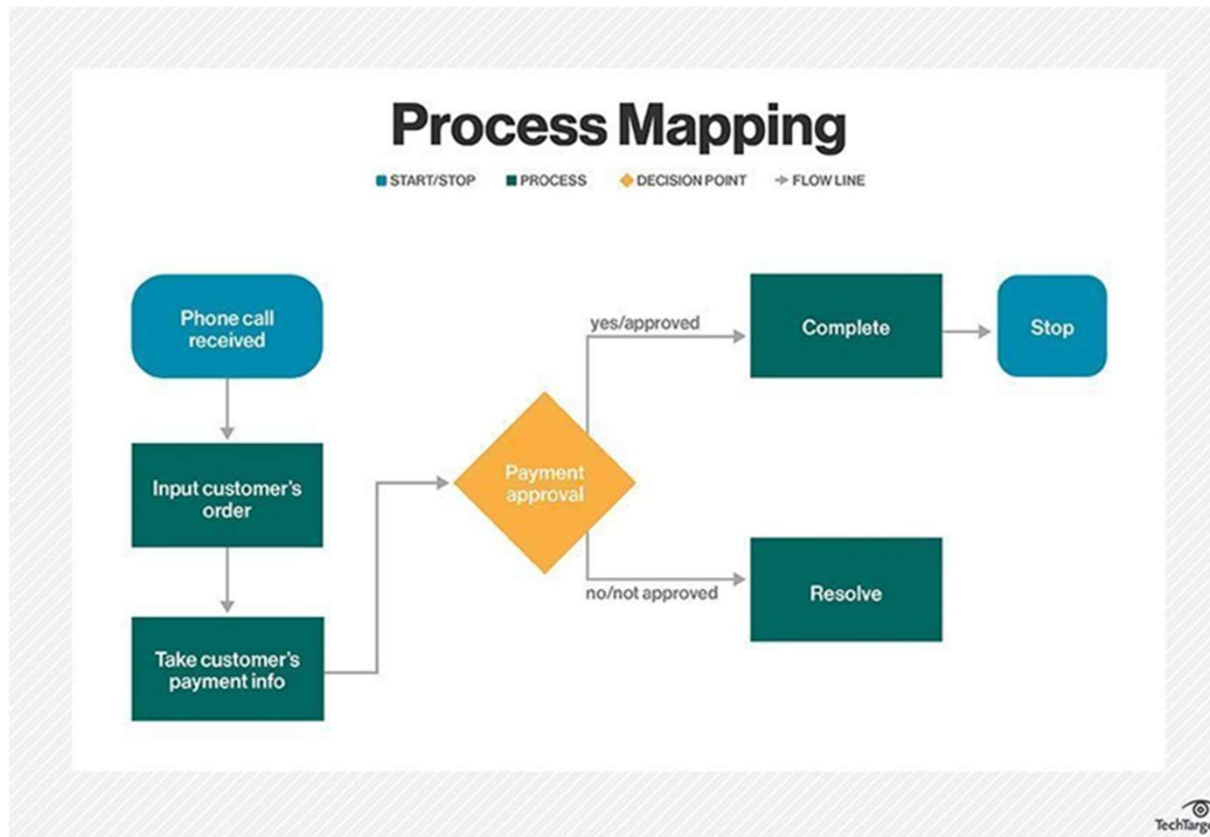


<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none">• Leadership priority and commitment to equity, equal opportunities, and social justice• Employee knowledge and engagement in advancing equity and social justice within the organization and beyond• Strong internal collaboration	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none">• Lack of accountability related to decision-making• Lack of community engagement and active involvement (context experts)• Poor communication about biases that exist within the organization and within individual employees
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none">• Restructuring of policies that hinder access to and consideration of advancement opportunities• Training opportunities for leadership on best-practices related to inclusivity and equitable management• Allocating funding towards support for equity and social justice initiatives	<p style="text-align: center;"><u>Challenges</u></p> <ul style="list-style-type: none">• Embedded organizational practices do not allow for change• Equity initiatives may lose traction and may become unsustainable• The process of creating and sustaining change is slow

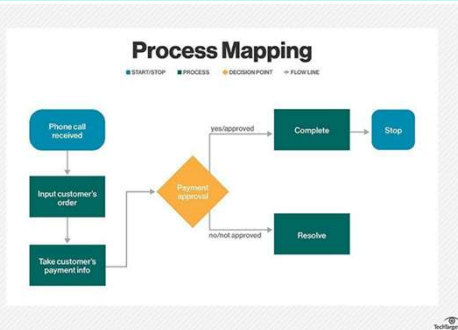




PROCESS MAPPING



PROCESS MAPPING



Visual Description: A process map (flow chart) is a planning and management (diagnostic) tool that visually describes the flow of activities and actions related to a body of work...

Problem-Solving Tool: Process maps provide insight into a process/system, help teams brainstorm ideas for process/system improvement, increase communication, provide process documentation, and help to identify bottlenecks, repetition, delays and where disparities enter and exist.

Disparities Identification Tool: When combined with data, process maps are a tool for identifying the location (and possible sources) of disparities in the process.

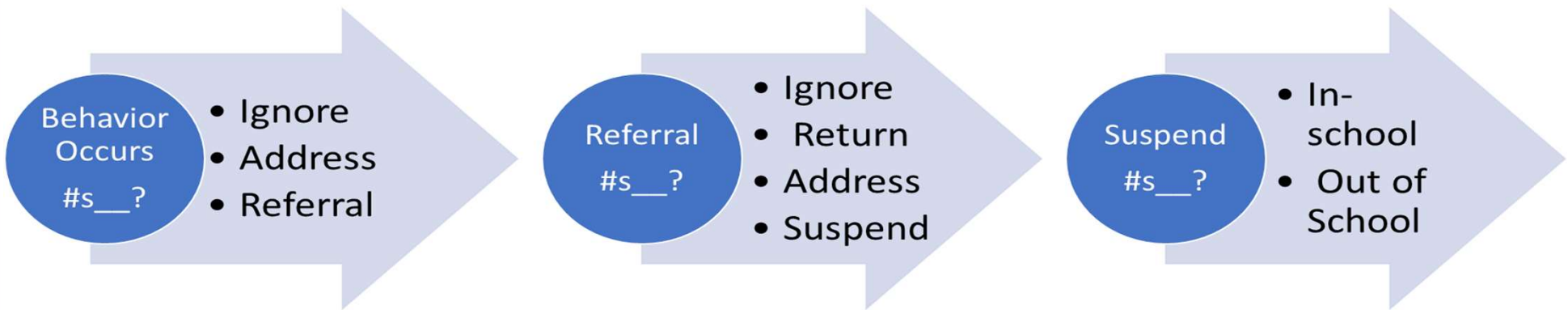
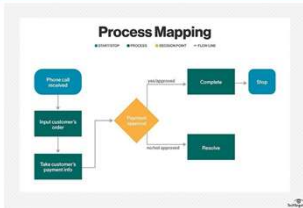
Resource-Lucid Charts <https://www.lucidchart.com/pages/process-mapping>



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Process Mapping Example: Student Suspensions

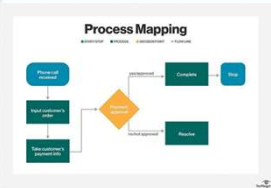


NUMBERS BROKEN DOWN BY:

- Gender
- Race/Ethnicity
- Special Education Status
- Free/Reduce Price Lunch



Process Mapping Example: COVID-19 Testing



- Requests
- Denials
- Tested



- Positive
- Negative
- Compromised
- Other



- No Action
- Referred to Dr.
- Hospitalized
- Other

NUMBERS BROKEN DOWN BY:

- Age
- Gender
- Race/Ethnicity
- Income Level
- Occupation





EQUITY IMPACT ANALYSIS

Equity Impact Analysis



Equity Impact Analysis

Equity Impact Analysis



- An Equity Impact Analysis is a process in which a public agency or community group **analyzes how a budget, policy or practice decision is likely to impact different sub-groups.**
- Modeled after the environmental impact statements** to anticipate the positive and negative environmental effects of proposed policy decisions on development projects.
- These analyses can help local leaders to **understand the equity implications of an existing or proposed policy, program, or practice, and to determine how the decision will impact existing economic and social inequities.**
- The framework for an equity impact analysis is a structured analysis that **can be applied to any standard policy or decision-making process** to identify populations likely to be affected and identify steps to close existing gaps and/or mitigate unintended consequences.
- Most frequently used for analysis of race disparities but **can be applied to any sub-group in the population.**

[Source-PolicyLink-https://allincities.org/toolkit/racial-equity-impact-assessments](https://allincities.org/toolkit/racial-equity-impact-assessments)





Racial Equity Tools Content Comparison

GARE TOOL

- 1. Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?
- 2. Data:** What's the data? What does the data tell us?
- 3. Community Engagement:** How have communities been engaged? Are there opportunities to expand engagement?
- 4. Analysis and Strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
- 5. Implementation:** What is your plan for implementation?
- 6. Accountability and Communication:** How will you ensure accountability, communicate, and evaluate results?

KING COUNTY TOOL

- Phase 1:** Scope. Identify who will be affected
- Phase 2:** Assess equity and community context
- Phase 3:** Analysis and decision process
- Phase 4:** Implement. Are you staying connected with communities and employees?
- Phase 5:** Ongoing Learning. Listen, adjust, and co-learn with communities and employees.

SEATTLE TOOL

- Step 1:** Set Outcomes
- Step 2:** Involve Stakeholders + Analyze Data
- Step 3:** Determine Benefit and/or Burden
- Step 4:** Advance Opportunity of Minimize Harm
- Step 5:** Evaluate. Raise Awareness. Be Accountable
- Step 6:** Report Back

Equity Impact Analysis



A racial equity tool is a simple set of questions.



What is our vision for the future?
How will we measure progress?

What are the data? What do these data tell us?

How can we continually partner with the communities most impacted?

Who benefits or will be burdened by this proposal?
What are our strategies to advance racial equity or mitigate unintended consequences?

What is our plan for implementation, incorporating racial equity strategies?

How will we hold ourselves accountable, communicate results and keep improving?

Sample Equity Impact Analysis Products

Equity Impact Analysis



Case Study: Minneapolis Public Schools

Proposed Initiatives: A school board proposal to cut school district operating costs by reorganizing school enrollment and transportation routes

Data Collection Processes:

- Interdepartmental team created win for the school district
- Held meetings among school board staff and leaders
- Data collected:
 - Student enrollment differences by resident zone and broken down by students of color and English language learners
 - Enrollment trends over the last five years for kindergarten and certain grades
 - Attrition within the public schools
 - Number of magnet programs
 - Proposed school closures
 - Programs proposed to be closed
 - Number of students who would and would not have to change schools
 - Cost savings for each initiative
 - Number and racial percentages of students who would be disrupted



Sample Equity Impact Analysis Products

Equity Impact Analysis



Case Study: Minneapolis Public Schools

Results:

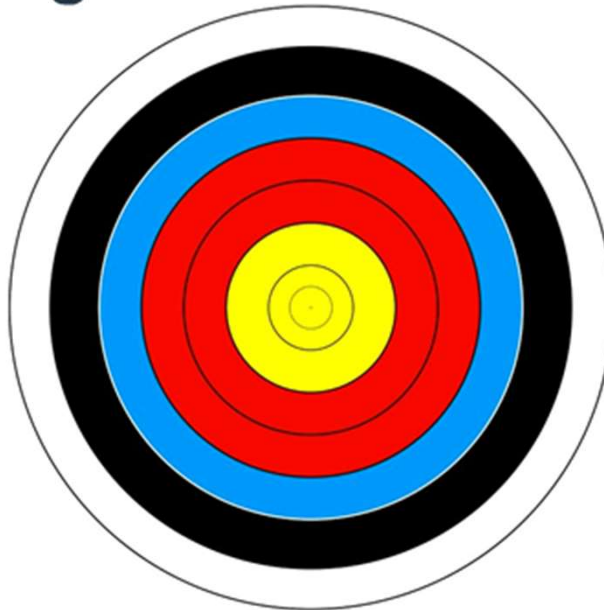
- Plan A (establishment of solid school boundaries) saved \$8.5 million, but disrupted 9,200 students (39% of students of color; 52% of white students)
- Plan B (rebalance zone capacity) saved \$8.2 million, while disrupting 8,550 students (43% of students of color; 33% of white students)
- Plan C (closure of schools) saved \$9 million, and only disrupted 4,920 students (22% of students of color; 25% of white students)

Next Steps: Data was further broken down by race and culture to understand how the district's initiative options would impact certain communities (American Indian and Somali communities, in particular); stakeholders were engaged in collective problem solving, and viable options for both communities were established



TARGETED UNIVERSALISM

Targeted Universalism





Targeted Universalism

Targeted Universalism



Targeted Universalism means setting universal goals that can be achieved through targeted approaches for segments of the population



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TARGETED UNIVERSALISM

Targeted Universalism



Targeted Universalism means setting universal goals that can be achieved through targeted approaches for segments of the population

5 STEPS FOR IMPLEMENTATION

- 1. Define Universal Goal** -Establish a universal goal
- 2. Measure Overall Population** -Measure how overall population fares relative to universal goal
- 3. Measure Population Segments** -Measure performance of population segment relative to universal goal
- 4. Understand Group-Based Factors** -Understand how structures and other factors support or impede group's progress toward universal goal
- 5. Implement Targeted Strategies** -Create and implement targeted strategies so each group can achieve universal goals



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Sample Targeted Universalism Analysis Products

Targeted Universalism



Step	Approach
1) Establish a universal goal	100% proficiency in Staten Island 3 rd grade reading
2) Measure the overall population performance	47% of Staten Island 3 rd graders are proficient in reading
3) Measure the performance across population segments	White: 63% Asian: 60% Black: 32% Latinx: 32%
4) Identify the influential barriers to progress for each population segment	White Asian Black Latinx
5) Implement targeted strategies to better support each group in achieving the goal	<ul style="list-style-type: none"> • Specific strategies implemented to support each group in achieving the goal based on their unique needs • Examples: Common Core materials for all grades 1-2; Reading tutorials for ELL students



Sample Targeted Universalism Analysis Products

Targeted Universalism



Case Study: Seattle's Pedestrian Master Plan

Mission: Deliver a first-rate transportation system through provision of public safety, building healthy communities, and fostering a thriving economy

Project Planning and Data Collection:

- Focus on creating walkable communities with accessible sidewalks
- Investment would be unequal across the city based on neighborhoods with sidewalks in greater disrepair
- Prioritization through city-wide mapping
- Creation of a weighted index that measured demand, equity, health effects, and the transit function among areas with the greatest need
- Equity criteria included data on income, auto ownership, disability, and disease



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BREAKOUT GROUPS FOR TOOL REVIEW AND DISCUSSION



BREAKOUT DISCUSSION QUESTIONS

Please select and discuss one of or more of the questions below. You will have 15 minutes for small group discussion followed by popcorn style report-outs.

1. What experiences have you had with any of the tools?
2. What are any pros and cons of specific tools or these tools generally?
3. What questions do you have about any of the tools?
4. What other tools are needed?





TOOL SELECTION

From the Breakout Exercise Packet use these pages for references:

One of the Equity Impact Analysis Tools

- GARE Tool (pp. 2-3)
- King County Tool (pp. 4-6)
- Seattle Tool (p. 7-10)

Targeted Universalism Tool

- For Targeted Universalism use the attached summary (p. 11 of Breakout Exercise Packet).





RESOURCES

JWC Resources developed by Junious Williams Consulting and available through the Collective Impact Forum

- A Primer on Equity in Collective Impact (Workshop PowerPoint)
- Bibliography of Selected Resources for Embedding Equity Into Collective Impact Data and Interventions: Equity Impact Analysis and Targeted Universalism (PDF document)
- Equity Impact Analysis Tool Content Coverage Comparison Table (PDF document)



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