REDI BLUEPRINT
RACIAL EQUITY, DIVERSITY + INCLUSION

A TOOLKIT FOR ADVANCING EQUITY
IN CORPORATE CULTURE

ADVANCE►
⊜ Urban League of **Broward County**

RACIAL EQUITY DIVERSITY & INCLUSION (REDI) TOOLKIT

The Urban League of Broward County developed this document with the generous support of its corporate investors and in collaboration with the Racial Equity, Diversity & Inclusion (REDI) Collaborative.

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INTRODUCTION

The movement for racial justice--sparked by the murders of George Floyd, Breonna Taylor, Ahmaud Arbery--prompted companies across every industry to release statements voicing a commitment to diversity and inclusion and pledging to combat racism. While these declarations were important, we challenged our community to go beyond a performative public statement by committing to dismantle systems of racial inequity and social injustice. According to polling conducted by JUST Capital, roughly 75–85 percent of Americans strongly believe that companies should not only publicly condemn structural racism, racial injustice, and police violence, but that they should also take concrete steps to create a more equitable future going forward.

Courageous Conversations: Beyond the Public Statement

To advance racial equity in Broward County, the Urban League envisions its role as a community convener, advocate and provider of equitable opportunities for families to thrive. In response to the national discourse on the state of race relations, the Urban League gathered a small but dedicated group of longstanding corporate partners prepared to rise to this moment. In a private roundtable, CEOs and market leaders addressed the challenges and opportunities of weaving diversity, inclusion and racial equity into their company's DNA. In the weeks that followed, executives from these respective companies committed themselves to developing solutions to eradicate racial biases inherent in corporate culture and operations.

WHY RACIAL EQUITY, DIVERSITY & INCLUSION?

The Urban League of Broward County worked with corporate allies to address equity, justice, race, and inclusion in Broward County. Although Black people share similar barriers with other historically marginalized groups such as people with low income, people with disabilities, LGBTQ+ communities, women, older adults, and young people, Black people tend to experience those barriers more deeply due to the pervasive and systemic nature of racism. By addressing the barriers experienced by Black people, we will effectively also identify solutions and remove barriers for other disadvantaged groups, resulting in better outcomes for Broward County residents.

For all Broward County residents to experience equitable opportunities to grow and thrive, we need to promote a shared understanding of the role that history and racist policies and practices play in perpetuating racial disparities. We cannot address these racial disparities through "color blind" equality-focused and/or "race-neutral" approaches as this does not account for the impact of being denied access to resources, unconscious biases, and systemic barriers. Intentionally acknowledging the impact of structural marginalization and discrimination is needed to create meaningful and long-lasting change.

Racial Equity, Diversity & Inclusion (REDI) Goals
- ·Connect and engage business leaders in learning and action-oriented efforts to combat racism
- Identify racially discriminatory practices in the companies/organizations of Broward County
- Dismantle structures in workplace culture, career advancement, and procurement opportunities that position some communities to prosper while excluding others
- Develop strategies that promote simple, systemic, sustainable, scalable change

THE REDI TOOLKIT- AREAS OF FOCUS

The Urban League and the Racial Equity, Diversity & Inclusion (REDI) Collaborative developed this toolkit to provide business leaders with a data-driven framework to effectively identify systemic barriers to racial equity within their organizations. The REDI toolkit includes DEI assessment tools, tools for creating supplier diversity and procurement plans, and metrics to support the furtherance of racial equity and corporate social responsibility goals. Our keys areas of focus include:

Inclusive Workplace Culture

Diversity Talent Development & Advancement

Supplier Diversity Promoting Racially Equitable Purchasing

Equitable Community Investment
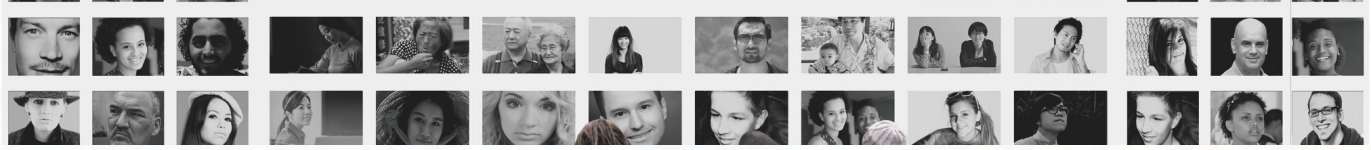
SWOT ANALYSIS

The Racial Equity, Diversity & Inclusion Collaborative inventoried the strengths, weaknesses, opportunities and threats of the participating ally corporations to get a strategic snapshot of equity, justice, race, and inclusion of companies in the South Florida community (specifically Broward County.)

The analysis revealed that in many of the companies/organizations:

- Policies, programs and strategies, are either not in place or not being prioritized or monitored
- Entry-level positions are highly diverse, but executive/management roles are not
- There are no formal programs or processes to equip Black and brown leaders with the tools necessary for advancement
- Implicit bias plays a role in the adverse impact of hiring decisions and mentorship opportunities for Black and brown employees

The profile was analyzed and synthesized to formulate strategies and recommendations that:

- Develop workplace cultures of racial equity, diversity, and inclusion and create safe spaces for staff support
- Create leadership and talent pipelines that better position Black and brown people for career advancement
- Remove market barriers and strengthen relationships with local agencies and community partners to develop a localized approach for supplier diversity opportunities

EXISTING STRENGTHS

- Diversity and inclusion are part of the corporate fabric with national recognition
- Existence of a Diversity & Inclusion Council -Corporate & Regional Market: Minorities in Leadership Business Resource Group
- Launched anti-Black racism training, communications and engagement series of podcasts, webinars, and articles.
- Annual compliance training includes reinforcement of Zero-Tolerance policy on discrimination and harassment.
- Launched Leadership Diversity education
- HR education & select certification in D&I program

OPPORTUNITIES

- Continue creating forums for education and critical conversations; present at store/team meetings & leadership meetings.
- Evolve to virtual-only diversity and inclusion initiatives, including speaker events and communications to ensure continued colleague engagement.
- Enhance our diverse workforce representation and realize representation goals for 2021 and beyond.
- Confirm diverse Job Boards.
- Re-establish goals for improvement in key D&I metrics.
- Evolve recruiting strategy to include HBCU & apprenticeships.

GAPS

- Due of the size and number of employees, we are challenged with the silo impact.
- With respect to this very special movement concerning social injustice some leaders aren't comfortable discussing with their workforce.
- There is a lack of diversity, especially in the executive team below the C-suite. We believe awareness and education across all levels of the organization are necessary.
- More frequent data could be gathered around employee sentiment in the workplace. We launched our first employee survey pre-COVID, but we will need to do more to gauge progress, pivot when necessary and continue to gather more voices/ideas.
- HR hiring practices could be refined to address implicit bias in the process and "culture fit" in the hiring decision.
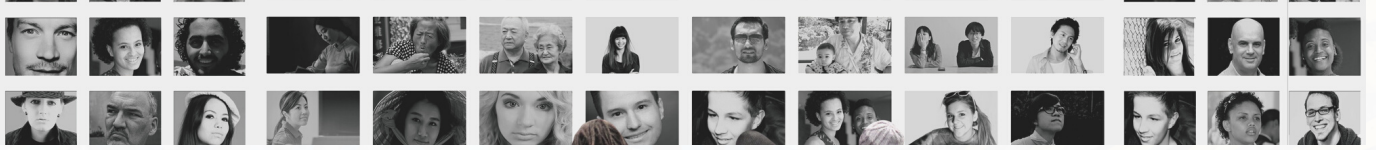
Workplace Culture

Inclusiveness is a strategy for using each person's unique and individual strengths to increase an organization's productivity, profit and performance. Leveraging this diversity creates an advantage that can result in greater innovation and success.

Why Workplace Culture?

We're stronger when we connect our diverse backgrounds and perspectives to better meet the needs of our customers, clients and communities. When a company's culture is anchored in a commitment to inclusion, all the stakeholders are valued, appreciated, and motivated to work together for the success of the company/organization.

Recommended Strategies

• Embed inclusion racial equity, diversity, and inclusion competency into talent programs

• Establish a talent development program for existing staff

• Establish experiential leadership programs that connect employees, executives and thought leaders across the organization

• Establish Employee Networks providing members with opportunities to join others with shared backgrounds and interests to develop leadership skills

• Build strong ties with the communities the company serves, advance the diversity recruitment efforts and bring lasting value to the business

Recruit the next generation of leaders:

• Continue to attract diverse talent with early identification programs and connect with colleges and universities to help shape curriculum with the right skills and training to meet the future needs of the workforce

• Implement a college recruitment program
• Partner with external organizations and conferences to meet top talent with diverse ethnicities and backgrounds and place them in careers throughout your company

• Establish a Diversity and Inclusion Council with leaders who have demonstrated a passion for this critically important aspect of our company's culture.

• Develop a D&I "champions" program to ensure a wide range of perspectives about work
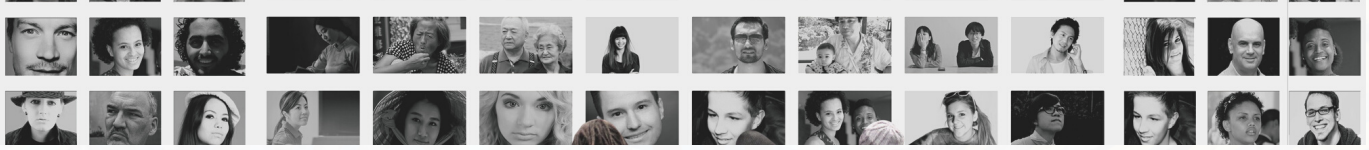
REDI RECOMMENDED STRATEGIES

Diverse Talent Development & Advancement

Attracting, recruiting, and retaining diverse candidates has a myriad of benefits at every level of a company; however, the biggest barrier to building a racially equitable, diverse and inclusive workforce requires organizations/companies to commit to engaging with diverse talent on an ongoing basis and well before the need arises to make hiring or promotion decisions.
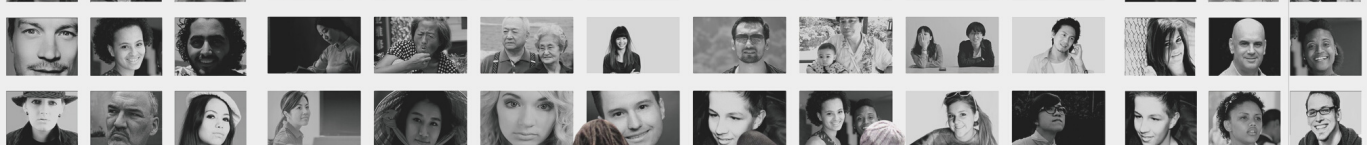
Why Diverse Talent Development & Advancement?

Despite a heightened focus on racial equity, diversity, and inclusion, particularly in the wake of social unrest protests worldwide, there remain significant gaps in the talent pipelines of companies.

As a community, we are committed to fighting injustice, creating substantive, sustainable change and taking action centered on racial equality and social justice. To be inclusive and build a diverse workforce for companies, small and large requires deep reflection, intentional action and an ongoing commitment to growth and learning.

Recommended Strategies

Recruiting, hiring, developing and advancing diverse talent requires companies to be very intentional about developing pipelines and building a culture and brand that would attract diverse candidates

- Design talent development and advancement processes that mitigate bias
- Develop a structured hiring process that directly addresses unconscious bias
- Diversify your network – if you're only reaching out or taking referrals from your immediate network, these folks will tend to look like you. This can inadvertently create unconscious bias.
- Eliminate gendered keywords in job descriptions, such as "support," "affectionate," "leader," and "aggressive"
- Develop an interview process that sources a diverse slate of candidates (requiring candidate pools to reflect the population or include a certain number of candidates from an underrepresented group at your organization in the hiring pipeline
- Have a diverse representation of people on the interviewing team. (make sure you're not tapping the same team members every time – you don't want to burn them out or make them feel like a token or symbol

- Eliminate dialogue about "culture fit." Focus dialogue on "culture add."
- Track candidate sourcing by role and advertise in ways that will reach a larger pool of candidates—especially overlooked communities.
- Create and honor salary ranges rather than base pay off previous salaries. This often creates inequity in pay for women and Black, Indigenous,and People of Color (BIPOC).
- Build a consistent and clear framework for talent evaluation criteria.
- Conduct regular audits of talent pools and check for biases in the talent development process
- Make a commitment to empowering diverse candidates to take on stretch projects, investing in internships, staff development, leadership pipeline development, and coaching programs.

Supplier Diversity

A diverse supplier is a business that is at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. Common classifications are small-business enterprises (SBEs), minority-owned enterprises (MBEs), and woman-owned enterprises (WBEs).

Over time, the definition of diversity has expanded to include businesses owned by other underrepresented groups such as LGBTQ+, veterans and proprietors with disabilities.

Why Supplier Diversity?

• Establishes an expectation and an invitation to minority-owned businesses that their business is welcomed
• Maintains high moral and ethical standards of the company
• Increases market penetration in diverse markets and segments
• Drives social and economic benefits in targeted communities
• Improves corporate reputation and involves the organization in the communities where business is conducted
• Generates economic opportunity for disadvantaged communities
• Creates a selling point when hiring - 52% of applicants said they want to work for a company that has a supplier diversity program (survey conducted for UPS by Hootology)
• Widens the pool of potential suppliers & promotes competition in the supply base, which can improve product quality and drive down costs
• Makes supply chains more resilient and agile.

Recommended Strategies
Implement policy and procedures based upon best practices to increase small business engagement

- Define your program/scope and create a policy
- Determine what want your supplier diversity program to focus on. Which diverse categories do you want to focus on?
- Outline Certification Policy – What types of certifications will you accept?
- Create a supplier diversity policy statement that defines the groups you are interested in doing business with and how to evaluate suppliers. Your policy should be your standard operating procedure and non-negotiable.
- Review national best practices/recommendations related to increasing local, small business, women and/or minority-owned business engagement.
- Review and compare policies and procedures to learn of different approaches and best practices.
- Implement registration and certification processes that will eliminate barriers and increase the pool of certified firms (small and/ or minority-owned)
- Increase local, small and minority-owned business contracting opportunities by implementing strategies that share potential bids/ procurement opportunities

Determine baseline of % of overall spend by minority suppliers
- Consider partnership with a vendor (such as Supplier Gateway) to assist with this process
- Establish clear, actionable, and measurable goals - % of overall spend

Create a Reporting Framework
- Increase participation of local, small and/or minority-owned businesses through collaborative targeted outreach and engagement activities
- Create a centralized communication strategy to consistently share information with local, small and minority-owned vendors (i.e. website, newsletters)
- Establish priorities for outreach and engagement activities (i.e. geographical-focused, industry-focused, supplier diversity-focused, currently non-registered or non-certified firms)
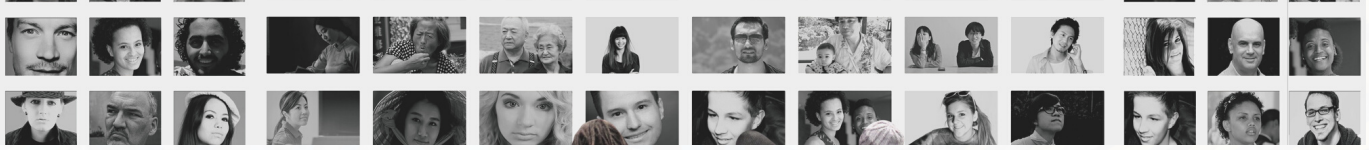
REDI RECOMMENDED STRATEGIES

Community Investment

An effective community investment program seeks to improve economic mobility, build community wealth, increase access to health resources, cultivate a fair and just housing system, and strengthen democratic participation. Longstanding disparities in funding Black-led/Black-serving organizations have left communities of color under-resourced, underserved, and overrepresented in the groups facing adverse outcomes.

Equitable philanthropy plays a significant role in an organization's ability to meet the unique challenges of Black and other historically underserved communities.

Why Community Investment?

According to a study by Echoing Green, Black-led organizations were 24 percent smaller than the revenues of their white-led counterparts, and the unrestricted net assets of the Black-led organizations were 76 percent smaller than their white-led counterparts.

It is predicted that even if substantial financial investments are made in communities of color, it will take hundreds of years to close the wealth gap between blacks and whites. Starting with investments by the private and public sector, as well as making changes in policies and practices will help to begin to catalyze a broader range of innovative, community-based solutions and dismantle systemic racism.

Recommended Strategies

- Establish specific goals for increasing the representation of Black, Indigenous, People of Color (BIPOC) and other underrepresented groups in the organization's board or staff
- Establish specific goals for increasing the representation of Black and other underrepresented groups in the organization's board or staff
- Form a project advisory committee that better represents under-represented groups
- Create partnerships that align funding opportunities and resources that promote participation, involvement and investment in underrepresented communities

- Provide support for staff and board recruitment activities designed to improve the diversity of the organization
- Work with other grant makers supporting the organization to establish expectations and support work to improve the diversity of the organization
- Condition subsequent grant payments on progress toward racial equity goals
- Involve senior foundation leadership in discussions with the organization to highlight the importance of racial equity and the inclusion of underrepresented people in foundation-funded work

RACIAL EQUITY, DIVERSITY & INCLUSION (REDI) TOOLS

ESTABLISHING MEANINGFUL DIVERSITY AND INCLUSION METRICS:

Implicit bias supports inequity. Shifting an organization's REDI paradigm requires clear and robust measures to track efforts and outcomes. Metrics help companies committed to racial equity, diversity and inclusion stay on track by identifying risk areas, prioritizing initiatives, setting goals, assigning accountability, and measuring the impact of initiatives. Metrics substantiating the financial return on investment are used to engage stakeholders, strengthen leadership commitment, secure additional resources, and advocate for further change. Metrics prove equity and inclusion fosters trust, and commitment, and strengthens an organization's brand and reputation. Presenting hard-data financial evidence of costs and benefits fosters a more objective, rational, and productive framing for the validity and importance of REDI.

Define Which Dimensions of Diversity You Will Monitor
Diversity metrics should be relevant to the local context and business leaders. Otherwise, companies can misappropriate valuable resources by targeting the wrong diversity problems and by implementing the wrong solutions. The unique legal, historical, political, and cultural environments of different nations and regions determine which diversity issues are relevant. Companies should ensure that data is not used to discriminate against employees, clients, or suppliers.

Select Metrics for Three Different Purposes
An organization's diversity and inclusion metrics should serve three purposes: diagnose risk areas and opportunities, track the progress of initiatives, calculate return on investment. True diversity is only achieved by ensuring representation at all levels and all functions. A fourth would be to help inform and set the course forward. This could include starting new initiatives or making changes to existing initiatives.

Establish Baseline Measures and Set Targets
Well-defined and measurable goals are particularly important because, without goals, automatic and hidden tendencies that prefer some over others would easily override conscious intentions.

Track and Analyze Results
Once targets or other goals are set, responsibility for their achievement should be assigned and scorecards and other performance management tools should be used to ensure accountability. It is important to have a formal plan for measuring your progress—what metrics will be calculated, by whom, and how often? It is important to assign responsibility for reporting and responding to findings.

Report Results
Results of diversity efforts should be transparent internally. This fosters trust and encourages accountability. Sharing results externally can also be valuable for industry benchmarking and strengthening an organization's reputation and brand. Organizations that have missed their REDI targets should respond honestly and sincerely, outlining a plan for rectification. While there is no hard and fast rule on the frequency of reporting metrics, ideally, reports should be published at least yearly.

Review Metrics Regularly
Companies should regularly review metrics, changing them as needed and as business goals change.

METRICS & IMPACT

Board Composition
Count
%Female
%African American
%Latinx
%Asian
%White
%Other

C-Suite Composition
Count
%Female
%African American
%Latinx
%Asian
%White
%Other

Senior Leadership Composition (Regional and Local Level Reporting)

Regional	Non-Officers	Local (Broward County, if available)	Non-Officers
Reporting level	Count	Count of employees	Count
Count of employees	%Female	Officers	%Female
Officers	%African American	Count	%African American
Count	%Latinx	%Female	%Latinx
%Female	%Asian	%African American	%Asian
%African American	%White	%Latinx	%White
%Latinx	%Other	%Asian	%Other
%Asian		%White	
%White		%Other	
%Other			

Company Metrics (Recruitment/Retention/Succession)

Regional	Total Attrition (Count)	Local	Total Attrition (Count)
• Total New Hires (Count) • %New Hires • Breakdown by Gender if possible • Breakdown by Race/Ethnicity, if possible	• %Attrition • Breakdown by Gender, if possible • Breakdown by Race/Ethnicity, if possible • %Unwanted Attrition	• Total New Hires (Count) • %New Hires • Breakdown by Gender, if possible • Breakdown by Race/Ethnicity, if possible	• %Attrition • Breakdown by Gender if possible • Breakdown by Race/Ethnicity, if possible • %Unwanted Attrition

Supplier Diversity Metrics

- Do you have a supplier diversity program?
- Is your supplier diversity program "race conscious"?
- %RFPs that have gone to minority-owned small businesses

- Does the CEO sign off on race equity metrics and progress
- Does the CEO/SL meet with resource groups?
- Does the CEO/SL serve on 3-B org? (Black-serving, Black-led, Black-focused)

- Does the company have a scorecard for race equity, and is it published?
- Additional Metrics that companies may be measuring that we should include?

PLANNING GUIDE

This tool can be used to guide you in creating teams or workgroups to ensure the integration of Racial Equity, Diversity and Inclusion in your company. There are a variety of models to establish successful teams and/or workgroups. Here are two to consider that are easy to modify and adjust as needed. Regardless of which approach you take, your organizational culture and structure are the ultimate guide. Consider what types of teams/workgroups have been successful within your company in the past. Leverage the lessons learned to guide you in creating teams and workgroups for this work.

Skill-based Teams

Use the leadership and expertise that already exists within the organization for essential functions of the process. These include expertise in addressing equity and inclusion issues, data analysis, strategic planning, organizational development, human resources, communications, and management. This type of team is usually led by a member of the organizational leadership or their designee, and staffed by someone whose regular responsibilities include supporting high-level teams. To ensure that the team also reaches deep into operations, a company-wide engagement plan will be a critical piece of the work for those choosing this model.

Division/Department-based Teams

Utilize representatives from each division/department. In this way, deep knowledge and expertise of the company will become part of the team's regular work and discussions. This type of team is usually led by a member of one division/department, possibly also a leadership team member, and staffed by someone whose regular responsibility it is to support high-level working teams. To ensure that key skill sets are present, the work plan for this team includes periodic engagement of those within the company who possess the skills and knowledge required, such as equity and inclusion, data analysis, strategic planning, organizational development, human resources, communications, and management. Although the structure of this team/workgroup does reach deep into the company, a company/organization-wide engagement plan is also critical for continuity and consistency.

Sponsorship, Roles, Responsibilities, and Communications

Whichever model is used to establish your planning team, please also consider the following:

- At least one member of the executive team is a "sponsor" of this initiative and has been assigned to the team with direct line of report throughout the process. The sponsor may ask all or some other leadership members to assist in this role.

- Establish a communications plan between the team and the sponsor(s). This plan should cover general communication needs as well as decision making.

- Construct an engagement plan that outlines expectations for regularly communicating about the process company/organization-wide to enable broad participation, help build transparency and ensure that everyone can contribute to the planning process.

- Depending on their role, expect members of the planning team to devote 5 to 10 percent of their time throughout the planning process to this endeavor. This should be a formal agreement between the sponsor, the individual team members, and team members' direct supervisors.

- Limit the planning team membership to 5 to 7 members in total, if possible. Part of the regular work of the team will be to engage with, as well as gather information and feedback from, the entire company/organization.

- Lastly, consider including client membership on your planning team, especially if this is already part of your organizational culture. "Client" here refers to anyone served by your programs and services. Consideration of how to include client input into your planning process should also be included in your engagement plan (for example through focus groups, other types of meetings, and surveys).

See Stakeholder Engagement Models for more information.

TEAM WORKPLAN TEMPLATE

	PEOPLE	RESOURCES NEEDED
Step One: Map Out Planning Process		
1. Review current REDI plan and/or initiatives		
2. Assign an executive sponsor to the REDI initiative		
3. Determine planning team infrastructure		
4. Assign team roles and responsibilities with executive sponsor approval		
Step Two: Gather Information and Self-Assessment		
1. Gather company/organization and divisional/departmental data		
2. Conduct self-assessment and engage stakeholders		
3. Review data and synthesis results with departments/team responsible for equity and inclusion, data analysis, strategic planning, organizational development, human resources, communications, and management		
4. Communicate findings and next steps to leadership and confirm priorities and strategic focus with executive team		
Step Three: Develop Goals, Strategies & Metrics		
1. Develop REDI plan based on self-assessment results and company/organizational priorities		
2. Draft goals, strategies, deliverables, metrics, implementation plan		
3. Finalize draft plan		
Step Four: Review Plan		
1. Meet with team members from equity and inclusion, data analysis, strategic planning, organizational development, human resources, communications, and management to review plan		
2. Meet with work team/workgroup to revise plan as needed		
3. Meet with executive sponsor to review and finalize the REDI plan		
Step Five: Implement Plan		
1. Re-engage with key stakeholders to communicate and execute the plan		
2. Plan regular check-points with executive sponsor, leadership and all stakeholders to ensure support and active engagement		
3. Revisit implementation plan, revise as needed and continue to plan for resources needed		

DATA GATHERING GUIDE

This tool is designed to support the data gathering and review process. It walks you through data sets and suggested review questions on a variety of racial equity, diversity, and inclusion related factors. It also provides a chance to reflect on trends, past goals and strategies, and identify best practices and indications of REDI gaps.

Information Gathering

For most companies/organizations, reviewing diversity data provides an important foundation for the strategic planning process on racial equity, inclusion, and diversity. This is also a time to continue gathering information about your organizational mission that can be included in your strategic plan introduction or self-assessment.

Data sources for racial equity, inclusion, and diversity include:

- Workforce demographics
- Culture and climate surveys
- Employee engagement reports
- Performance management reports
- HR reports (i.e., hiring, retention, development, promotion)
- Past goals on equity, inclusion, and diversity
- Previous assessments of your products, services, and programs
- Client demographics
- Client or marketing survey reports

In order to assess what internal data sources will be most useful to you, answering the following questions may help.

1. Do we have additional internal data sources that contain information useful in thinking strategically about racial equity, diversity and inclusion? If yes, what are those data sources and who can provide access to them?
2. Are there any obvious gaps in our data collection? If yes to this in any area, track these gaps. They can be used to determine whether there is a need for developing other internal data sources, an activity (deliverable) that can be built into your REDI plan.

NOTE: This is not the time to launch new or extensive data collection or analysis, aside from divisional or departmental meetings, focus groups, or other engagement activities. However, it is appropriate to track your gaps and build filling them into your plan.

REFLECTION QUESTIONS

For workforce demographics:

- In looking at the data across categories and comparisons, what are your first impressions? Does anything stand out - either as a positive, a challenge, or a question?
- Are there areas in your data that may point to strengths in racial equity, diversity and inclusion in your hiring and/or advancement practices?
- Is there anything else you would like to know about your workforce demographics that would help you assess challenges and opportunities foster and retain a diverse workforce? Please discuss with HR or DEI team.
- Are there any groups for which you feel you do not have enough of a "critical mass" in the organization for them to feel fully included and supported?
- How does your division's/department's overall demographics compare to the demographics of the company/organization? If applicable, how do your various divisions/departments compare to each other?

For workplace environment and climate:

- Based on your culture and/or climate survey results, are there any particular strengths or challenges indicated by the data? This question can be asked in the following areas:

  - The level of comfort your staff feels in the workplace, including differences between groups or identities
  - The percentage and sources of exclusionary behavior experienced
  - The importance of diversity within your company/organization, division or department
  - The support provided by leaders/managers/supervisors in your company/organization for professional development and performance improvement
  - The perceived racial equity and inclusiveness of your merit and advancement processes
  - The organizations leadership team is diverse and inclusive of many racial, gender, or other groups.
- What are some ways you can envision addressing these challenges? Growing or spreading your strengths?
- If you measure how your employees feel respected, welcomed, and valued by your organization with an internal survey, are there any strengths or possible challenges indicated by that data? (This should include the accessibility of your workplace environments.)*
- Do the responses or the experiences of any specific groups in either the company culture or climate surveys or your division/department surveys stand out to you? If so, what concerns, or opportunities do you see?
- What issues related to workplace climate are you most interested in addressing at this time?

For client demographics and climate data:

- How do your client demographics differ from those of your target groups? Are there any disparities between groups being served or missing groups? Is there anything in your data that points toward strengths or challenges in racial equity, diversity and inclusion in serving your clients? Be as specific as possible.
- If you measure how your clients feel respected, welcomed, and valued by your organization, are there any strengths or possible challenges indicated by the data? (This should include the accessibility of all your environments.)*

*Note: If you do not track or measure how your clients or employees feel respected, welcomed and valued by your organization, this may be something to include as an area of growth in your plan.

SELF-ASSESSMENT (1 OF 5)

How to Use This Tool

This tool can be completed in either an individual or a group format. Circle the most appropriate response from your perspective for each statement. Then provide comments, ideas, or questions that may arise as you complete the form. Examples include:

- Aspects of the organization that have had the greatest impact in achieving equity, inclusion, and diversity in the past or currently, and the reasons why this impact was able to be achieved
- Challenges encountered in achieving equity, inclusion, and diversity in the past or present and the solutions attempted to overcome them
- General lessons learned

For some topics, possible additions are provided. These additions are to assist in more deeply exploring a topic for which you may need more information or in which you already have best practices that should be recorded or challenges that may indicate gaps in addressing key issues that you may want to address in your strategic plan. Information gathered by those filling out the worksheet can be used to assess your current state of equity, inclusion, and diversity. The results will then be used to set goals and strategies for your plan.

Circle your response:
Y=Yes, N=No N/A=Not Applicable

1. Our company/organization is actively committed to issues of equity, inclusion, and diversity	Y	N	N/A
2. Our mission and vision statements include references to or goals on equity, inclusion, and diversity.	Y	N	N/A
3. The principles of equity and inclusion are embedded in our mission, vision, and core values.	Y	N	N/A
4. We have resources dedicated to equity, inclusion, and diversity issues, including professional development for managers and staff.	Y	N	N/A
5. Our equity and inclusion values are reflected in our internal and external communications, such as program descriptions, outreach materials, website, and newsletters	Y	N	N/A

COMMENTS, IDEAS, QUESTIONS:

SELF-ASSESSMENT (2 OF 5)

How to Use This Tool

This tool can be completed in either an individual or a group format. Circle the most appropriate response from your perspective for each statement. Then provide comments, ideas, or questions that may arise as you complete the form. Examples include:

- Aspects of the organization that have had the greatest impact in achieving equity, inclusion, and diversity in the past or currently, and the reasons why this impact was able to be achieved.
- Challenges encountered in achieving equity, inclusion, and diversity in the past or present and the solutions attempted to overcome them.
- General lessons learned.

For some topics, possible additions are provided. These additions are to assist in more deeply exploring a topic for which you may need more information or in which you already have best practices that should be recorded, or challenges which may indicate gaps in addressing key issues that you may want to address in your strategic plan. Information gathered by those filling out the worksheet can be used to assess your current state of equity, inclusion, and diversity. The results will then be used to set goals and strategies for your plan.

Circle your response:
Y=Yes, N=No N/A=Not Applicable

1. We regularly and systematically collect and analyze data about equity, inclusion, and diversity.	Y	N	N/A
2. We use program assessments and evaluations that assess our ability to be responsive to the needs of our increasingly diverse staff and clients.	Y	N	N/A
3. We actively develop resources for supporting our equity, inclusion, and diversity needs.	Y	N	N/A
Possible Additions			
4. Our managers and staff are familiar with our internal data gathering and analysis resources relevant to equity, inclusion, and diversity.	Y	N	N/A
5. We research new developments for equity, inclusion, and diversity and update our practices in this area accordingly.	Y	N	N/A
6. We encourage innovation that address equity and inclusion in our workplace, curriculum development, and teaching practices, where relevant.	Y	N	N/A
7. Our leadership development and promotion practices offer all groups –the opportunity to for growth and development.	Y	N	N/A

COMMENTS, IDEAS, QUESTIONS:

SELF-ASSESSMENT (3 OF 5)

This tool can be completed in either an individual or in a group format. Circle the most appropriate response from your perspective for each statement. Then provide comments, ideas, or questions that may arise as you complete the form. Examples include:

- Aspects of the organization that have had the greatest impact in achieving equity, inclusion, and diversity in the past or currently, and the reasons why this impact was able to be achieved.
- Challenges encountered in achieving equity, inclusion, and diversity in the past or present and the solutions attempted to overcome them.
- General lessons learned.

For some topics, possible additions are provided. These additions are to assist in more deeply exploring a topic for which you may need more information or in which you already have best practices that should be recorded or challenges that may indicate gaps in addressing key issues that you may want to address in your strategic plan. Information gathered by those filling out the worksheet can be used to assess your current state of equity, inclusion, and diversity. The results will then be used to set goals and strategies for your plan.

Circle your response:
Y=Yes, N=No N/A=Not Applicable

1. Our company/organization actively values and seeks to hire a diverse staff.	Y	N	N/A
2. We employ best practices for fair and inclusive hiring and advancement such as: active outreach to underrepresented communities, appointing diverse hiring committees, using clear hiring criteria, supporting professional development and career advancement for current staff, regularly using workforce data, etc.	Y	N	N/A
3. Staff from underrepresented identity groups are proportionally represented in leadership and management positions as compared with their overall numbers in the department or division.	Y	N	N/A
4. All staff have support to continue their professional growth and career advancement.	Y	N	N/A
5. We provide mentoring opportunities for all levels of staff and management.	Y	N	N/A
6. We provide staff with opportunities to engage in community-based learning and public service.	Y	N	N/A
7. We actively advocate for more accurately reflecting the diversity of our talent pools in all of our hiring (executives, leadership, management and staff).	Y	N	N/A
8. We have a succession plan that ensures diversity in our workforce in the coming years.	Y	N	N/A
9. Our managers and staff engage in professional development and/or dialogue about topics related to equity, inclusion, and diversity, and use performance management tools to track and build our capacity in this area.	Y	N	N/A
10. We provide fair and transparent recognition processes for achieving excellence across all staff positions.	Y	N	N/A

SELF-ASSESSMENT (4 OF 5)

How to Use This Tool

This tool can be completed in either an individual or a group format. Circle the most appropriate response from your perspective for each statement. Then provide comments, ideas, or questions that may arise as you complete the form. Examples include:

- Aspects of the organization that have had the greatest impact in achieving equity, inclusion, and diversity in the past or currently, and the reasons why this impact was able to be achieved.
- Challenges encountered in achieving equity, inclusion, and diversity in the past or present and the solutions attempted to overcome them.
- General lessons learned.

For some topics, possible additions are provided. These additions are to assist in more deeply exploring a topic for which you may need more information or in which you already have best practices that should be recorded or challenges that may indicate gaps in addressing key issues that you may want to address in your strategic plan. Information gathered by those filling out the worksheet can be used to assess your current state of equity, inclusion, and diversity. The results will then be used to set goals and strategies for your plan.

Circle your response:
Y=Yes, N=No N/A=Not Applicable

1. Our company/organization values and seeks to support our staff and clients with diverse backgrounds in our programs and services.	Y	N	N/A
2. Direct support is provided, where needed, to ensure the needs of our staff from all backgrounds are met.	Y	N	N/A
3. We provide support for critical transitions for staff (for example, first time managers/leaders that is based on best practices in the field, and we track and measure our success.	Y	N	N/A
4. We talk regularly with our staff about equity, inclusion, and diversity issues such as cross-cultural understanding, and provide resources to them for support.	Y	N	N/A
5. We employ mentoring practices and partnerships with our staff to provide greater impact to their development and advancement opportunities.	Y	N	N/A

COMMENTS, IDEAS, QUESTIONS:

SELF-ASSESSMENT (5 OF 5)

How to Use This Tool

This tool can be completed in either an individual or a group format. Circle the most appropriate response from your perspective for each statement. Then provide comments, ideas, or questions that may arise as you complete the form. Examples include:

- Aspects of the organization that have had the greatest impact in achieving equity, inclusion, and diversity in the past or currently, and the reasons why this impact was able to be achieved.
- Challenges encountered in achieving equity, inclusion, and diversity in the past or present and the solutions attempted to overcome them.
- General lessons learned.

For some topics, possible additions are provided. These additions are to assist in more deeply exploring a topic for which you may need more information or in which you already have best practices that should be recorded or challenges that may indicate gaps in addressing key issues that you may want to address in your strategic plan. Information gathered by those filling out the worksheet can be used to assess your current state of equity, inclusion, and diversity. The results will then be used to set goals and strategies for your plan.

	Circle your response: Y=Yes, N=No N/A=Not Applicable		
1. We regularly assess and provide resources to address workplace climate related to racial equity, diversity and inclusion.	Y	N	N/A
2. We regularly assess the degree to which our staff and our clients feel respected valued, fully included, and welcomed, and provide resources and training to address challenges and support an inclusive climate.	Y	N	N/A
3. There is a clear culture of respect across differences in all levels and positions of our division or department.	Y	N	N/A
4. If issues of insensitivity, exclusion, disrespect, or harassment arise in our workplace or other spaces we support, they are addressed directly and in a timely fashion.	Y	N	N/A
Possible Additions			
5. Visible images and materials throughout our workspaces are welcoming and inclusiveto diverse groups – for example, they include positive multicultural images, reflect the experiences of multiple communities, offer messages of equity and inclusion, showcase our own diversity.	Y	N	N/A
	Y	N	N/A
6. We use the data from company, employee and client surveys and other reports to help understand our climate needs, as well as how we create a fully inclusive environment for staff.	Y	N	N/A

COMMENTS, IDEAS, QUESTIONS:

STAKEHOLDER ENGAGEMENT GUIDE

This tool focuses on understanding your stakeholders' experience. It is especially useful for the self-assessment and goal-setting portions of your planning process.

Listening directly to stakeholders, and engaging them in meaningful and significant ways throughout the planning, decision making and assessment process can be an important way to deepen your understanding of critically important strengths and challenges. Companies/organizations gain valuable insights from stakeholders on strengths and gaps in:

- Diverse perspectives and experiences
- Meeting the needs of all staff and client demographics
- Climate issues for people of color, women or other underrepresented groups,
- Professional development and mentoring needs, especially for people from historically underrepresented groups
- The impact of demographics on the experiences of your workforce, your clients, and your ability to engage with potential and current stakeholders.

Suggested Activities for Incorporating Stakeholder Voices

The following activities provide different ways to engage stakeholders in sharing their experiences and insights on issues of racial equity, diversity and inclusion outside of regular meetings. You may wish to include one or more of these options at various stages of your planning process. Again, the most common times to launch stakeholder engagement processes are during the self-assessment and goal setting phases. In choosing a method, keep in mind the culture of your organization, the potential sensitivity of discussing equity and inclusion and the need for safety and confidentiality. Feel free to customize any of these activities to better suit your organization's needs, culture, and priorities.

Hold Facilitated Focus Groups

A focus group provides the opportunity for structured, facilitated conversation with a small group of stakeholders around certain key questions. Focus groups may be organized in many ways. Some examples include:

- Focus groups organized by divisions/departments within the company/organization
- Focus groups of clients, leaders, managers, staff or other stakeholder groups
- Focus groups organized by various topics, for example, diversity in hiring and advancement, supplier diversity, etc.

In order to ensure safe and candid discussions, you may wish to engage a skilled facilitator to help design your focus groups and facilitate them. However, if you do not, or are unsure, the Urban League of Broward County can help you find the right facilitator.

Basic Guidelines for Organizing Focus Groups

- Facilitators should not be the direct supervisor of anyone invited to participate in the focus group.
- All discussions should be kept confidential, with results reported out anonymously.
- Focus group participants should be provided with a statement about how their participation will be incorporated into the planning process, including any relevant decision-making processes, and any other opportunities available to them to provide input.

STAKEHOLDER ENGAGEMENT GUIDE

Self-Assessment Focus Groups
During the self-assessment phase, a useful tool for setting out topics to be discussed in focus groups is the Self-Assessment Worksheet. You may wish to create a smaller, customized version of the list of indicators found there for your focus groups. Focus group participants can fill out the customized worksheet as a first step then provide feedback through a facilitated discussion regarding their choices and their hopes for change and leadership in the future.

Goal Setting Focus Groups
During the visioning phase, one option for engaging stakeholders in focus groups is with your draft priorities. See the Goal Setting Guide for information on how to get to draft priorities, including the Goal Development Worksheet. Discussions at this phase can focus on whether the draft priorities capture the critical needs and opportunities of the company from your stakeholders' perspectives, and where you may wish to make some changes before moving into developing the REDI plan. Stakeholders can also provide insights and valuable information to help you set realistic goals and the strategies and deliverables needed to reach them.

Host a Town Hall Meeting
Town hall meetings are most often distinct from more business-oriented meetings in that they are organized as open forums for the whole division/department, or groups of other stakeholders. Depending on the general company/organizational culture, these discussions can vary between large and small groups. In this setting, various stakeholders can share their concerns, ideas, and hopes about racial equity, diversity and inclusion, including the actual planning process and the planning team. A key to success for town hall meetings is the level at which the executive sponsor(s) and other leaders can engage and reflect on what is being heard from the participants. This may mean some additional communication with the planning team and leadership prior to the town hall meeting. As with focus groups, prior to launching your discussions, it is important to share with all participants how their feedback and ideas will be incorporated into the strategic planning process, including key decision-making processes and any other opportunities to provide input into the planning process.

Town hall meetings may be most useful in a couple of contexts. Early in the planning process, possible discussion items include:
- Overview of the strategic planning process;
- Current strengths and challenges in relation to racial equity, diversity and inclusion from their perspectives (shared without reference to specific individuals, groups, or units)
- Hopes for new directions and leadership in relation to equity, inclusion, and diversity.

When stakeholder input is desired on specific questions:
- If town hall meetings are held farther along into the process, stakeholders can be invited to think deeply about one or more critical issues that the planning team has identified as important to include in the REDI plan. Examples may include a town hall meeting on "recruitment" or a session on "leadership development opportunities."
- The nature of the issues in question and the size and culture of your company/organization will help determine what makes the most sense for organizing a town hall meeting. As with focus groups, these sessions should be facilitated or led by a well-regarded facilitator familiar with both the strategic planning process and diversity, equity and inclusion issues.

Another key to the success of your town hall meetings is thorough and broad communication about them to all who are invited to participate. This includes how participants can access the meeting, especially if it is held virtually or off-site. For staff town halls, this includes clear directives to all employees and managers about the organizational expectations of release time and support for attending.

After your sessions, it is important to communicate back to all participants the outcomes of the meeting themes that emerged, any notes taken that can be shared, and a reiteration of how the participant input will be incorporated into the planning process and the next steps in the process.

REDI GOAL SETTING GUIDE

Racial Equity, Diversity and Inclusion (REDI) Plan Template

Introduction
Provide a brief overview of the importance of racial equity, diversity and inclusion to your company/organization.

Self-Assessment
This section includes a set of reflections on the organization's current strengths, challenges, opportunities, and needs in relation to racial equity, diversity and inclusion issues, lessons learned from past efforts that have influenced your planning process, and the data collection tools and gaps that affect your ability to be most effective in these areas. Results of focus groups, town halls, surveys, and other stakeholder engagement activities held during the planning process should also be included here.

Goals, Strategies, Deliverables, and Metrics
Using the outcomes of the vision, priorities, and goal setting activities, provide the short-term and long-term aspirational goals or expected outcomes, individual strategies and deliverables that will be employed to achieve them, and the metrics by which you will measure progress and success. Also include the data sources to be used for each metric .

Implementation Plan
This final element of your overall REDI plan is an internal work plan or "map" for work toward achieving your goals. Implementation plans include:

- An oversight structure with individuals and/or teams responsible for the ongoing work and review of the plan over time, as well as particular pieces of the plan. Responsibilities should be in accordance with your company/organizational culture and structure, including any changes made to these by your planning process.

- A coordinated timeline to ensure that steps are being taken in the needed sequence to achieve your goals. Timelines also help maintain consistency and transparency in communicating the progress toward your goals and shared understanding of the work. Initial timelines are often very detailed through the second or third year, then revised following the mid-point review or other critical check-in.

- A schedule for regular check-ins between the company/organization monitoring the plan's progress and the divisional/departmental leadership, and between teams. Also include regular check-ins with other stakeholders for ongoing support and updates on the goals.

- A tracking mechanism for the resources developed and used in order to fulfill the goals set for your company/organization. Examples include new data gathering tools or surveys, professional development, staffing changes, improvements for inclusive workplace environments, accessibility improvements, etc. These should also be included in your annual strategic planning and budget processes.

GOAL-SETTING GUIDE

This tool is designed to help organizations draw reflections and stakeholder input from the self-assessment to develop a set of key priorities and goals related to racial equity, diversity and inclusion. The exercises and worksheets provide opportunities to build a strong case for your why, what you can achieve, identify specific actions you will take to meet your goals, and align methods for measuring progress and oversight of racial equity, diversity and inclusion work. Throughout the goal-setting process, you can refer to current plans and initiatives from divisions across the organization for examples of goals, strategies, and metrics.

Brainstorm Your Vision
Begin by looking ahead 3 to 5 years and envision your company's/organization's long term hopes and ideals in relation to racial equity, diversity and inclusion. Questions to spark this kind of visioning include:

- If we are successful in advancing racial equity, diversity and inclusion in our company/organization, what would that look like 5 years from now - in research, teaching, and public service, in expanding pathways to access and success, in fostering an engaging and healthy campus climate?

- What are the changes we hope to achieve?

The visioning process is one for your planning and leadership teams, your entire organization, and your stakeholders. See the *Stakeholder Engagement Models* for more ideas about how to outreach as broadly as you wish to during this time.

Identify Priorities
Most companies/organizations are able to prioritize 3 to 5 areas of focus for a plan of this nature. However, this should not be viewed as a requirement or limit. Drawing from your self-assessment and other information gathered in the process, in addition to your visioning exercises, identify the priorities to be included in your strategic plan. These priorities may relate to any aspects of the division or department – mission and vision, leadership, programs and services, climate, workforce, and workplace environment, students, faculty, curriculum, advising, teaching, etc.

Set Goals, Strategies, Metrics
Use the Goal Development Worksheet in the following pages for this part of the work. Complete a separate sheet for each priority. The worksheet will help gather a great deal of the information needed to make decisions about short and long term goals, what strategies are needed to achieve your goals, and how you will measure progress toward goals so that changes in course direction can occur readily when required.

Goals
What do you want to achieve or change in regard to each of the priorities you have identified? In the "goals" section of the worksheet, identify the desired outcomes for each area you have chosen to work on. Long term goals should speak to where you hope to be in the next 3 to 5 years, and should be pitched at a fairly general level. Short-term goals can be more specific as they are targeted for achieving the first 2 to 3 years of your plan's implementation - see below for more information. When setting goals it is often useful to test them with a set of standards that are commonly referred to as "SMART." If you are setting "SMART" goals, they should be:

- **Specific** – Goals that state precisely what you are going to do, for whom, and to what end.
- **Measurable** – Goals that are measurable so that the company/organization can track progress and have tangible evidence that you accomplished what you set out to do.
- **Attainable** – Goals that are achievable, providing for a level of challenge or growth that is aspirational, yet one that the company/organization believes is reachable.
- **Relevant** – Goals that connect with the overall vision and mission of the company/organization.
- **Time-bound** – Goals that place the effort on a timeline, connected with other activities and benchmarks, and move the work toward completion.

GOAL SETTING GUIDE

Additionally, you will want to determine short term goals (achievable in 2 to 3 years) and long-term goals (achievable in 3 to 5 years). Every short-term goal should directly support a long term goal; long term goals may have multiple short term goals attached to them.

These distinctions will assist you in implementing your REDI plan and setting out the order and development of activities needed to accomplish your goals, and the basic timeline in which the work will be done.

Relevant Factors and Assumptions

Take a moment to list relevant factors and assumptions you think exist in relation to each particular priority.

For example:
- Will a new resource need to be developed to do the work you have in mind?
- Is there any information you think is needed before the priority's activity can be launched?
- Are there factors not in your company's/organization's purview that will impact or affect achieving your goal(s)?
- Does this call for new partnerships to be formed?
- Do you have any assumptions in general about the priority you have chosen, such as "We assume that if we do X, it will result in Y"?

Address these factors and assumptions when developing your strategies, deliverables, and goals to achieve greater success in your outcomes.

Strategies, Deliverables, and Metrics

Continuing with the "Goal Development Worksheet," fill in the strategies, deliverables, and metrics attached to each goal.

List the general strategies you will engage in to produce the results you wish to see, i.e., your goals. These strategies may reflect "best practices" in the field or be innovative ideas developed by other companies/organizations.

Strategies are higher-level categories (e.g., company culture, supplier diversity, internal & external pipeline development, community, impact & metrics) as compared to deliverables which are described below.

Strategies should relate to both short and long-term goals. They can be activities or behaviors in which your entire or specific parts of your company/organization engages.

For each strategy, you may need to develop deliverables - these are specific activities, events, practices, products, or resources your organization will draw on to implement particular strategies, and to achieve short term goals. **Examples** :

- A new hiring guide that incorporates best practices for racial equity, diversity and inclusion to be used by all hiring managers in the company/organization.
- A database for tracking professional development, promotions, etc.
- Supplier diversity metrics

The last part of the goal development process is to identify your metrics, how you will measure progress, noting the specific data sources to be used.
For each short and long term goal, list the metric (indicator) that defines success and the data source for it.

Examples:
• Each metric should have an existing or planned data source. ("Planned" data sources are those built into your REDI plan as deliverables
• Data sources should be included here.

GOAL SETTING GUIDE

1. PRIORITY YOU WILL ADDRESS
What is the opportunity or challenge, the need, or the new direction you would like to pursue?

2. RELEVANT FACTORS AND ASSUMPTIONS
What relevant factors impact or are related to this priority?

3. LONG TERM GOAL
What do you want to achieve or change in regard to the above priority in the next 3 to 5 years?

4. SHORT TERM GOAL
What benchmarks must be met to ensure that the long term goal will be achieved?

5. STRATEGIES
What general strategies or approaches will you use to accomplish your goals?

6. DELIVERABLES
For each strategy, list one or more specific actions or resources you will use or develop to implement it.

7. METRICS
What information will you track and review to measure both short and long term progress toward your goals? What source(s) will be used? Data sources?

MAP THE FUTURE WORKSHEET

How to Use This Tool

Work groups will use this form to develop key measurable outcomes that they would like to achieve in their respective focus areas. Categorize proposed outcomes as easy or difficult during the initial (3-6 months), intermediate (6-12 months) and long-term (1-3 years) phases.

SHORT- TERM 3-6 MONTHS	MID-TERM 6-12 MONTHS	LONG -TERM 1-3 YEARS	GOALS AND OUTCOMES WE WANT TO ACHIEVE

EASY

DIFFICULT

RESOURCES

Sample Employee Resource Groups (ERGS)

ERGs include employees from all backgrounds and are a great way to fully engage within your company to gain experience and exposure at all levels of your company. ERGs are open to all. They focus on personal and professional development and mentoring, business product development and support, and volunteer support for the company's local communities. Because our ERGs are so valuable to the business, they are strongly supported through leadership involvement, work time and space, resources, and Executive Champions.

The Black Employee Network (BEN) enhances, influences and strengthens the relationships of Black employees with each other and the wider company community to foster a culture of inclusion within the workforce. Through professional development, career management, mentoring and networking opportunities, BEN strives to engage, empower and develop all employees, while investing in the communities in which we live and work.

Asian Pacific Americans (APA) aims to positively influence the attraction, promotion and retention of Asian and Pacific Islander American talent at your business, by providing its members with professional development, community outreach, cultural enrichment, leadership, and networking opportunities, all in service of creating and sustaining a diverse and inclusive work environment.

MyAbilities empowers People with Disabilities and their allies across the enterprise via increased exposure, leadership, mentoring and development opportunities, while championing a safe and welcoming disability-sensitive work environment. MyAbilities is committed to cultivating a workplace that is reflective of and responsive to all the communities and customers we serve, enabling individual and company success.

OUT@yourcompay enhances employee engagement by creating an environment where everyone – including LGBTQ employees and their allies – is comfortable bringing their authentic selves to work every day. OUT provides leadership, networking, development and volunteer opportunities to its LGBTQ and straight ally members. OUT contributes to an LGBTQ aware and inclusive culture and supports your company's goal of attracting, developing, retaining, and engaging diverse talent.

Unidos educates, unites and empowers Hispanic/Latino professionals at the business while creating an environment where all employees can embrace Hispanic cultures. Unidos provides leadership opportunities, professional development and service to multicultural communities, all in support of impacting business goals and advancing careers.

Open to all, the **Veterans Network (VetNet)** supports your company's veteran employees and their spouses, members of the active duty, National Guard and reserve components of the United States military through volunteering, advocacy, career development and community partnerships. VetNet is critical to fostering a business culture that recognizes, supports and develops the unique characteristics of Veterans throughout your company and within your communities.

Women's Network provides opportunities for women and their allies to connect while empowering them to advance their careers through professional growth opportunities, forums to network, and educational resources. The Women's Network champions an inclusive work environment that helps drive our business forward.

A Young Professionals Network (YPN) strives to impact innovation, collaboration and exceptional business results for your company, while providing leadership, mentorship, networking and community service opportunities for future leaders, and supporting a company culture of inclusivity.

- **Bureau of Planning and Sustainability Equity Toolkit:** Decision Support Tool: This tool is intended to help BPS implement the Equity Framework by providing step by step guidance to help BPS staff analyze how their work can achieve its greatest potential.

- **Racial Equity Toolkit: An Opportunity to Operationalize Equity; Government Alliance on Race and Equity**

- **Racial Equity Toolkit to Assess Policies, Initiatives, Programs, and Budget Issues; Race and Social Justice Initiative, City of Seattle:** The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

- **Equity and Social Justice Tools and Resources; King County, Washington:** The Equity Team developed an Equity Impact Review tool that is a process and a tool to identify, evaluate, and communicate the potential impact – both positive and negative of a policy or program on equity.

- **Racial Equity Toolkit:** Implementing Greenlining's Racial Equity Framework: This racial equity toolkit is designed to provide policymakers, advocates, and others with an easy-to-follow guide to applying a racial equity lens to any policy issue.

- **Seattle Public Utilities Equity Planning and Analysis: Seattle Public Utilities:** SPU focuses on the impact of the utility and disparate racial outcomes, and also considers the intersection with other socioeconomic conditions and data.

- **Budget Equity Assessment Tool:** City of Portland: This tool is a general set of questions to guide city bureaus and their Budget Advisory Committees in assessing how budget requests benefit and/or burden communities, specifically communities of color and people with disabilities.

- **Racial Equity Tools:** This site offers tools, research, tips, curricula and ideas for people who want to increase their own understanding and to help those working toward justice at every level – in systems, organizations, communities and the culture at large.

- **Adverse Impacts:** refers to practices or policies that appear neutral but have a discriminatory effect on a protected group. Source: Office of Equity and Human Rights (OEHR)

- **Civil Rights Title VI:** refers to Federal law. No person in the United States, on the grounds of Race, Color, or National Origin, shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any program, service, or activity of a public entity, like the City of Portland, that receives federal assistance.

- **Communities of Color:** is a term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism. Source: OEHR

- **Discrimination**: refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate adverse impact on persons in a protected class. Source: OEHR

- **Diversity**: includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from one another. Source: UC Berkeley Center for Equity, Inclusion and Diversity

- **Ethnicity**: a category of people who identify with each other based on common language, ancestral, social, cultural, or national experiences. Source: Oxford English Dictionary

- **Equity**: When one's identity cannot predict the outcome. Source: OEHR

- **Race**: a non-scientific classification of human beings created by Europeans (Whites) which assigns human worth and social status for the purpose of establishing and maintaining privilege and power. Source: adapted from Ronald Chisom and Michael Washington, Undoing Racism: A Philosophy of International Social Change

- **Racial Disparity:** A significant difference in conditions between a racial group and the White population that is avoidable and unjust. Source: OEHR

- **Racial Equity:** when race does not determine or predict the distribution of resources, opportunities, and burdens for group members in society. Source: OEHR

- **Racial Equity Framework:** An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (i.e. community self-determination, shifting power, etc) in order to replace them with structures that produce equitable outcomes. Source: OEHR
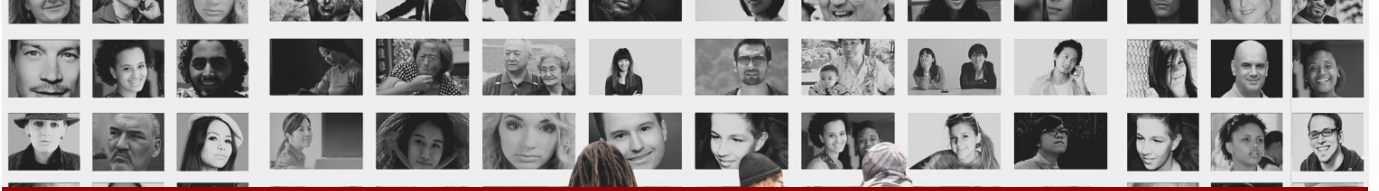
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Media Partners

South Florida Business Journal
WOMEN LEAD Magazine