REIA:
Racial equity impact analysis
A process for change

VISION STATEMENT:

Our Vision is a City of San José in which all
people in our community and organization
thrive and where no racial disparities exist.

MISSION STATEMENT:

Our Mission is to support the City to embed
a racial equity practice and embody a
culture that sustains it.

Contents

What is **Racial Equity?**

Both a process and an outcome, racial equity is designed to center anti-racism, eliminate systemic racial inequities, and acknowledge the historical and existing practices that have led to discrimination and injustices to Black, Indigenous, Latino/a/x, Asian, and Pacific Islander communities.

The racial equity process explicitly prioritizes communities that have been economically deprived and underserved, and establishes a practice for creating psychologically safe spaces for racial groups that have been most negatively impacted by policies and practices. It is action that prioritizes liberation and measurable change, and focuses on lived experiences of all impacted racial groups. It requires the setting of goals and measures to track progress, with the recognition that strategies must be targeted to close the gaps.

As an outcome, racial equity is achieved when race can no longer be used to predict life outcomes, and everyone can prosper and thrive.

What is a racial equity impact analysis (REIA)?

The REIA is both a process and guide that helps City of San José staff, departments, elected officials, and community members consider racial equity outcomes when shaping policies, practices, programs, and budgets. The process guides in shifting our approach to our work and weaving racial equity into everyday decision-making. This process also helps us exercise, practice, and iterate using critical analysis skills and embedding racial equity considerations in all City processes.

This guide is designed to:

- **Identify** who will benefit and who will be burdened by a decision
- **Develop** strategies to advance racial equity and avoid unintended consequences of decisions
- **Implement** decisions based on racial equity considerations and assess their outcomes
- **Measure** progress in achieving department-level racial equity goals

Why it's important to use the REIA

Using the REIA will support decision-makers in developing and implementing actions aimed at reducing racial inequities and putting success within reach for all people in San José. If we do not consciously bring considerations of racial equity into our operations, policymaking, and service delivery, we are not truly working to advance racial equity.

How the REIA advances racial equity

The REIA is a guide and process that requires intentional thoughts about the following:

- **Evaluations** of their own backgrounds, social identities, beliefs, and potential biases to ensure cultural and community responsiveness in decision-making processes for all communities.
- **Identify** clear goals, objectives, and performance measures that are responsive and considerate to the needs of every impacted stakeholder group.
- **Intentional inclusion** of lived experiences of impacted communities that have previously been ignored or misunderstood

When you should use a REIA

Introduce the REIA process early in the development of a policy, program design, budget or other recommendation that affects residents.

Setting	Why should you use a REIA?	When is using a REIA encouraged?
• Memos • Policy Recommendations • Briefing Sheets	Using the REIA process supports City staff, department leadership and elected policymakers in considering the racial equity impacts of a policy at all stages of development.	Council actions related to the following: • City Roadmap items • Core services
Programs	The REIA is an essential tool when developing or reviewing department-level programs to show how your work advances racial equity.	Applying this tool can help Departments prioritize programs and services centering the most impacted communities.
Budgets	Using the REIA tool while developing your budget can ensure that core functions and services include racial equity considerations.	Annual Budget Process: This guide is a companion document to the Budgeting for Equity Worksheet.

RESOURCES AND TECHNICAL ASSISTANCE

The Office of Racial Equity offers online and in-person resources to help you use the REIA.

Access City SharePoint site online for:

Foundational Racial Equity Training videos | Part 1 | Part 2

Foundational Racial Equity Resources and Materials | Part 1 | Part 2

Please contact the Office of Racial Equity if you have any questions and/or would like to book time for consulting.

Contact at:
officeofracialequity@sanjoseca.gov

Other resources:

Racial Equity Resources

San José Equity Atlas

San José Demographic Explorer

Government Alliance on Race & Equity (GARE) — The City of San José is a member of GARE; as such you have access to the portal. Simply register using your City email address.

Remember: It's a process, not a checkbox

The REIA is a guide for considering racial equity when making a decision. The goal isn't to fill out a form, it's to do a thoughtful and critical analysis that will help the City make decisions shaped by our racial equity values.

Start early

To get most out of a REIA, bring it into the decision-making process as soon as you can. We advise that you engage this tool and process early in the planning stage.

Collaborate

The analysis should not be done by one person or in isolation. It is an equity value to collaborate with fellow staff members of varying experiences, backgrounds, and skills. Identify the groups and community members most relevant to the decision early in your process and involve them.

Repeat and refine

The REIA is not a rigid or static process. You'll unearth new information as you look at data and engage community, in particular those affected. Applying it at different phases of a project will reveal different opportunities to advance racial equity. Your intended outcome may change. For longer-term projects, revisit the REIA regularly and consider whether your initial recommendations still stand. Adapt the process and reach out for technical assistance as needed.

Q:

What does it mean to **"center"** the needs of impacted communities of color?

a:

"Centering" means placing the needs and barriers faced by people of color at the forefront of decisions, rather than making them an afterthought.

Additionally, it means being conscious of the environments we create to ensure people of color feel psychologically safe to speak about their barriers within a REIA process.

Along with disaggregated data, decisions are informed by engagement from diverse communities that may have been traditionally and/or historically excluded.

Glossary

Quantitative data is measured numerically.

It may be presented as amounts, percentages/ratios or percent gains or losses.
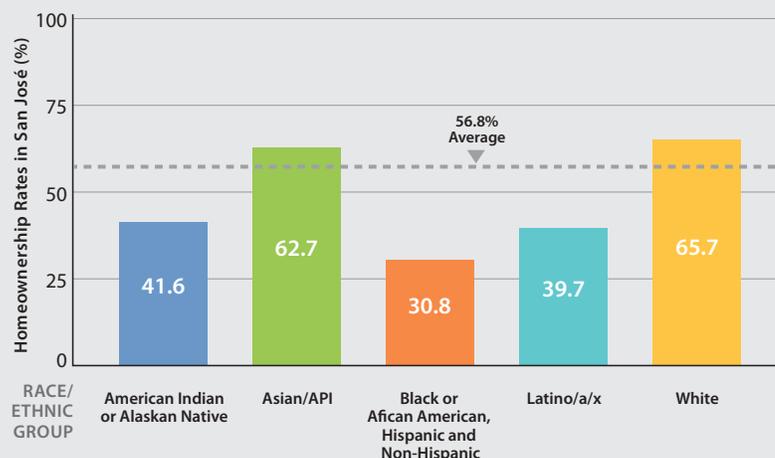
Qualitative data describes and characterizes.

It may be presented as anecdotes, personal experiences, opinions and perspectives. It's collected by observation, interviews, conversations, survey responses and focus groups.

Racially disaggregated data is data that's been separated out by race or ethnic group

See below an example on homeownership rates in San José. The citywide average rate is around 57%. If you disaggregate the data, you will notice that Black/African American and Latino/a/x have much lower rates of homeownership in comparison to White homeowners. If you only looked at the citywide average, you would miss key differences between racial groups.

HOMEOWNERSHIP RATES IN SAN JOSÉ
By Race of Householder

56.8% Average

RACE/ETHNIC GROUP	American Indian or Alaskan Native	Asian/API	Black or Afican American, Hispanic and Non-Hispanic	Latino/a/x	White
	41.6	62.7	30.8	39.7	65.7

Homeownership Rates in San José (%)

OUTCOME | DATA | COMMUNITY ENGAGEMENT | ANALYSIS | EVALUATION

Using this process will shape a story about the racial equity impacts of a City program, service, or policy. To ensure that this REIA process contributes to equitable outcomes, consider the implications on impacted racial groups at the center of this process.

1 OUTCOME

To start, you need a clear and understandable description of the outcome you aim to achieve through the policy, program or budget item.

Desired outcome

With respect to racial equity, what change do you hope to see as a result of this policy, ordinance, program or budget item? What is your goal?

EXAMPLE

Your team is developing a program to increase home ownership through educational forums. Supporting home ownership leads to increased individual and generational wealth.

In this instance, the desired outcome is to host an informational session on a Monday at 12:00PM. However, as you conduct the REIA and think about the program in light of racial equity, you might identify additional outcome(s).

2 DATA

- **What data will you need to tell you if you're successful?**
- **What data will you need to make recommendations?**
- **How does the policy, ordinance, program or budget item affect community members, particularly communities of color?**
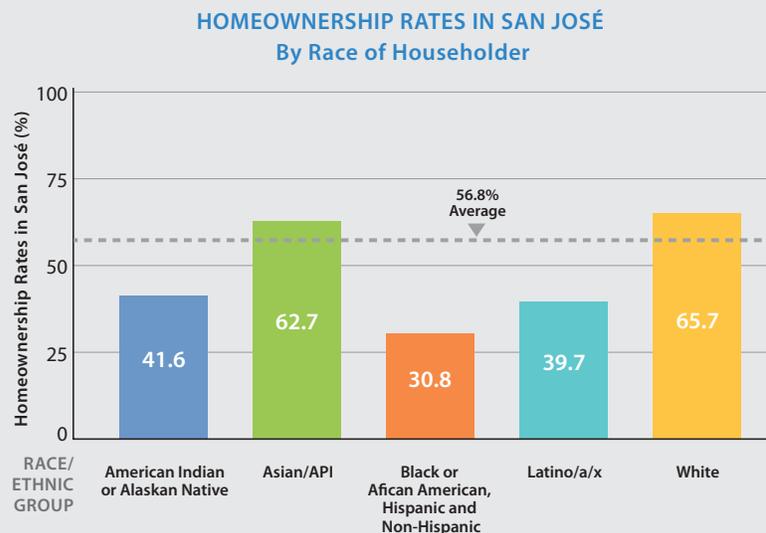
For example, if you are considering outreach for a homeownership educational program for underrepresented homeowners, reviewing the disaggregated data of homeownership would be the first step.

What does the data tell you?

Since Black/African American and Latino/a/x have low home ownership rates, you may want to ask what are some potential barriers to owning a home. For example, could it be costs? needing support with a down payment? A language barrier?

Additionally, it is important to consider intentionally engaging with underrepresented homeowner groups to fully understand what the challenges are and how you use this information to reach your desired outcome. For example, it may be learning that hosting any educational sessions on a Monday at 12:00PM may be difficult for residents to attend due to time conflicts or barriers to transportation at that time.

Reviewing the data and intentionally engaging groups can inform how programs are developed and implemented and to reach a desired outcome.

HOMEOWNERSHIP RATES IN SAN JOSÉ
By Race of Householder

| RACE/ETHNIC GROUP	American Indian or Alaskan Native	Asian/API	Black or Afican American, Hispanic and Non-Hispanic	Latino/a/x	White
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WHERE TO FIND DATA

The San José Spatial team offers several data resources which include demographic data across the City and neighborhoods.

- In the City's Map Gallery, you can find demographic data by neighborhood: www.sanjoseca.gov/your-government/departments/public-works/maps-resources
- Search other sources, including specific departments and divisions, service providers, community partners and research literature.

It's important to identify **qualitative** as well as **quantitative** data so you hear the perspectives and experiences of a diverse set of voices. Qualitative data provides a narrative beyond quantitative data and helps you understand if you're meeting the needs of impacted residents and where gaps might exist.
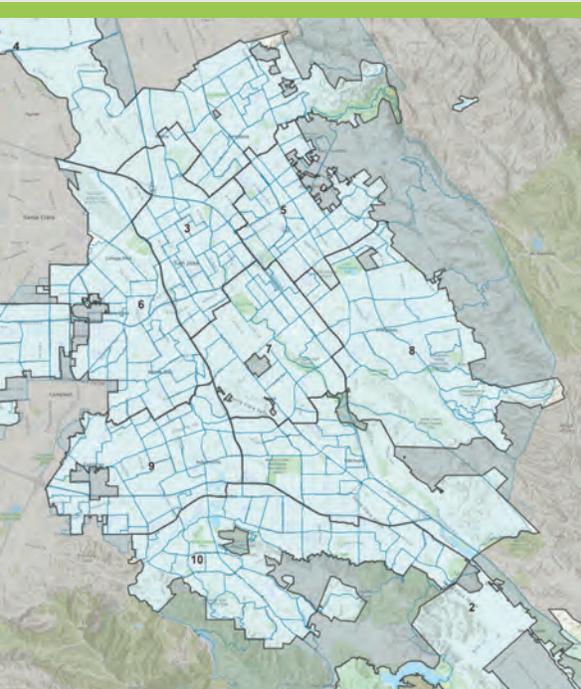
In the City's Map Gallery you can find demographic data by neighborhood

If you want specific data but can't find it

Missing data may be a sign that certain communities, issues or inequities have been historically overlooked. Sometimes datasets treat communities as a monolithic group without acknowledging different socioeconomic and cultural subgroups. For example, nearly 40% of San José identifies as Asian or Pacific Islander. Asian and Pacific Islanders encompass over 50 ethnic groups and speak more than 100 languages and dialects. Asian and Pacific Islanders have varying experiences, income levels, and household sizes. It is important to name those differences and experiences.

If **racially disaggregated** data isn't available, look for qualitative data such as interviews, recorded conversations, focus group results or notes from a community event. You might be surprised where you can find important pieces of the story. Keep digging.

If you can't find relevant data anywhere, it's important to identify the data that's unavailable or missing. Think about how you could get or generate this data that would help you shape and make decisions that advance racial equity.

3 COMMUNITY ENGAGEMENT

As you develop an action item, a key step is to listen to the voices of those directly affected by it. Involving residents and communicating clearly and openly will result in more racially equitable outcomes.

City staff are encouraged to use the International Association for Public Participation (IAP2) Spectrum of Public Participation, which defines different levels of community participation. Aim to engage the community at the appropriate level depending on your goals, time frame, resources and the level of public concern or interest in the decision.

Community engagement questions to consider:

? What approaches and outreach will help ensure that those impacted are represented and able to participate?

? How can we create opportunities for people least likely to be heard and ensure they share their feedback?

? What steps must we take to remove barriers to people's full participation (e.g., childcare, transportation, stipends, virtual meetings, flexible times, language, accessible location, advanced scheduling, multiple formats, avoiding religious and cultural holidays)

? Have we acknowledged any power differentials that may effect how some, especially centering the most impacted voices, feel to share their input? For example, are you providing a method for folks to share their voice that is confidential and safe?

? Are you creating a psychologically safe environment where diverse folks can share their input? For example, some are not comfortable speaking in front of an audience. Potentially providing post-its or other writing methods where folks can add their input.

? What are ways to make the space more inviting and safe so that everyone can feel like they can share with transparency and honesty?

? Are we prepared to keep our defensiveness in check when something said runs counter to our experiences or beliefs?

Public participation goals

< PUBLIC IMPACT INCREASES

Inform:

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult:

To obtain public feedback on analysis, alternatives and/or decisions.

Involve:

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate:

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower:

To place final decision-making in the hands of the public.

4 ANALYSIS

Now that you've gathered and reviewed data and engaged with stakeholders and/ or community members, it's time to analyze how the program, policy, ordinance or budget item might improve racial equity, or how it might make it worse.

Including people from diverse perspectives and backgrounds in the analysis will give you the most robust, thorough and perceptive results. Seek out staff of different races, ages, experiences and roles. Consider inviting staff from other departments and people who would be most impacted by the program or decision. City staff are community members as well. A diverse group will bring insight and perspective that will enlarge the discussion and sharpen your resulting analysis. Listen to all voices and be open to the unexpected.

Consider the following questions:

? Who would benefit? Does the data compiled capture the diversity of the impacted population (i.e. broken down to each group individually visible aka "disaggregated")? What does the data tell you about which communities might see their condition improve if you achieve the desired outcome?

? Who would be burdened? Does the data compiled capture the diversity of the impacted population (i.e. broken down to each group individually visible, aka "disaggregated")? What does the data tell you about which communities might see their condition worsen or remain unchanged if you achieve the desired outcome?

? What are possible unintended consequences of this action on communities of color?

? Are there any community needs that this issue or decision would either meet or leave unaddressed?

? If impacts are not aligned with the desired outcome, how can you realign your work?

? What resources or partnerships do you need to be successful?

? Is anything unresolved?

EXAMPLE

As you prepare to do analysis for the homeownership educational program, look beyond the immediate team. Are there other departments, community members, or staff that have feedback? Invite them to participate. Based on the feedback, you may adjust your desired outcome to ensure the program considers racial equity.

New desired outcome:

After reviewing survey data, feedback, and individual testimonies, the team learns that there are several barriers to attending these events. The new desired outcome is to host several educational forums that are accessible to many audiences. This means having these forums in person and virtual that will be recorded for later view. In addition, these forums will be held on different times, days, and weekends and hosted in several languages other than English.

5 EVALUATION

Looking ahead, think about how you'll measure the effect of your action. What data will tell you whether or not you're making progress, and whether or not you've succeeded? Define the benchmarks now. As the project evolves and you uncover new information, the benchmarks may change, and that's fine — but clear goals will guide the team's work forward.

With your new desired outcome, decide what progress and success will look like. These guideposts will help you stay on track as you execute a plan.

For example, create a short survey to determine how well the customers experienced your program or service. Ask if they learned something new and if there is anything else that can enhance the learning experience.

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

Office of Racial Equity