

DRIVE Measurement & Evaluation

# RACIAL EQUITY SURVEY

Survey, Guide, and  
Data Dictionary



CENTRAL  
VALLEY  
COMMUNITY  
FOUNDATION



DRIVE  
DEVELOPING THE REGION'S  
INCLUSIVE & VIBRANT ECONOMY

# DRIVE Racial Equity Survey

Thank you for taking the time to complete this survey. This survey will take approximately 45 minutes to complete.

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**Remember...**

- there are no right or wrong answers,
- thoughtful and honest responses will provide the most valuable information, and
- your responses to this survey are confidential and will only be shared anonymously.

This survey asks questions about your organization's racial equity practices. Please select the answer that best applies to **your organization**.



# Part 1 Organizational Commitment to Race Equity Work

After reading the following statements, please mark the rating that best describes your level of agreement.

1. The organization incorporates racial equity into its mission, vision, and values. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

2. The organization has allocated financial resources toward racial equity work (e.g., assigning personnel or funding for coordination of work, development and implementation of equity plan, or evaluation work.) *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

3. The organization has staff with equity activities as part of their essential job functions or as a standalone responsibility. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

4. The organization makes trainings available on an ongoing basis to staff to support equity (e.g., undoing racism, anti-racism, implicit bias, etc.) *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

5. All staff, including leadership, are required to attend equity-focused trainings (e.g., undoing racism, anti-racism, implicit bias, etc.) *[select one]*

Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

6. The organization's **board** reflects the communities the organization seeks to impact. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

N/A: not applicable for my organization



7. The organization's **staff** reflects the communities the organization seeks to impact. *[select one]*

- |                          |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

8. Within the organization's **board**, there is an understanding of the impacts of racism (e.g., cultural, institutional, and structural racism). *[select one]*

- |                          |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

N/A: not applicable for my organization

9. Within the organization's **staff**, there is an understanding of the impacts of racism (e.g., cultural, institutional, and structural racism). *[select one]*

- |                          |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

10. The Board of Directors evaluates Board membership requirements that ignore systemic racial inequities and reinforce dominant culture, such as minimum donation amounts and conventionally prestigious backgrounds. *[select one]*

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| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

11. The Board of Directors acknowledges power dynamics (e.g., based on race, gender, age, etc.) that exist on the board. *[select one]*

- |                          |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

12. The organization prioritizes contracting with vendors and partners led by people of color or with a mission related to racial equity. *[select one]*

- |                          |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

13. The organization tracks race representation statistics among their business partners (e.g., grantees, consultants, and vendors). *[select one]*

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|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Never                    | Rarely                   | Occasionally             | Sometimes                | Frequently               | Usually                  | Always                   |



14. The organization streamlined and simplified its contracting processes to support participation by a wider range of community partners. *[select one]*

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|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

15. The organization uses its power and authority to push institutions (e.g., government, philanthropy) towards greater racial equity. *[select one]*

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|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Never                    | Rarely                   | Occasionally             | Sometimes                | Frequently               | Usually                  | Always                   |



## Part 2 Organizational Culture

After reading the following statements, please mark the rating that best describes your level of agreement.

- 16.** The organization creates space for discussing race and racism in ways that are relevant to the organization's work. *[select one]*

Strongly disagree     Disagree     Somewhat disagree     Neither agree nor disagree     Somewhat agree     Agree     Strongly agree

- 17.** Cultural "norms" of the organization, spoken or unspoken, allow for questions and concerns about racial dynamics to be openly discussed and addressed. *[select one]*

Strongly disagree     Disagree     Somewhat disagree     Neither agree nor disagree     Somewhat agree     Agree     Strongly agree

- 18.** Staff can meaningfully engage and work through tension when conflict arises. *[select one]*

Strongly disagree     Disagree     Somewhat disagree     Neither agree nor disagree     Somewhat agree     Agree     Strongly agree

- 19.** Staff who identify as people of color or as belonging to historically marginalized groups can bring their full identities to the workplace, if they choose, and feel recognized and respected. *[select one]*

Strongly disagree     Disagree     Somewhat disagree     Neither agree nor disagree     Somewhat agree     Agree     Strongly agree

- 20.** The organization encourages ideas and feedback from all stakeholders (including frontline staff, volunteers, clients) and not only those with positional authority. *[select one]*

Never     Rarely     Occasionally     Sometimes     Frequently     Usually     Always

- 21.** When planning internal meetings and gatherings, the organization considers accessibility and inclusion factors (e.g., language access/interpretation, accommodations, childcare, food, location, etc.). *[select one]*

Never     Rarely     Occasionally     Sometimes     Frequently     Usually     Always



## Part 3 Recruiting, Hiring, & Retaining a Diverse Workforce

After reading the following statements, please mark the rating that best describes your level of agreement.

- 22.** The organization captures information about employee engagement, inclusion, and satisfaction (separated out by race) on a regular basis. *[select one]*

Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

- 23.** The organization has policies to address hiring inequities and promote outreach and recruitment of marginalized communities, specifically people of color. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

- 24.** The organization uses equitable hiring practices such as posting salary ranges, considering equivalent experience as comparable to formal education, or anonymized review of applications. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

- 25.** The organization analyzes staffing data to identify areas where race disparities exist, such as compensation and promotion. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

- 26.** The organization acknowledges that contributions made by staff toward the creation of an anti-racist and pro-equity environment are valuable to the mission and success of the organization. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree



**27.** The organization has people of color and people of color-led organizations robustly represented within its pipeline of leaders and decision-makers. *[select one]*

- |                          |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

**28.** The organization provides a living wage to all personnel that reflects the regional cost of living (e.g., housing, food, transportation, childcare, health care, etc.). *[select one]*

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| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |





## Part 4 Community Partnerships

After reading the following statements, please mark the rating that best describes your level of agreement.

- 29.** The organization intentionally builds two-way relationships with organizations and communities of color as key, relevant stakeholders. *[select one]*

Strongly disagree     Disagree     Somewhat disagree     Neither agree nor disagree     Somewhat agree     Agree     Strongly agree

- 30.** The organization evaluates and takes steps to address structural barriers that prevent communities of color from engaging with its services (e.g., language access, documentation requirements). *[select one]*

Never     Rarely     Occasionally     Sometimes     Frequently     Usually     Always

- 31.** The organization practices community engagement in ways that allow perspectives and input from communities of color to drive the organization's purpose and decision-making. *[select one]*

Never     Rarely     Occasionally     Sometimes     Frequently     Usually     Always

- 32.** The organization involves community stakeholders in shaping budgetary priorities and reviewing funding proposals. *[select one]*

Never     Rarely     Occasionally     Sometimes     Frequently     Usually     Always

- 33.** The organization invests in capacity building for community members (e.g., leadership academies, technical assistance) to increase their influence in the community. *[select one]*

Never     Rarely     Occasionally     Sometimes     Frequently     Usually     Always



**34.** The organization has mechanisms to provide compensation for community members' expertise as an asset and domain of specialized knowledge and consultation. *[select one]*

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| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

**35.** The organization encourages staff to volunteer in the community by providing paid time off for volunteer work. *[select one]*

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| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strongly disagree        | Disagree                 | Somewhat disagree        | Neither agree nor disagree | Somewhat agree           | Agree                    | Strongly agree           |

## Part 5 Practicing Anti-Racism in Programs, Decision-Making, & Advocacy

After reading the following statements, please mark the rating that best describes your level of agreement.

- 36.** The organization has policies or practices in place to ensure communities most impacted by the organization's work are a part of decision-making during the design, implementation, and evaluation of programs and advocacy initiatives. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

- 37.** The organization addresses racial disparities in program access, delivery, and outcomes. *[select one]*

Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

- 38.** As appropriate, data collected by the organization is accessible to communities to support their efforts of advancing equity. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree

- 39.** The organization engages community members to help interpret data. *[select one]*

Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

- 40.** The organization consistently uses inclusive and culturally responsive language in both internal and external communications. *[select one]*

Strongly disagree       Disagree       Somewhat disagree       Neither agree nor disagree       Somewhat agree       Agree       Strongly agree



**41.** In making decisions (e.g., programmatic, advocacy, policy), the organization considers how the decision will benefit and/or harm communities of color. *[select one]*

- Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

**42.** The organization engages community members in advocacy initiatives that address inequities. *[select one]*

- Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

**43.** The organization publicly supports local/national initiatives and movements that fight for racial equity. *[select one]*

- Never       Rarely       Occasionally       Sometimes       Frequently       Usually       Always

## Part 6 Open Ended Questions

These questions are designed to supplement the survey questions and provide a more in-depth understanding of equity practices.

### Organizational Commitment

44. Does your organization have an internal structure (e.g., an equity committee) responsible for addressing racial equity? *[select one]*

Yes *[if selected, ask 44a]*

No

44a. Describe your organization's internal structure (e.g., an equity committee) responsible for addressing racial equity. Include this structure's scope of work in your response. *[text response]*

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45. Do the leaders of your organization act consistently around racial equity by, e.g., allocating sufficient resources for racial equity initiatives, making racial justice a standing item at key meetings, and ensuring people of color are decision-makers? Provide examples of how racial equity is or is not consistently incorporated by leaders of your organization. *[text response]*

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### Culture

46. How is your organization's internal culture of inclusion and equity communicated? (Practices may include noticing barriers to participation, planning that incorporates participation, "out loud" interrupting or naming of inequities, and encouragement when difficult topics surface.) *[text response]*

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### Workforce Diversity

47. What practices or structures does the organization have in place to support employees of color, (e.g., mentoring, employee support groups, comprehensive orientations)? Are there career advancement supports for employees of color? *[text response]*

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48. How do you evaluate the effectiveness of racial equity and cultural competency trainings available for staff and leadership? *[text response]*

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### Community Partnerships

49. In what ways are communities of color formally recognized as key stakeholders in organizational decision-making? *[text response]*

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### Programs and Advocacy

50. How do you incorporate goals of equity and culturally appropriate service delivery in your programs? Please provide examples of how this is codified in policy or implemented in practice. *[text response]*

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## Reflection

In the next four questions, please take a moment to reflect on all of your previous responses to this assessment. These next questions are intended to summarize your organization's experiences with racial equity.

### Regarding racial equity...

**51.** What are the strengths of your organization? If you have specific examples, please provide them: *[text response]*

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**52.** What gaps exist in your organization? If you have specific examples, please provide them: *[text response]*

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**53.** What possible action areas are there for your organization to act upon in the future? If you have specific examples, please provide them: *[text response]*

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## Part 7 General information

These data will help us assess whether the stakeholders involved in DRIVE are representative of the diverse communities we serve. Individual responses will not be shared. Please select the answer that best describes you. *[all General Information items are optional]*

54. Are you... *[select one]*

- Female
- Male
- Transgender
- Non-binary/non-conforming (a person who does not identify with any gender)
- Other

55. What is your race/ethnicity? *[select all that apply]*

- American Indian or Alaska Native *(if selected, ask 55a)*
- Asian *(if selected, ask 55b)*
- Latino/a/x *(if selected, ask 55c)*
- Black *(if selected, ask 55d)*
- White *(if selected, ask 55e)*
- Other *(if selected, ask 55f)*

**If you selected American Indian or Alaska Native:**

55a. Please select all of the following American Indian and/or Alaska Native race/ethnicity categories that make up part of your identity. *[select all that apply]*

- Navajo Nation
- Blackfeet Tribe
- Mayan
- Aztec
- Native Village of Barrow Inupiat Traditional Government
- Nome Eskimo Community
- Other *[text response]* \_\_\_\_\_





If you selected Asian:

**55b.** Please select all of the following Asian race/ethnicity categories that make up part of your identity.

*[select all that apply]*

- Hmong
- Chinese
- Filipino
- Asian Indian
- Vietnamese
- Korean
- Japanese
- Native Hawaiian
- Samoan
- Chamorro
- Other *[text response]* \_\_\_\_\_

If you selected Latino/a/x:

**55c.** Please select all of the following Latino/a/x race/ethnicity categories that make up part of your identity. *[select all that apply]*

- Mexican / Mexican American
- Puerto Rican
- Cuban
- Other *[text response]* \_\_\_\_\_

If you selected Black:

**55d.** Please select all of the following Black race/ethnicity categories that make up part of your identity.

*[select all that apply]*

- African American
- Jamaican
- Haitian
- Nigerian
- Ethiopian
- Somali
- Other *[text response]* \_\_\_\_\_

**If you selected White:**

**55e.** Please select all of the following White race/ethnicity categories that make up part of your identity.

*[select all that apply]*

- German
- Irish
- English
- Italian
- Lebanese
- Egyptian
- Other *[text response]* \_\_\_\_\_

**If you selected Other:**

**55f.** Please enter any other race/ethnicity categories that weren't previously mentioned that make up part of your identity. *[text response]*

\_\_\_\_\_

**56.** What is your current residential zip code? *[numeric]* \_\_\_\_\_

**57.** Are you a veteran? [select one]

- Yes
- No
- Prefer not to say

**58.** What is your date of birth? (mm/dd/yyyy) *[text response]* \_\_\_\_\_

**59.** How many years have you lived in the United States? *[numeric]* \_\_\_\_\_

60. What is your highest level of education completed? *[select one]*

- Elementary school to 8<sup>th</sup> grade
- Some high school, no diploma
- High school graduate, diploma or the equivalent (e.g., GED)
- Some college credit, no degree
- Trade/technical/vocational training
- Associate's degree
- Bachelor's degree
- Master's degree
- Professional degree
- Doctorate degree

61. What is your current job title? *[text]*

62. What organization do you **primarily** work for? *[text]*

63. Which DRIVE Initiative is your organization **primarily** linked with? *[select one]*

- Civic Infrastructure *[if selected, ask 64]*
- Opportunity Corridor
- Fresno's Impact Economy
- F3
- Next Generation Aviation
- Betting Big
- Downtown 2.0
- Wealth Creation
- Community Justice Network
- K-16 Collaborative
- Pre-Conception to FIVE
- UCSF Fresno School of Medicine
- Career Nexus
- Permanent Affordable Housing



**64. Which Civic Infrastructure Hub do you **primarily** work with? *[select one]***

- Familias En Accion
- A Hopeful Encounter
- Another Level Training Academy
- Generation Changers
- Lowell CDC
- Highway City CDC
- Jackson CDC
- Martin Park
- Live Again Fresno
- Friends of Calwa
- Hidalgo CDC
- Intermediary to Civic Infrastructure

**65. Is your organization partnering with any other DRIVE Initiatives? If so, please select all that apply. *[select all that apply]***

- Civic Infrastructure [\[if selected, ask 66\]](#)
- Opportunity Corridor
- Fresno's Impact Economy
- F3
- Next Generation Aviation
- Betting Big
- Downtown 2.0
- Wealth Creation
- Community Justice Network
- K-16 Collaborative
- Pre-Conception to FIVE
- UCSF Fresno School of Medicine
- Career Nexus
- Permanent Affordable Housing
- No, my organization is currently only partnering with one DRIVE Initiative

66. Which Civic Infrastructure Hub(s) do you work with? *[select all that apply]*

- Familias En Accion
- A Hopeful Encounter
- Another Level Training Academy
- Generation Changers
- Lowell CDC
- Highway City CDC
- Jackson CDC
- Martin Park
- Live Again Fresno
- Friends of Calwa
- Hidalgo CDC
- Intermediary to Civic Infrastructure

67. What is your name (first and last)? *[text]*

68. What is your email address? *[text]*

69. Is there anything else that you'd like to share that we didn't ask about in this survey? *[text]*

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# DRIVE Racial Equity Survey Guide



**Racial equity** is defined as “the condition that would be achieved if one’s racial identity no longer predicted, in a statistical sense, how one fares.”<sup>1</sup>

### Why measure racial equity?

The DRIVE theory of change posits that inclusive economic growth requires DRIVE initiatives to have explicit programmatic priorities promoting racial equity. The hypothesized link between racial equity and inclusive economic growth is supported by a growing body of research. In a study of 25 collective impact initiatives across the U.S. and Canada,<sup>2</sup> the authors found that initiatives with a demonstrated commitment to equity showed greater success at population-level systems change. Other evidence suggests that inequality inhibits economic growth<sup>3</sup> by limiting opportunities for education, reducing access to financial capital, and creating political instability.<sup>4</sup> As economists have rebuked the efficacy of the “trickle down” theory, research now suggests that in order for economic growth to benefit all members of society, proactive strategies are needed to address factors of disadvantage, such as race, gender, and region.<sup>5-6</sup>

### What are we measuring?

This survey was designed to test the hypothesis that equity is a determinant of inclusive economic growth. It focuses on assessing racial equity practices at the organizational level, assessing the specific actions DRIVE initiatives and their partner organizations are taking to address

factors of disadvantage. A literature review found that organizational practices – such as hiring, role allocation, promotion, compensation, and structuring—are central to reproducing inequality.<sup>7</sup> To assess individual racial equity beliefs and practices, see Race Forward’s assessment, “Racial Equity Within Your Individual Practices.”<sup>8</sup>

**The items in this Assessment evaluate anti-racist practices and policies across five domains**, shown in Table 1. The evaluation will help DRIVE initiative leads reflect on anti-racism practices and identify strengths and areas for improvement.

**Table 1. Racial Equity Domains and Goals<sup>9</sup>**

<b>Organizational Commitment</b>	Racial equity is a core part of the mission, advocated for throughout the organization and communicated broadly.
<b>Culture</b>	Black, Indigenous, and People of Color (BIPOC) engaging with the organization feel included, valued, and respected.
<b>Workforce Diversity</b>	The organization creates and maintains a strong and diverse team where BIPOC are resourced to thrive and lead.
<b>Community Partnerships</b>	The organization builds trusting, two-way relationships and aligns decision-making with community priorities.
<b>Programs &amp; Advocacy</b>	The organization develops and consistently applies a racial equity analysis to inform programmatic decision-making and advocacy efforts.

1 The Washington Race Equity & Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.  
 2 Stachowiak & Lynn (2018). When collective impact has an impact: A cross-site study of 25 collective impact initiatives. ORS Impact & Spark Policy Institute.  
 3 Maguire (2014). How Increasing Inequality is Dampening US Economic Growth, and Possible Ways to Change the Tide. Standard & Poor’s Rating Services.  
 4 Berg & Ostry (2017). Inequality and unsustainable growth: two sides of the same coin?. IMF Economic Review, 65(4), 792-815.  
 5 Benner & Pastor (2016). Inclusive economy indicators: Framework & indicator recommendations. Everett Program.  
 6 The need for an intentional focus on equity is reflected in The Rockefeller Foundation’s definition of an inclusive economy as one that “expands opportunities for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.”  
 7 Amis, Mair, & Munir (2020). The organizational reproduction of inequality. *Academy of Management Annals*, 14(1), 195-230.  
 8 Puget Sound Cohort & Race Forward (2018). Accountability Principles.  
 9 The Washington Race Equity & Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.



### **How often should we use this tool to measure racial equity practices?**

This survey can be administered on an annual basis.

### **How was this survey developed?**

A team of evaluation experts from the Central Valley Community Foundation and Sankofa Consulting conducted a literature review to operationalize racial equity, identify domains, and find existing surveys that assess how organizations center racial equity. The literature review uncovered numerous secondary sources, including guides and organizational assessment tools developed over the past ten years by practitioners and subject matter experts. A review of the academic literature revealed that this field of research is still in its nascency, and the search did not identify any evidence-based theories, frameworks, or primary research that ascertained the domains of racial equity practices in organizations.

Focusing on secondary sources, the evaluation team reviewed 25 racial equity assessment tools and selected 12 tools with relevance to economic development work (see Table 2). The tools were sourced from various sectors, including healthcare,

education, workforce development, child services, and the nonprofit sector. Most tools were developed based on a literature review, a review of existing racial equity assessment tools, and input from experts and stakeholders. A few tools were also informed by interviews or focus groups, grounded in a framework, or underwent pilot testing and refinement. None of the existing tools were tested for reliability/validity and none were published in a peer-reviewed journal.

The domains covered by the existing assessment tools were compared and **five common domains of racial equity practices emerged: organizational commitment; culture; workforce diversity; community partnerships; and programs and advocacy**. These five domains were used to guide the development of the DRIVE Racial Equity Survey. Within the five domains, items were taken from existing assessment tools, with a focus on those tools with the most rigorous development methods. New items were drafted only when existing items were not available. All survey items were reviewed by experts and were pre-tested on a small sample of individuals for readability, understanding, and acceptability.





**Table 2. Racial equity assessment tools by year, context, and development methods**

Racial Equity Assessment Tool	Year	Context	Methods for Development					
			Literature Review	Expert & Stake-holder Input	Interviews or focus groups	Frame-work	Pilot tested	Methods not provided
Baseline Organizational Assessment for Equity Infrastructure. California Department of Public Health, Office of Health Equity.	2022	Local public health agencies	✓	✓				
Commitment to Operationalize Racial Equity (CORE) Tool. Office of Equity, Vitality, and Inclusion, and Boston University Medical Group	2021	Healthcare	✓	✓				
Equity, Diversity, Inclusion: Action Toolkit for Organizations. American Public Health Association.	2021	General						✓
Organizational Race Equity Toolkit, 2nd Edition. Washington Race Equity & Justice Initiative (REJI)	2020	General	✓	✓		✓		
Checklist for Sustaining Institution-Wide Racial Equity. University of Southern California, Center for Urban Education's Racial Equity Tools.	2020	Education						✓
Awake to Woke to Work: Building a Race Equity Culture. Equity in the Center.	2020	General	✓	✓	✓	✓		
Accountability Principles. Puget Sound Cohort & Race Forward.	2019	General	✓	✓				
The Workforce Development Racial Equity Readiness Assessment. Race Forward.	2018	Workforce development						✓
Racial Justice Assessment Tool. Western States Center.	2015	General						✓
Tool for Organizational Self-Assessment Related to Racial Equity. Eliminating Disparities in Child & Youth Success Collaborative, Coalition of Communities of Color and the All Hands Raised Partnership.	2014	Child & youth services		✓			✓	
Local Health Department Organizational Self-Assessment for Addressing Health Inequities: Toolkit and Guide to Implementation. Bay Area Regional Health Inequities Initiative (BARHII).	2010	Local public health agencies	✓	✓			✓	
Race Matters: Organizational Self-Assessment. Annie E. Casey Foundation.	2006	General						✓

# DRIVE Racial Equity Data Dictionary

This Data Dictionary provides information about the source of each survey item, including the citation and the language used in the original item. Additional information about the survey items are noted in “methods” and “analysis” sections.



CENTRAL  
VALLEY  
COMMUNITY  
FOUNDATION



DRIVE  
DEVELOPING THE REGION'S  
INCLUSIVE & VIBRANT ECONOMY

# Part 1 Organizational Commitment to Race Equity Work

**Survey Directions:** This survey asks questions about your organization’s racial equity practices. Please select the answer that best applies to your organization.

- Items 1-4; 6 & 7; 9-12; & 14 use a 7-point response scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree.
- Item 8 uses an 8-point response scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree, N/A: not applicable to my organization.
- Items 5; 13; & 15 use a 7-point response scale: never, rarely, occasionally, sometimes, frequently, usually, always.

Part 1: Organizational Commitment to Race Equity Work		
Item	CVCF Question & Response Options	Original Question & Citation
1	<p>The organization incorporates racial equity into its mission, vision, and values.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization incorporates race equity into its mission, vision, values, and/or other organizational identity statements.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
2	<p>The organization has allocated financial resources toward racial equity work (e.g., assigning personnel or funding for coordination of work, development and implementation of equity plan, or evaluation work.)</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization has allocated financial and human resources toward internal and/or external race equity work. This may include assigning personnel or funding for coordination of work, development and implementation of plans, and/or monitoring and evaluation work.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
3	<p>The organization has staff with equity activities as part of their essential job functions or as a standalone responsibility.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Duty statement encompasses equity activities as part of the essential job functions or as a standalone responsibility.”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>



Part 1: Organizational Commitment to Race Equity Work (Continued)		
4	<p>The organization makes trainings available on an ongoing basis to staff to support equity-focused trainings (e.g., undoing racism, anti-racism, implicit bias, etc.)</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization encourages/makes trainings available on an ongoing basis to staff, board, and volunteers to support equity, antiracism, and anti-bias work.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
5	<p>All staff, including leadership, are required to attend equity-focused trainings (e.g., undoing racism, anti-racism, implicit bias, etc.)</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“All staff, including leadership, attend equity focused training (undoing racism/anti-racism, implicit bias, unconscious bias, etc.)”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>
6	<p>The organization’s <b>board</b> reflects the communities the organization seeks to impact.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“For each of the following, the group is diverse across demographics and perspectives and reflects the communities the organization seeks to impact with its work: a. Board”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
7	<p>The organization’s <b>staff</b> reflects the communities the organization seeks to impact.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“For each of the following, the group is diverse across demographics and perspectives and reflects the communities the organization seeks to impact with its work: b. Staff”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
8	<p>Within the organization’s <b>board</b>, there is an understanding of the impacts of racism (e.g., cultural, institutional, and structural racism).</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree, N/A: not applicable for my organization]</p>	<p>“For each of the following, there is an understanding of the impact of and need to address cultural, institutional, and structural racism and advance racial equity: a. Board”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>



**Part 1: Organizational Commitment to Race Equity Work (Continued)**

<p>9</p>	<p>Within the organization’s <b>staff</b>, there is an understanding of the impacts of racism (e.g., cultural, institutional, and structural racism).</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“For each of the following, there is an understanding of the impact of and need to address cultural, institutional, and structural racism and advance racial equity: b. Staff”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
<p>10</p>	<p>The Board of Directors evaluates Board membership requirements that ignore systemic racial inequities and reinforce dominant culture, such as minimum donation amounts and conventionally prestigious backgrounds.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Evaluate board membership requirements that ignore systemic racial inequities and reinforce dominant culture, such as minimum donation amounts and conventionally prestigious backgrounds.”</p> <p><i>Source: Equity in the Center. (2020). Awake to Woke to Work: Building a Race Equity Culture.</i></p>
<p>11</p>	<p>The Board of Directors acknowledges power dynamics (e.g., based on race, gender, age, etc.) that exist on the board.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Acknowledge and manage power dynamics that exist on the board, and how decision making may be impacted by biases.”</p> <p><i>Source: Equity in the Center. (2020). Awake to Woke to Work: Building a Race Equity Culture.</i></p>
<p>12</p>	<p>The organization prioritizes contracting with vendors and partners led by people of color or with a mission related to racial equity.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Does your organization prioritize contracting with vendors and partners led by people of color or with a mission related to racial equity?”</p> <p><i>Source: Puget Sound Cohort &amp; Race Forward. (2019). Accountability Principles.</i></p>
<p>13</p>	<p>The organization tracks race representation statistics among their business partners (e.g., grantees, consultants, and vendors).</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“Track and publish race representation statistics among their workforce, grantees, consultants, and vendors.”</p> <p><i>Source: Equity in the Center. (2020). Awake to Woke to Work: Building a Race Equity Culture.</i></p>

**Part 1: Organizational Commitment to Race Equity Work (Continued)**

<p>14</p>	<p>The organization streamlined and simplified its contracting processes to support participation by a wider range of community partners.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Streamline and simplify the contract process (including RFP processes) to support participation by a wider range of community partners.”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>
<p>15</p>	<p>The organization uses its power and authority to push institutions (e.g., government, philanthropy) towards greater racial equity.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“Does your organization use your power and authority to push institutions or philanthropy towards greater racial equity?”</p> <p><i>Source: Puget Sound Cohort &amp; Race Forward. (2019). Accountability Principles.</i></p>



## Part 2 Organizational Culture

**Survey Directions:** This survey asks questions about your organization’s racial equity practices. Please select the answer that best applies to your organization.

- Items 16-19 use a 7-point response scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree.
- Items 20 & 21 use a 7-point response scale: never, rarely, occasionally, sometimes, frequently, usually, always.

Part 2: Organizational Culture		
Item	CVCF Question & Response Options	Original Question & Citation
16	<p>The organization creates space for discussing race and racism in ways that are relevant to the organization’s work.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization creates space for discussing issues of race and racism in ways that are relevant to the work.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
17	<p>Cultural “norms” of the organization, spoken or unspoken, allow for questions and concerns about racial dynamics to be openly discussed and addressed.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Cultural “norms” of the organization, spoken or unspoken, allow for questions, issues, and concerns about racial dynamics internally to be openly discussed and addressed.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
18	<p>Staff can meaningfully engage and work through tension when conflict arises.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Team members can meaningfully engage and work through tension when conflict arises.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>



Part 2: Organizational Culture (Continued)		
19	<p>Staff who identify as people of color or as belonging to historically marginalized groups can bring their full identities to the workplace, if they choose, and feel recognized and respected.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Staff/leadership/volunteers who identify as people of color or as belonging to other historically marginalized groups can bring their full identities to the workplace, if they choose, and feel recognized and respected.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
20	<p>The organization encourages ideas and feedback from all stakeholders (including frontline staff, volunteers, clients) and not only those with positional authority.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“The organization encourages ideas, strategies, initiatives, and feedback from all stakeholders of the organization (including frontline staff, volunteers, clients - not only those with positional authority).”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
21	<p>When planning internal meetings and gatherings, the organization considers accessibility and inclusion factors (e.g., language access/interpretation, accommodations, childcare, food, location, etc.).</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“When planning internal meetings and gatherings, the organization considers accessibility and inclusion factors like language access/interpretation, accommodations, childcare, food, and location.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>



## Part 3 Recruiting, Hiring, & Retaining a Diverse Workforce

**Survey Directions:** This survey asks questions about your organization’s racial equity practices. Please select the answer that best applies to your organization.

- Item 22 uses a 7-point response scale: never, rarely, occasionally, sometimes, frequently, usually, always.
- Items 23-28 use a 7-point response scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree.

Part 3: Recruiting, Hiring, & Retaining a Diverse Workforce		
Item	CVCF Question & Response Options	Original Question & Citation
22	<p>The organization captures information about employee engagement, inclusion, and satisfaction (separated out by race) on a regular basis.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“Does your organization capture information about staff satisfaction (disaggregated by race) on a regular basis?”</p> <p><i>Source: Puget Sound Cohort &amp; Race Forward. (2019). Accountability Principles.</i></p>
23	<p>The organization has policies to address hiring inequities and promote outreach and recruitment of marginalized communities, specifically people of color.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization has internal hiring policies to address hiring inequities and promote outreach, recruitment, and retention of marginalized communities, specifically people of color.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
24	<p>The organization uses equitable hiring practices such as posting salary ranges, considering equivalent experience as comparable to formal education, or anonymized review of applications.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization acts on suggested equity practices in recruitment and hiring, including but not limited to posting salary ranges, considering “equivalent experience” as comparable to formal education, and/or anonymized reviews of applications.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>



**Part 3: Recruiting, Hiring, & Retaining a Diverse Workforce (Continued)**

<p>25</p>	<p>The organization analyzes staffing data to identify areas where race disparities exist, such as compensation and promotion.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“ Disaggregate internal staffing data to identify areas where race disparities exist, such as compensation and promotion.”</p> <p><i>Source: Equity in the Center. (2020). Awake to Woke to Work: Building a Race Equity Culture.</i></p>
<p>26</p>	<p>The organization acknowledges that contributions made by staff toward the creation of an anti-racist and pro-equity environment are valuable to the mission and success of the organization.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization acknowledges that contributions made by staff, volunteers, and leadership toward the creation of an anti-racist and pro-equity environment are inherently valuable to the mission and success of the organization.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
<p>27</p>	<p>The organization has people of color and people of color-led organizations robustly represented within its pipeline of leaders and decision-makers.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization has people of color and people of color-led organizations robustly represented within its pipeline of leaders and decision-makers.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
<p>28</p>	<p>The organization provides a living wage to all personnel that reflects the regional cost of living (e.g., housing, food, transportation, childcare, health care, etc.).</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization provides a living wage to all personnel that considers the regional cost of living (e.g., housing, food, transportation, childcare, health care).”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>



## Part 4 Community Partnerships

**Survey Directions:** This survey asks questions about your organization’s racial equity practices. Please select the answer that best applies to your organization.

- Items 29; 34 & 35 use a 7-point response scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree.
- Items 30-33 use a 7-point response scale: never, rarely, occasionally, sometimes, frequently, usually, always.

Part 4: Community Partnerships		
Item	CVCF Question & Response Options	Original Question & Citation
29	<p>The organization intentionally builds two-way relationships with organizations and communities of color as key, relevant stakeholders.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization intentionally identifies and builds two-way relationships with organizations and communities of color as key, relevant stakeholders.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
30	<p>The organization evaluates and takes steps to address structural barriers that prevent-communities of color from engaging with its services (e.g., language access, documentation requirements).</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“The organization has evaluated and taken steps to address structural barriers that may be preventing clients and/or communities of color from engaging with its services (i.e., funding, language access, documentation requirements).”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
31	<p>The organization practices community engagement in ways that allow perspectives and input from communities of color to drive the organization’s purpose and decision-making.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“The organization practices community engagement in ways that allow voices, perspectives, and input from communities of color to drive the organization’s purpose and overall decision-making.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>



Part 4: Community Partnerships (Continued)		
32	<p>The organization involves community stakeholders in shaping budgetary priorities and reviewing funding proposals.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“Involve community stakeholders in shaping budgetary priorities and reviewing funding proposals.”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>
33	<p>The organization invests in capacity building for community members (e.g., leadership academies, technical assistance) to increase their influence in the community.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“ Invest in capacity building for staff and community/residents (e.g., leadership academies, technical assistance) to help all parties prepare for quality engagement to increase the voice and influence of communities/residents in policy change.”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>
34	<p>The organization has mechanisms to provide compensation for community members’ expertise as an asset and domain of specialized knowledge and consultation.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“ Create mechanisms to provide compensation for community/resident expertise as an asset and domain of specialized knowledge and consultations (e.g., contracts, paid volunteers/inters).”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>
35	<p>The organization encourages staff to volunteer in the community by providing paid time off for volunteer work.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“Encourage staff to volunteer in the community by providing paid time off to do so.”</p> <p><i>Source: Equity in the Center. (2020). Awake to Woke to Work: Building a Race Equity Culture.</i></p>

## Part 5 Practicing Anti-Racism in Programs, Decision-Making, & Advocacy

**Survey Directions:** This survey asks questions about your organization’s racial equity practices. Please select the answer that best applies to your organization.

- Items 36, 38, & 40 use a 7-point response scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree.
- Items 37, 39, & 41-43 use a 7-point response scale: never, rarely, occasionally, sometimes, frequently, usually, always.

Part 5: Practicing Anti-Racism in Programs, Decision-Making, & Advocacy		
Item	CVCF Question & Response Options	Original Question & Citation
36	<p>The organization has policies or practices in place to ensure communities most impacted by the organization’s work are a part of decision-making during the design, implementation, and evaluation of programs and advocacy initiatives.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization has explicit policies and/or practices in place, ensuring that clients/communities most impacted by the organization’s work are a part of decision-making on an ongoing basis during the design, implementation, and evaluation of programs and policy/advocacy initiatives.”</p> <p>Source: <i>The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
37	<p>The organization addresses racial disparities in program access, delivery, and outcomes.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“The organization analyzes and addresses racial disparities that surface in the course of service and program delivery (e.g., underrepresentation in programs) as well as outcomes.”</p> <p>Source: <i>The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
38	<p>As appropriate, data collected by the organization is accessible to communities to support their efforts of advancing equity.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“As appropriate, data is accessible to communities to support their efforts of advancing equity (e.g., including an established local policy or process delineating community requests of data).”</p> <p>Source: <i>California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>



Part 5: Practicing Anti-Racism in Programs, Decision-Making, & Advocacy (Continued)		
39	<p>The organization engages community members to help interpret data.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“Engage community members in responding to, evaluating, and sharing context to help interpret data.”</p> <p><i>Source: California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.</i></p>
40	<p>The organization consistently uses inclusive and culturally responsive language in both internal and external communications.</p> <p>[7-point scale: strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree]</p>	<p>“The organization consistently uses inclusive and culturally responsive language in both internal and external communications.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
41	<p>In making decisions (e.g., programmatic, advocacy, policy), the organization considers how the decision will benefit and/or harm communities of color.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“In making programmatic/advocacy/policy/case decisions, the organization considers how the decision will benefit and/or harm communities of color.”</p> <p><i>Source: The Washington Race Equity &amp; Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.</i></p>
42	<p>The organization engages community members in advocacy initiatives that address inequities.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“We engage community members in prioritizing, developing and implementing advocacy initiatives that address inequities.”</p> <p><i>Source: Oyetunde, T., Boulin, A., Holt, J. (2021). Equity, Diversity, Inclusion: Action Toolkit for Organizations. American Public Health Association.</i></p>
43	<p>The organization publicly supports local/national initiatives and movements that fight for racial equity.</p> <p>[7-point scale: never, rarely, occasionally, sometimes, frequently, usually, always]</p>	<p>“We publicly support local/national initiatives and movements that fight for racial equity.”</p> <p><i>Source: Oyetunde, T., Boulin, A., Holt, J. (2021). Equity, Diversity, Inclusion: Action Toolkit for Organizations. American Public Health Association.</i></p>

**Methods:** The DRIVE Racial Equity Assessment items were taken or adapted from six racial equity assessment tools:

1. California Department of Public Health (CDPH), Office of Health Equity. (2022). Baseline Organizational Assessment for Equity Infrastructure.
2. Equity in the Center. (2020). Awake to Woke to Work: Building a Race Equity Culture.
3. Eliminating Disparities in Child & Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.
4. Oyetunde, T., Boulin, A., Holt, J. (2021). Equity, Diversity, Inclusion: Action Toolkit for Organizations. American Public Health Association.
5. Puget Sound Cohort & Race Forward. (2019). Accountability Principles.
6. The Washington Race Equity & Justice Initiative (REJI) Organizational Race Equity Toolkit, 2nd Edition (2020). JustLead Washington.

Edits to the original items were made to eliminate compound questions and improve item readability by shortening items and making the language more concise.

**Analysis:** Data across initiatives will be combined to assess racial equity practices, including the percentage of the initiatives that are using various approaches to supporting racial equity. Results will be shared with the initiative leads to prompt dialogue and learning. The purpose of the evaluation process is to help organizations identify areas for organizational change and improvement, including specific actions that will lead to improved outcomes for communities of color; spur dialogue within organizations that leads to greater understanding and commitment to issues of racial equity; facilitate sharing of information; and build shared accountability across organizations.





## Part 6 Open Ended Questions

**Survey Directions:** This survey asks questions about your organization’s racial equity practices.

These questions are designed to supplement the survey questions and provide a more in-depth understanding of equity practices.

Part 6: Open Ended Questions		
Item	CVCF Question & Response Options	Original Question & Citation
44	<p><b>Organizational commitment</b></p> <p>Does your organization have an internal structure (e.g., an equity committee) responsible for addressing racial equity?</p> <p>[Y/N]</p>	<p>“If your organization has an internal structure, e.g. an equity committee, responsible to addressing racial equity, please describe the structure including its scope of work and composition.”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
44a	<p>Describe your organization’s internal structure (e.g., an equity committee) responsible for addressing racial equity. Include this structure’s scope of work in your response.</p> <p>[open ended]</p>	<p>“If your organization has an internal structure, e.g. an equity committee, responsible to addressing racial equity, please describe the structure including its scope of work and composition.”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
45	<p>Do the leaders of your organization act consistently around racial equity by, e.g., allocating sufficient resources for racial equity initiatives, making racial justice a standing item at key meetings, and ensuring people of color are decision-makers? Provide examples of how racial equity were or were not consistently incorporated by leaders of your organization.</p> <p>[open ended]</p>	<p>“Do the senior leaders of your organizations act consistently around racial equity by, e.g., allocating sufficient resources for equity initiatives, making racial justice a standing agenda item at key meetings, and ensuring people of color are decision-makers? Provide 2-3 specific examples.”</p> <p>“Make key decisions through transparent processes that involve opportunities for input and feedback from all staff, as well as community/residents, and partners.”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>





Part 6: Open Ended Questions (Continued)		
46	<p><b>Culture</b></p> <p>How is your organization’s internal culture of inclusion and equity communicated? (Practices may include noticing barriers to participation, planning that incorporates participation, “out loud” interrupting or naming of inequities, and encouragement when difficult topics surface.)</p> <p>[open ended]</p>	<p>“How is your organization’s internal culture of inclusion and equity communicated? Practices may include noticing barriers to participation, planning that incorporates participation supports, public appreciation of “out loud” interrupting or naming of inequities, and encouragement when difficult topics are surfaced.”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
47	<p><b>Workforce Diversity</b></p> <p>What practices or structures does the organization have in place to support employees of color, (e.g., mentoring, employee support groups, comprehensive orientations)? Are there career advancement supports for employees of color?</p> <p>[open ended]</p>	<p>“What practices or structures does the organization have in place to support employees of color, e.g. mentoring, employee support groups, comprehensive orientations? Are there supports for employees of color to move into positions with low diversity?”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
48	<p>How do you evaluate the effectiveness of racial equity and cultural competency trainings available for staff and leadership?</p> <p>[open ended]</p>	<p>“How do you evaluate the effectiveness of racial equity and cultural competency trainings available for staff and leadership?”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
49	<p><b>Community Partnerships</b></p> <p>In what ways are communities of color formally recognized as key stakeholders in organizational decision-making?</p> <p>[open ended]</p>	<p>“In what ways are communities of color formally recognized as key stakeholders in organizational decision-making?”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>



**Part 6: Open Ended Questions (Continued)**

50	<p><b>Programs and Advocacy</b></p> <p>How do you incorporate goals of equity and culturally appropriate service delivery in your programs? Please provide examples of how this is codified in policy or implemented in practice.</p> <p>[open ended]</p>	<p>“How do you incorporate goals of service equity and culturally-appropriate service delivery? Provide a couple of examples of how this is codified in policy or implemented in practice.”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
51	<p><b>Reflection</b></p> <p>In the next four questions, please take a moment to reflect on all of your previous responses to this assessment. These next questions are intended to summarize your organization’s experiences with racial equity.</p> <p>Regarding racial equity...</p> <p>What are the strengths of your organization? If you have specific examples, please provide them:</p> <p>[open ended]</p>	<p>“Strengths (Based on the results of the Tool)”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
52	<p>What gaps exist in your organization? If you have specific examples, please provide them:</p> <p>[open ended]</p>	<p>“Gaps (Based on the results of the Tool)”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>
53	<p>What possible action areas are there for your organization to act upon in the future? If you have specific examples, please provide them:</p> <p>[open ended]</p>	<p>“Possible Action Areas (Based on the results of the Tool these are three actions that we will take in the next 12 months)”</p> <p><i>Source: Eliminating Disparities in Child &amp; Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color and the All Hands Raised Partnership.</i></p>



**Methods:** These interview questions are adapted from the Eliminating Disparities in Child & Youth Success Collaborative, Tool for Organizational Self-Assessment Related to Racial Equity.<sup>10</sup> The Tool was designed, piloted, and refined by the Collaborative, a cross-sector partnership between local institutions and the communities most impacted by racial inequities, co-convened by the Coalition of Communities of Color as part of the All Hands Raised Partnership.

**Analysis:** Qualitative data will be analyzed separately by two researchers using content analysis to identify themes. Results will be discussed, summarized in narrative form, and shared with stakeholders.

<sup>10</sup> *Eliminating Disparities in Child & Youth Success Collaborative (2014). Tool for Organizational Self-Assessment Related to Racial Equity. Coalition of Communities of Color (CCC) and the All Hands Raised Partnership.* <https://www.coalitioncommunitiescolor.org/research-and-publications/cccorassessment>





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