



Fresno DRIVE

Measurement & Evaluation

Racial Equity Workshop

[M&E, helping U!]

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Monday, November 13, 2023



Workshop Overview

1. Introduction
2. Racial Equity Survey
3. Racial Equity Trainings and Activities (RETA) Survey
4. Next Steps



Fresno DRIVE: Measurement & Evaluation



INITIATIVE/PROGRAM INFORMATION

Each DRIVE initiative reports on their activities, outcomes, challenges, and success stories.



MACROSCALE INDICATORS

Urban Institute's *Predictors of Upward Mobility* provide population data (e.g., income, access to healthcare) to shape DRIVE programs and ensure we stay on track to meet our region's big picture needs.



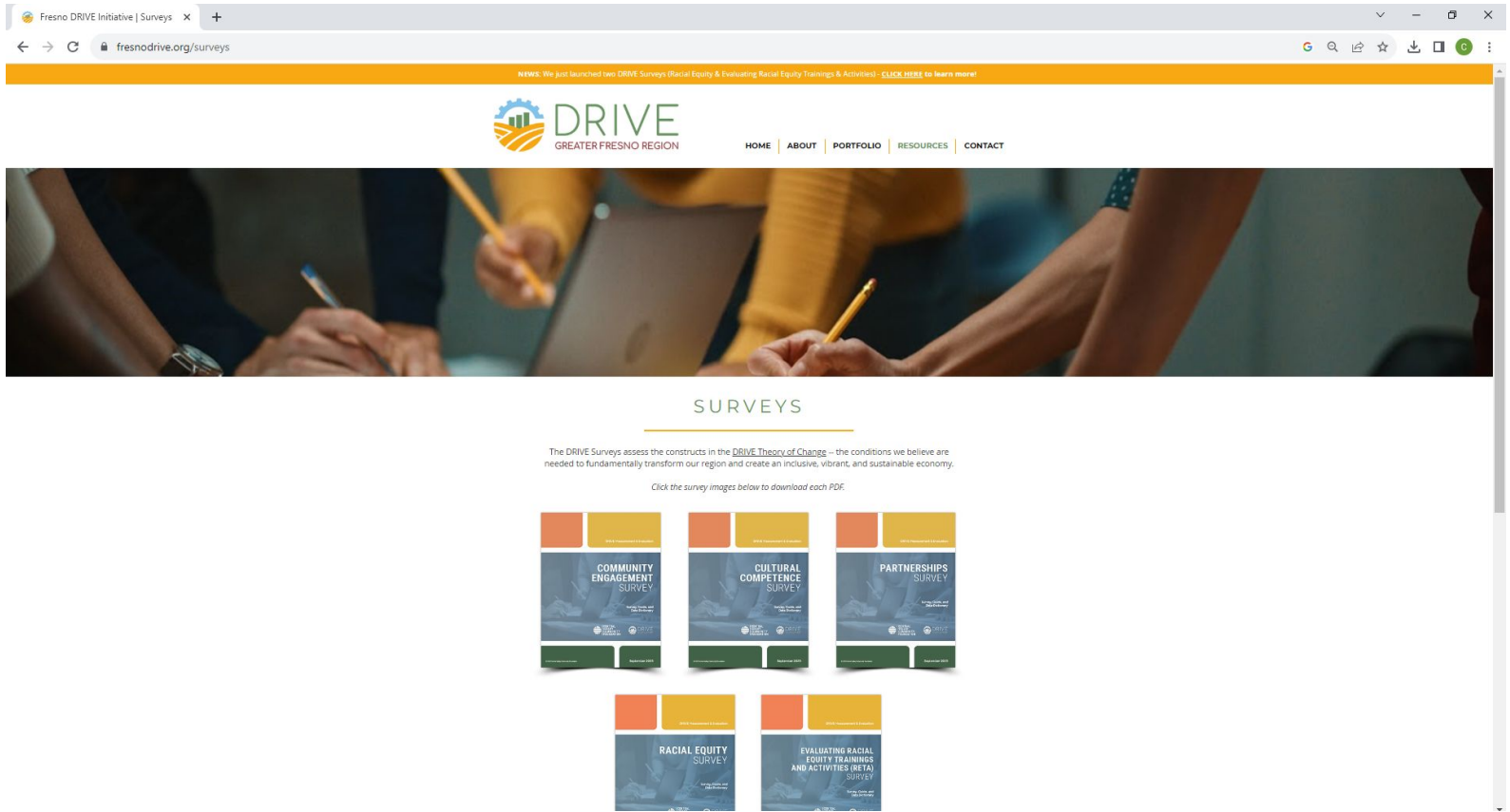
Today's Workshop



ASSESSING THE DRIVE THEORY OF CHANGE

The DRIVE Surveys assess how DRIVE Initiatives are putting key strategies into practice:

- Community Engagement
- Cultural Competence
- Partnerships
- Racial Equity
- Race Equity Trainings
- Organizational Capacity
- Self-Efficacy



www.fresnodrive.org/surveys

DRIVE Racial Equity Survey

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

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**.



DRIVE Racial Equity Survey Guide



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.



www.fresnodrive.org/surveys

DRIVE Surveys - Importance

Test: are the core values from the DRIVE Theory of Change being implemented?

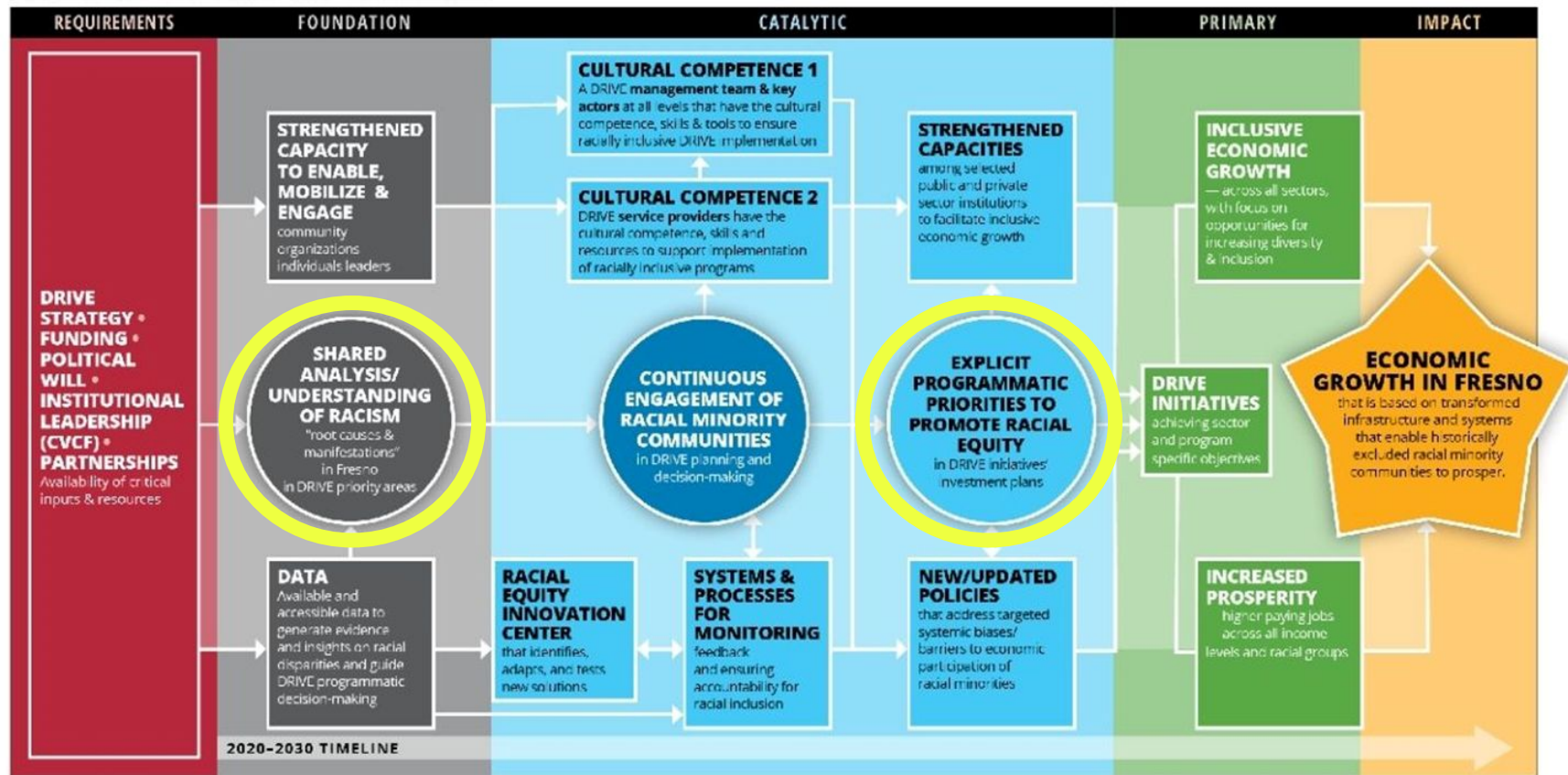
Learn: identify successes and areas for improvement in our racial equity & community engagement work

Share: collect quality data to share with DRIVE stakeholders (funders, community members, your teams)

Storytelling: tell the collective story of DRIVE



DRIVE'S THEORY OF CHANGE

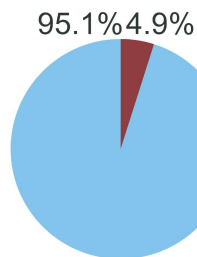
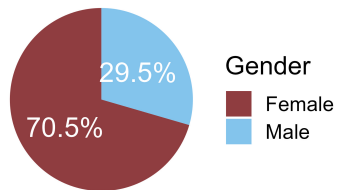
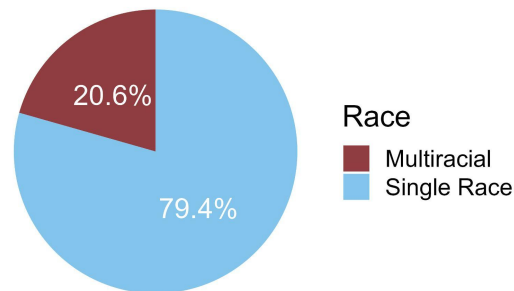
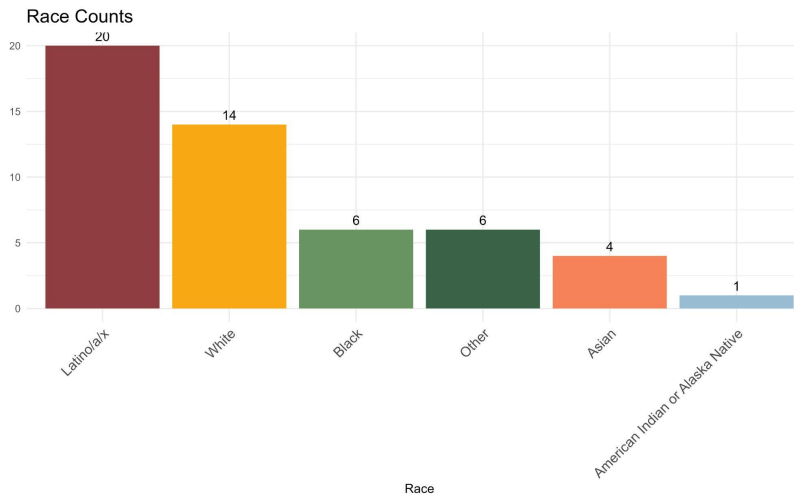


Who is represented in the DRIVE surveys?

Respondents	DRIVE Initiatives	Civic Infrastructure Hubs	Zip Codes
46	14 out of 14 (100%)	12 out of 12 (100%)	20 zip codes 93701 = 6 respondents



Who is represented in the DRIVE Surveys?



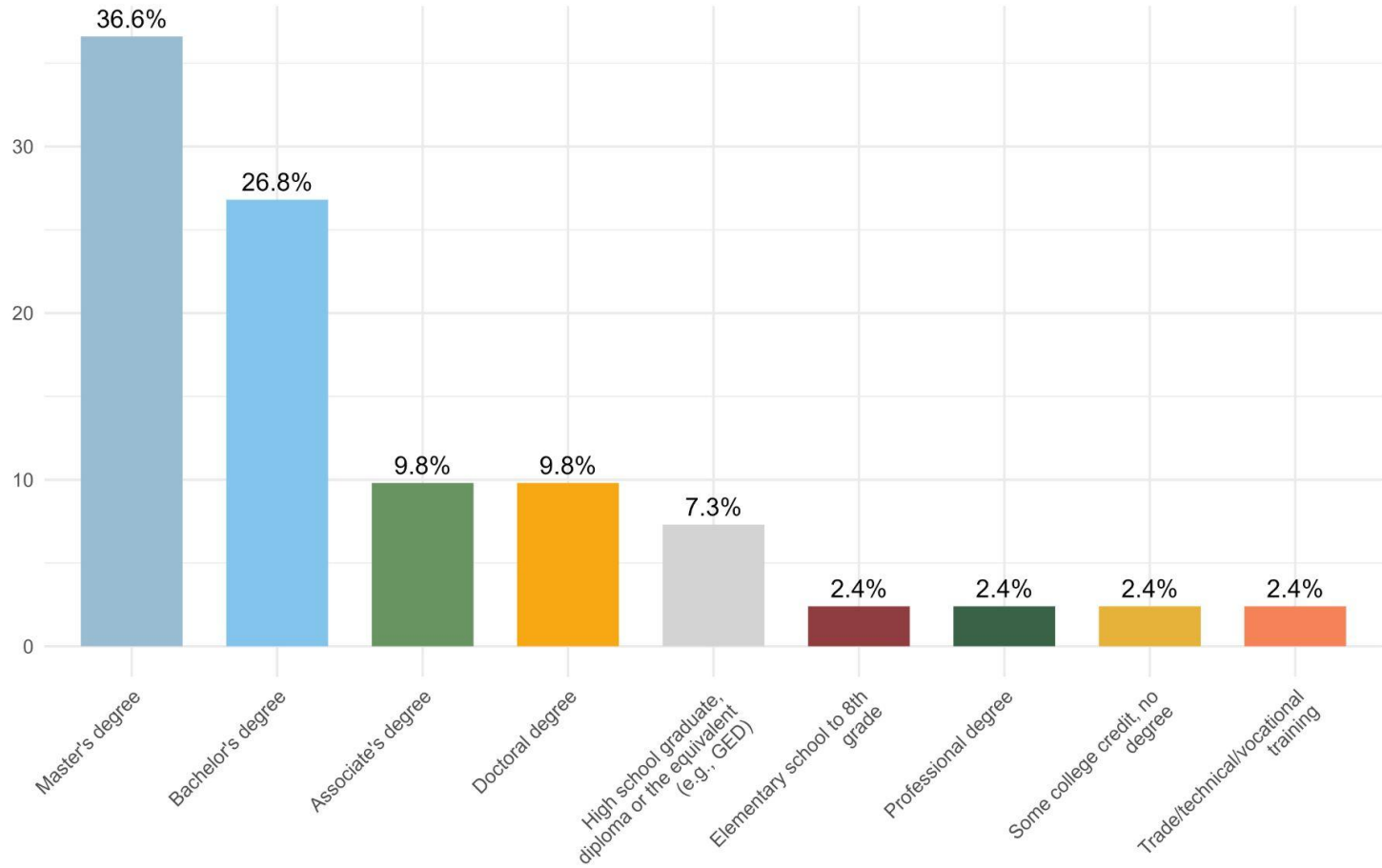
Veteran Status:
2 Veterans

■ No
■ Yes

	n = 41	
	Mean (SD)	Range
Age (years)	47.7 (13.6)	22 – 72
Years in the USA	45.1 (14.4)	17 – 72



Level of Education



Racial Equity Survey

The DRIVE theory of change states that inclusive economic growth requires initiatives to have **clear programmatic priorities promoting racial equity**.

This survey focuses on practices at the organizational level, assessing actions DRIVE partner organizations are taking to address inequity.

DRIVE Measurement & Evaluation

RACIAL EQUITY SURVEY

Survey, Guide, and
Data Dictionary



CENTRAL
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DRIVE
DEVELOPING THE REGION'S
ECONOMY & COMMUNITIES

Racial Equity

In a study of 25 collective impact initiatives across the U.S. and Canada, 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 by limiting opportunities for education, reducing access to financial capital, and creating political instability.



Racial Equity Assessment Tools

- 25 Racial Equity Tools
- 12 relevant to Economic Development
- Sourced from healthcare, education, workforce development, child services
- None tested for reliability/validity
- None published in peer-reviewed journal

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

Racial Equity Assessment Tool	Year	Context	Methods for Development					
			Literature Review	Expert & Stakeholder 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		✓			✓	



Racial Equity Survey

The Survey items evaluate anti-racist practices and policies across five domains

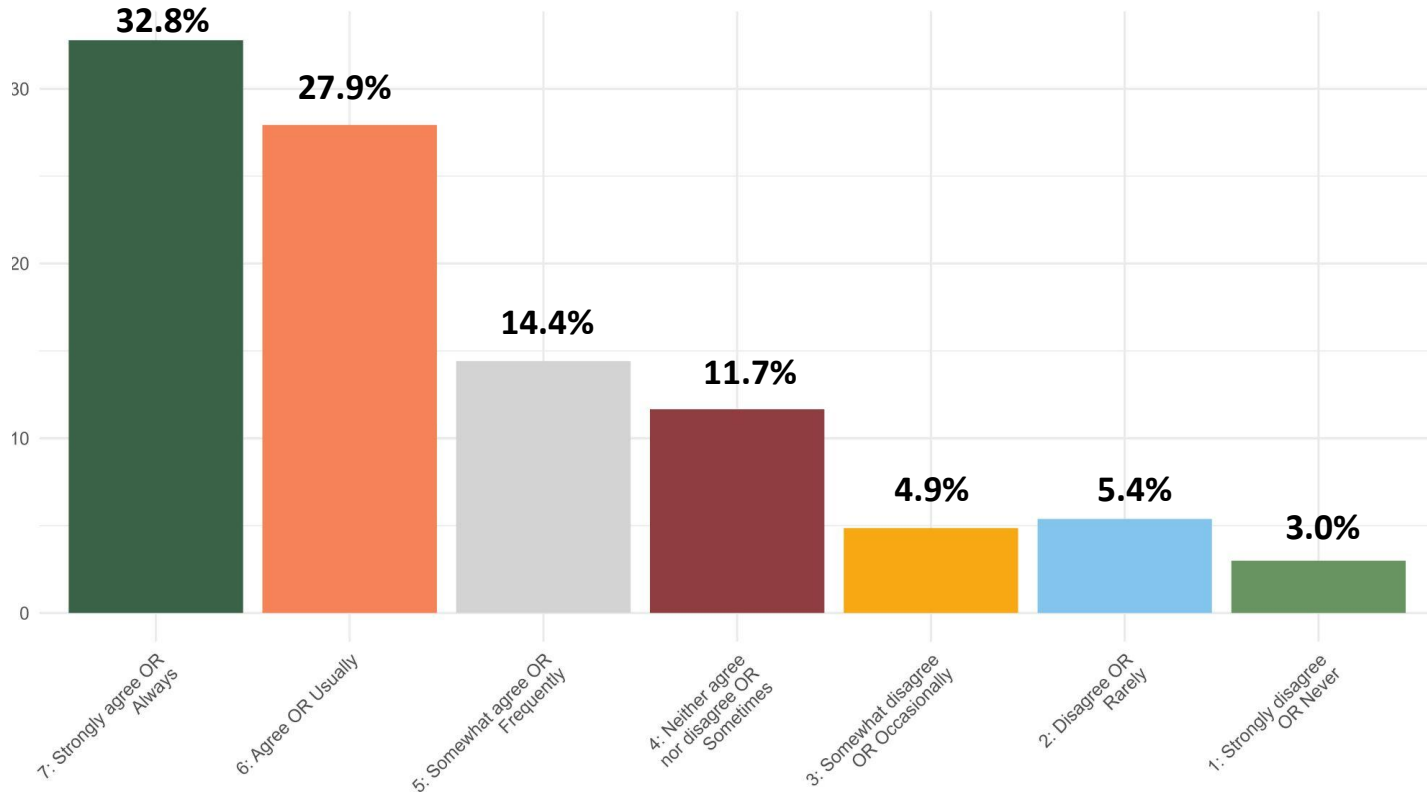
Table 1. Racial Equity Domains and Goals⁹

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



Racial Equity Survey

Combining responses across all domains (43 items), over half of respondents strongly agreed or agreed that their organization engaged in practices that support racial equity and inclusion.



Racial Equity (n = 34)

Overall our initiative leads agree rather than disagree when rating the effectiveness of their organization's racial equity practices

Total respondents
n = 34

	Mean (SD)	Max	Min
[7 point Likert Score]			
Racial Equity (overall)	5.34 (1.08)	7	1
<i>Subscales:</i>			
Organizational Commitment to Race Equity Work	5.32 (1.08)	7	1
Organizational Culture	6.05 (0.93)	7	1
Recruiting, Hiring, and Retaining a Diverse Workforce	5.32 (1.25)	7	1
Community Partnerships	5.19 (1.00)	7	1
Practicing Anti-Racism in Programs, Decision-Making, & Advocacy	5.49 (1.03)	7	1

Strongly agree	7
Agree	6
Somewhat agree	5
Neither agree nor disagree	4
Somewhat disagree	3
Disagree	2
Strongly disagree	1

Always	7
Usually	6
Frequently	5
Sometimes	4
Occasionally	3
Rarely	2
Never	1



Racial Equity (n = 34)

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Organizational Culture

6.05 (0.93)

	Average Score
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.	6.42
When planning internal meetings and gatherings, the organization considers accessibility and inclusion factors (e.g., language access/interpretation, accommodations, childcare, food, location, etc.).	6.13
The organization creates space for discussing race and racism in ways that are relevant to the organization's work.	6.00



Overall Top 5 High Scoring Items

6-7: Agree – Strongly Agree OR Usually – Always

		Domain	Average Score
Already reviewed	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.	Organizational Culture	6.42
	The organization's staff reflects the communities the organization seeks to impact.	Organizational Commitment	6.31
	Within the organization's staff, there is an understanding of the impacts of racism (e.g., cultural, institutional, and structural racism).	to Race Equity Work	6.22
	The organization intentionally builds two-way relationships with organizations and communities of color as key, relevant stakeholders.	Community Partnerships	6.16
Already reviewed	When planning internal meetings and gatherings, the organization considers accessibility and inclusion factors (e.g., language access/interpretation, accommodations, childcare, food, location, etc.).	Organizational Culture	6.13



Racial Equity (n = 34)

Total respondents
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Never	1

Community Partnerships

5.19 (1.00)

	Average Score
The organization encourages staff to volunteer in the community by providing paid time off for volunteer work.	3.94
The organization involves community stakeholders in shaping budgetary priorities and reviewing funding proposals.	4.32
The organization has mechanisms to provide compensation for community members' expertise as an asset and domain of specialized knowledge and consultation.	4.84



Overall 5 Low Scoring Items (3-5)

		Domain	Average Score
Already reviewed	The organization encourages staff to volunteer in the community by providing paid time off for volunteer work.	Community Partnerships	3.94
	The organization tracks race representation statistics among their business partners (e.g., grantees, consultants, and vendors).	Organizational Commitment to Race Equity Work	3.97
	The organization captures information about employee engagement, inclusion, and satisfaction (separated out by race) on a regular basis.	Recruiting, Hiring, and Retaining a Diverse Workforce	4.06
	The organization engages community members to help interpret data.	Practicing Anti-Racism in Programs, Decision-Making, & Advocacy	4.30
Already reviewed	The organization involves community stakeholders in shaping budgetary priorities and reviewing funding proposals.	Community Partnerships	4.32



Describe your organization's internal structure (e.g., an equity committee) responsible for addressing racial equity

How many respondents have an internal structure responsible for addressing racial equity?

73%: No | **27%: Yes**

- Dedicated single staff member
- >1 staff members
- Board
- Committee
- Entire department

Purpose

- Focus on equity issues broadly (2)
- Address equity complaints or prevent discrimination (2)
- Proactively “ensure” equitable practices & policies to “advise our work” and “represent community voice” (4)
- Collect DEI demographics & surveys on mental health wellness and employee satisfaction (1)



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?

Yes

- Funding and/or resource allocation is contingent on incorporating racial equity and inclusion into programs/projects
- People of color are decision-makers
- Compensation provided for "community members to share their lived experiences and expertise in community spaces"
- Intentional recruiting of underrepresented communities for employment

No

- Racial equity not central focus of org or standing item at meetings
- Barriers to incorporating racial equity into organization:
 - Lack of budget for trainings
 - Lack of knowledge on how to address sensitive topics of race and inclusion



Communicating internal culture of inclusion & equity

Strategies

- Planning for all to participate
- Engaging with/ encouraging difficult topics
- Making space for conversations
- Naming barriers/ inequities
- Frequent conversations
- Using bilingual materials in all communication
- Whisper translation devices & licensed therapists made available

*"there is a **high value** of asking if what is being planned will be accessible to all regardless of age, language, race and then making sure it is. We discuss what will be beneficial for all."*

*"I try to be explicit about the **impact of our work being to interrupt and help reverse racial inequities. I lift up input and ideas that come from a place of encouraging cultural representation and equitable small business opportunities.**"*

*"**naming and working through barriers** that pose as stumbling blocks within our organization that can affect how we serve those in our community"*

*"**Each staff members leads on programs**, all of which has a basis on cultural inclusion and racial equity"*

*"Inclusion and Equity are **not regularly addressed or communicated** in our organization."*



What practices or structures does the organization have in place to support employees of color? Are there career advancement supports for employees of color?

No/ none/ nothing formal:
6 organizations

- Mentoring
- Professional dev opportunities
- Career advancement
- Fair pay
- Educational stipend & training resources

"Hired staff represent employees of color, as well as in high-level positions."

"We routinely provide career ladder counseling plus coaching from an outside source."

"we have a young adult program titled EVOLV3 that involves mentorship, professional development, and creates a pipeline into workforce development. In that program, we introduce occupations that might not be easily accessible to them such as the tech industry and environmental justice."

"None. Unfortunately we don't yet offer much here for ANY employees. It's an area for improvement."

"Career advancement support is an area we could include going forward and in a more formal way."



Sharing Reflections in Small Groups

1. Considering your organization's current practices of Racial Equity:

What possible action areas are there to act upon in the future?

If you have specific examples, please provide them:

2. What would it take to reach these goals? What are possible barriers? What would help?



EVALUATING RACIAL EQUITY TRAININGS AND ACTIVITIES (RETA) SURVEY

Racial equity trainings and activities use strategies – like reflection, dialogue, or historical analysis – with the aim of shifting how we think and behave.

Examples: DEI trainings, workshops, book clubs, affinity groups, community learning events, or media campaigns to challenge dominant narratives.



DRIVE Measurement & Evaluation

EVALUATING RACIAL EQUITY TRAININGS AND ACTIVITIES (RETA) SURVEY

Survey, Guide, and
Data Dictionary



CENTRAL
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DRIVE
DEVELOPING THE REGIONS
INVESTING IN LEADERS
TRANSFORMING THE COMMUNITY

What does the RETA Survey measure?

Part 1 asks whether your organization has hosted any workshops, trainings, etc., and whether those activities used evidence-based strategies such as intergroup contact, reflection, or dialogue.

Part 2 assesses to what extent organizations have achieved a shared understanding/analysis of racism, its root causes, and the present-day manifestations in our community.



Racial Equity Trainings & Activities

Why measure RETA? Research shows that racial equity trainings can have a small but meaningful impact on shifting racial beliefs, attitudes, and mental models; and may change our behaviors – the way that we speak, act, and engage in our daily lives

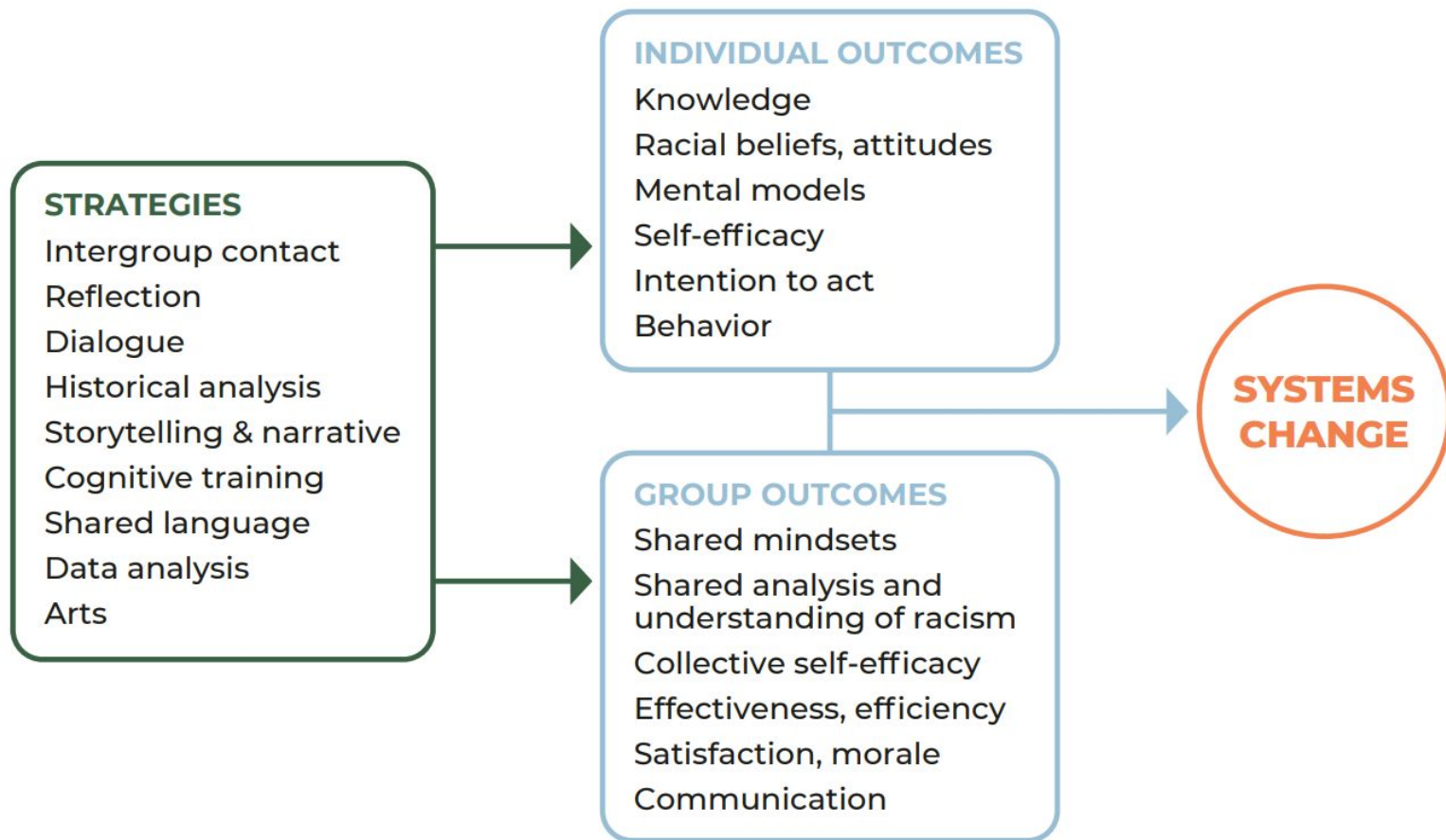
The **strategies with the most evidence include intergroup contact, dialogue, and reflection.** Storytelling and entertainment have less evidence, but initial studies are promising.



Level of evidence	Strategies to shift racial beliefs, attitudes, and mental models
Strong evidence of positive effect (18+ points)	<p>Intergroup Contact: face-to-face or virtual interaction between members of diverse racial/ethnic backgrounds</p> <p>Reflection: thought or consideration of racial equity issues, usually following an experience, activity, or dialogue</p> <p>Dialogue: conversation or discussion related to racial equity or for the purpose of shifting racial beliefs</p>
Good evidence of positive effect (12-17 points)	<p>Historical analysis: learning about racial inequity and racism throughout history and present impacts</p> <p>Storytelling and narrative: sharing tales of particular events or people (stories); or disrupting dominant narratives that are in wide circulation within public discourse (narrative change)</p>
Moderate evidence of positive effect (5.5-11 points)	<p>Cognitive training: strategies such as pairing photos of a stigmatized group with positive stimuli, taking another person's perspective, or reminding individuals of their values related to equity and justice to encourage consistency in the present</p> <p>Shared language and definitions: around concepts such as racial equity; implicit and explicit bias; and individual, institutional, and structural racism</p> <p>Data analysis: analyzing disaggregated data to better understand racial disparities</p>
Insufficient evidence (≤5 points)	Arts: painting, sculpture, architecture, theater, music, film, television, etc.



Figure 1. Framework for Evaluating Racial Equity Trainings and Activities (RETA Framework)



“I’m conducting a racial equity training. How can I assess whether it was effective?”

Check out the Survey Guide!
Appendix B includes validated surveys to assess the implementation and outcomes of trainings.

We provide examples of previously validated scales that can be used and adapted based on the intervention.

Appendix B Scales to Assess Racial Equity & Advocacy Trainings

The Framework for Evaluating Racial Equity Trainings and Activities (RETA) identifies nine strategies with evidence of efficacy to shift racial beliefs, attitudes, or mental models: intergroup contact, reflection, dialogue, historical analysis, storytelling & narrative, cognitive training, shared language, data analysis, and arts. Your training or workshop may use one or more of these strategies.

This Appendix provides examples of scales that might be used to evaluate the implementation and outcomes of a training aimed at shifting racial beliefs, attitudes, or mental models.

Assessing training implementation
the program was implemented, creating a safe environment for participants to participate and report that might include attendance at the training sessions to as designed.⁴⁸ For survey items instructor, course content Evaluations Question Bank

Assessing training outcomes
types of strategies used as guidance by outlining the the training/program decision

Contemporary Critical Consciousness Measure

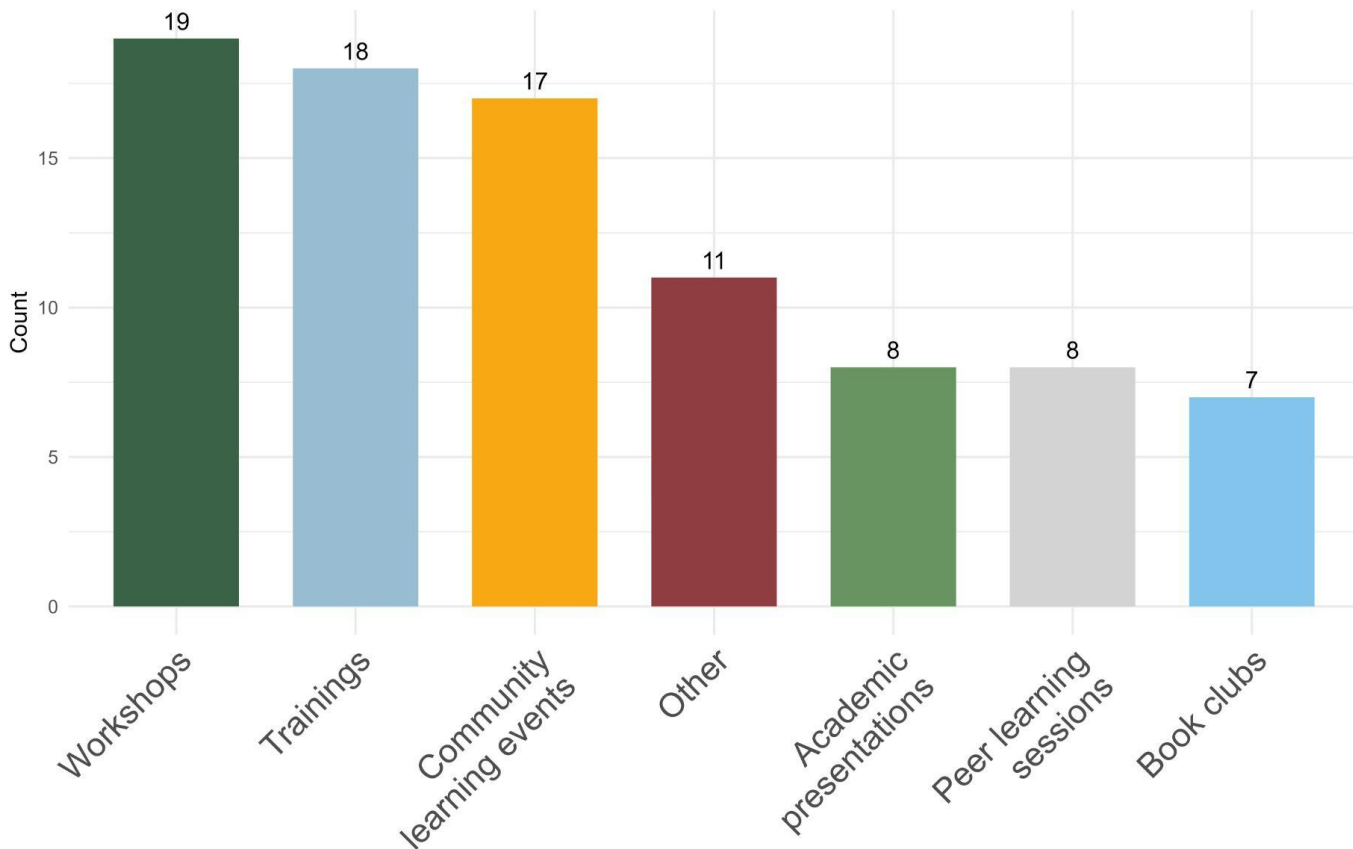
The Contemporary Critical Consciousness Measure (CCCM) is a self-report measure that assesses general critical consciousness (CC) as well as CC specifically associated with racism, classism, and heterosexism. Respondents rate their level of agreement on a scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Statements 5–13 should be reverse-scored. A total scale score as well as subscale scores can be derived with the CCCM. To calculate scale scores, sum the items within the respective scale. Higher scores on the CCCM are indicative of greater levels of critical consciousness. When the total scale is used, the score is an index of general CC. When a subscale score is used, the score is an index of CC in that specific domain. The Racism subscale is composed of Items 1–4; the Classism subscale is composed of Items 5–13; and the Heterosexism subscale is composed of Items 14–19.

Instructions

7. Social welfare program excuse not to work. (R
8. Most poor people are manage their expenses
9. Raising the minimum for poor people to strive
10. Overall, Whites are because they work the
11. Raising minimum make it too hard for th
12. Asian Americans are pceed in this country. (I
13. Preferential treatment college students that

Racial Equity Trainings & Activities (RETA)

Activities or events your organization has hosted in the past 12 months to support learning about racial equity and/or shifting racial beliefs or attitudes.



Other Activities or Events:

Informal

- One-on-one discussions with instructors
- One-on-one discussions with groups of friends
- Gather as a team in office (as part of our team meetings)
- Passed out the Heather McGhee "The Sum of us Book" to staff and board that some of us are reading and some of attended the event she spoke at.

Training

- Employee Onboarding Training
- Living Undivided: is a 6-week cohort experience that empowers communities to change the narrative of racial justice. Communities engage in faith grounding, teaching, small group conversations, activities, and assignments in pursuit

Etc.

- Regional summit
- Underrepresented resident/ community summits

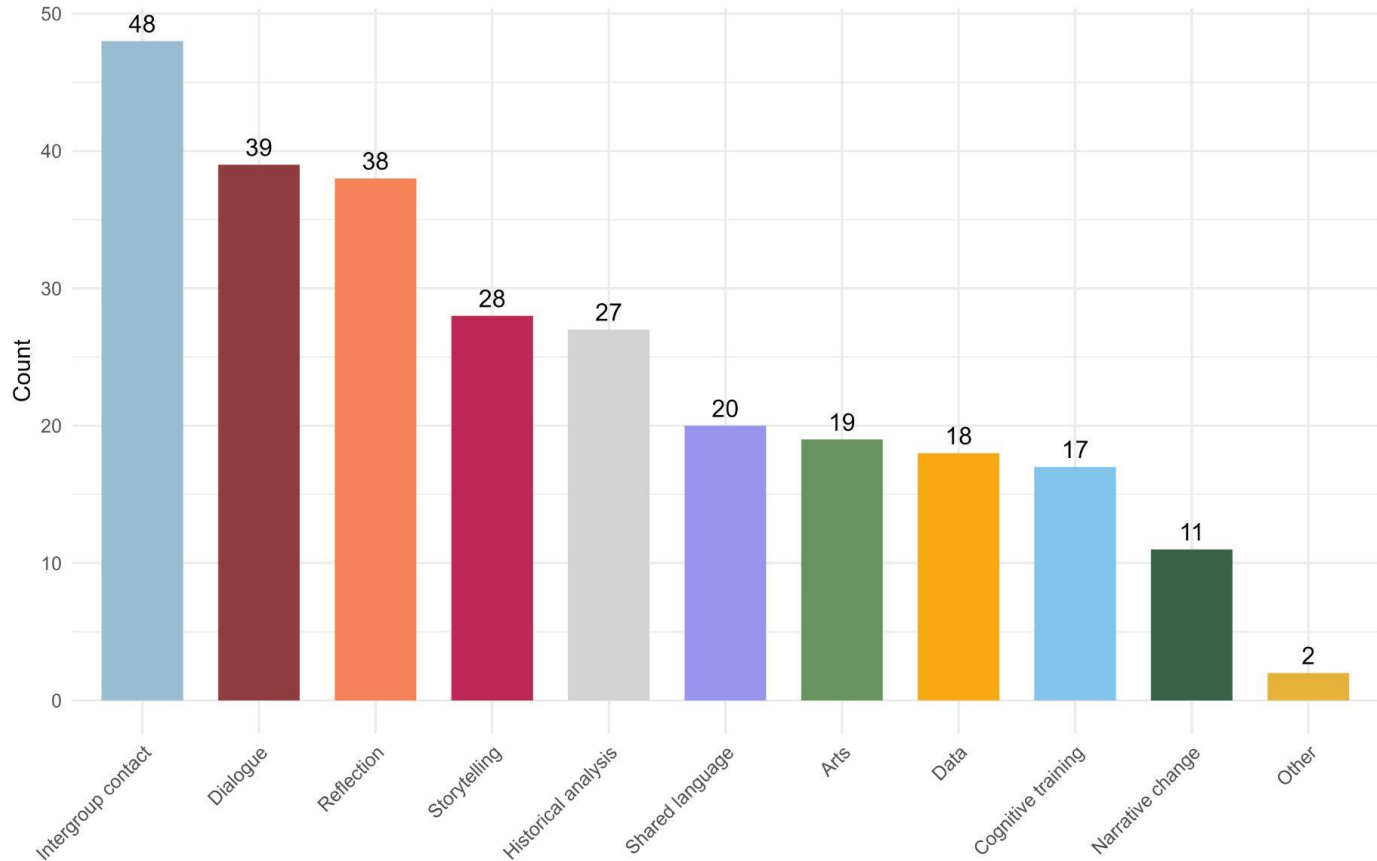


Concentration of RETA Activities/ Events

	Total respondents n = 41	Percentage of DRIVE Initiatives n = 14	Percentage of Civic Infrastructure Hubs n = 12
Workshops	n = 19	57. 1% (8)	50% (6)
Trainings	n = 18	57. 1% (8)	41.7% (5)
Community Learning Events	n = 17	50% (7)	25% (3)
Other	n = 11	57. 1% (8)	16.7% (2)
Academic Presentations	n = 8	28.6% (4)	25% (3)
Peer Learning Sessions	n = 8	28.6% (4)	25% (3)
Book Clubs	n = 7	21.4% (3)	25% (3)

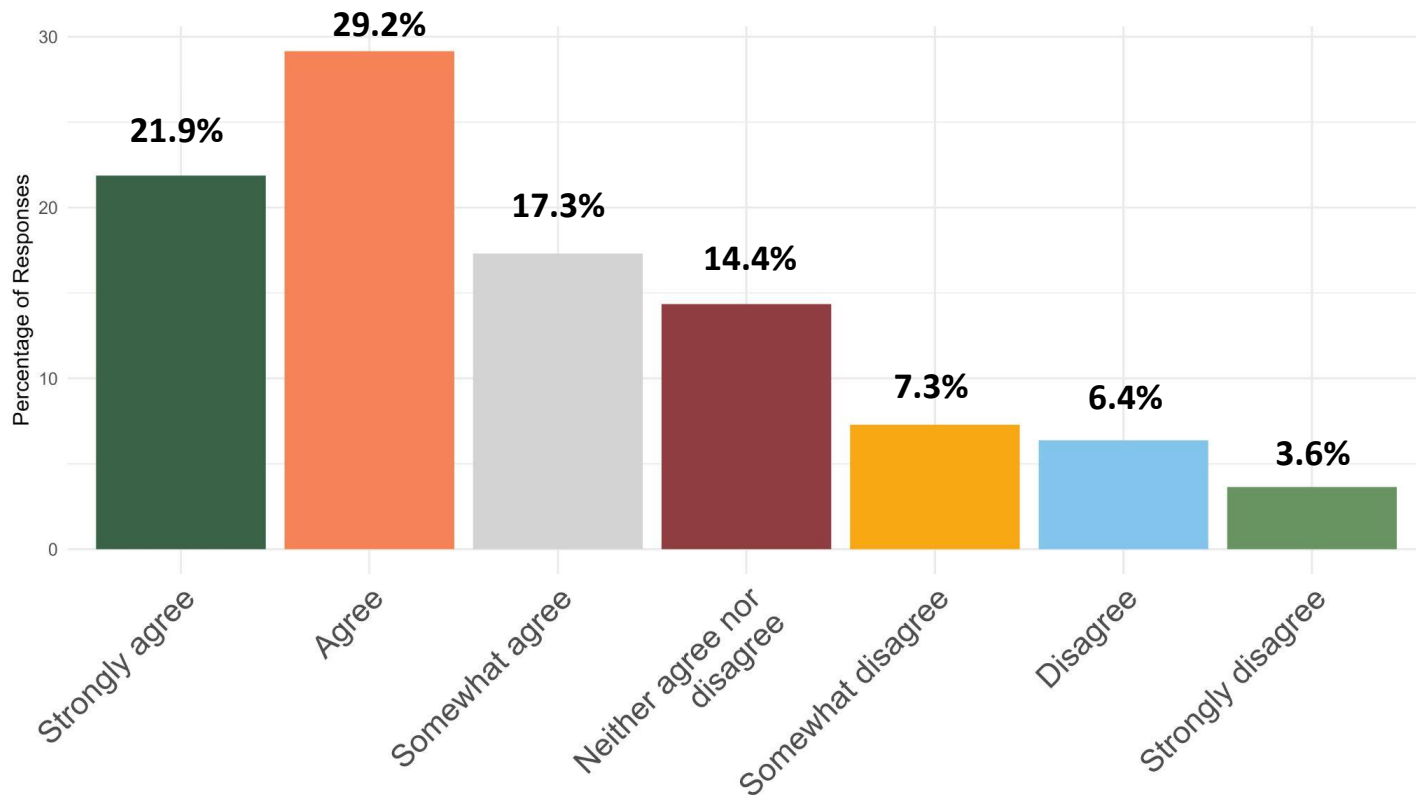


During RETA Activities/ Events, which of the following did you engage in?



Racial Equity Trainings & Activities Survey

Combining responses across all 13 items, over half of respondents strongly agreed or agreed that their organization uses effective strategies to conduct Racial Equity Trainings and Activities.



Racial Equity Trainings & Activities (n = 41)

Overall our initiative leads agree rather than disagree when rating the effectiveness of their organization's racial equity training practices.

Total respondents
n = 41

	Mean (SD)	Max	Min
[7 point Likert Score]			
Racial Equity Trainings and Activities (overall)	5.11 (1.04)	7	1

Strongly agree 7

Agree 6

Somewhat agree 5

Neither agree nor disagree 4

Somewhat disagree 3

Disagree 2

Strongly disagree 1



Top 3 High Scoring Items

5-7 Range: Somewhat Agree – Agree – Strongly Agree

	Average Score
The organization has institutional knowledge about which communities are most impacted by the issues it's working on.	6.19
The organization creates space for reflective thought and problem solving with community partners through consistent, equitable processes that establish and maintain trust.	5.94
The organization has learned the history of local communities of color to know how to best leverage expertise to benefit those communities.	5.89



Low 3 Scoring Items

3-5 Range:

Somewhat Disagree – Neither Agree Nor Disagree – Somewhat Agree

	Average Score
Affinity groups or employee resource groups (e.g., LGBTQ working group) are funded to perform and develop activities and material.	3.41
The organization collects data on effectiveness of anti-racism and/or DEI trainings.	3.82
Board and/or staff are trained in interrupting racism within and outside the organization.	4.40



CVCF Race Equity Committee

We hear you asking for support:

"We are interested in exploring new opportunities for expanding and implementing DEI understanding and practices in our every day work."

"We all need help developing that [racial equity, making racial justice a standing item at key meetings, and ensuring people of color are decision-makers]"

- The Race Equity Committee is an amazing resource
- Expect a follow up with support!



Next Steps

Workshops

October 9th

Community Interaction

1. Community engagement
2. Cultural competence
3. Partnerships



Opportunity to review responses with CVCF DRIVE program managers

November 13th

Racial Equity

4. Race equity
5. Race equity trainings (SUA)

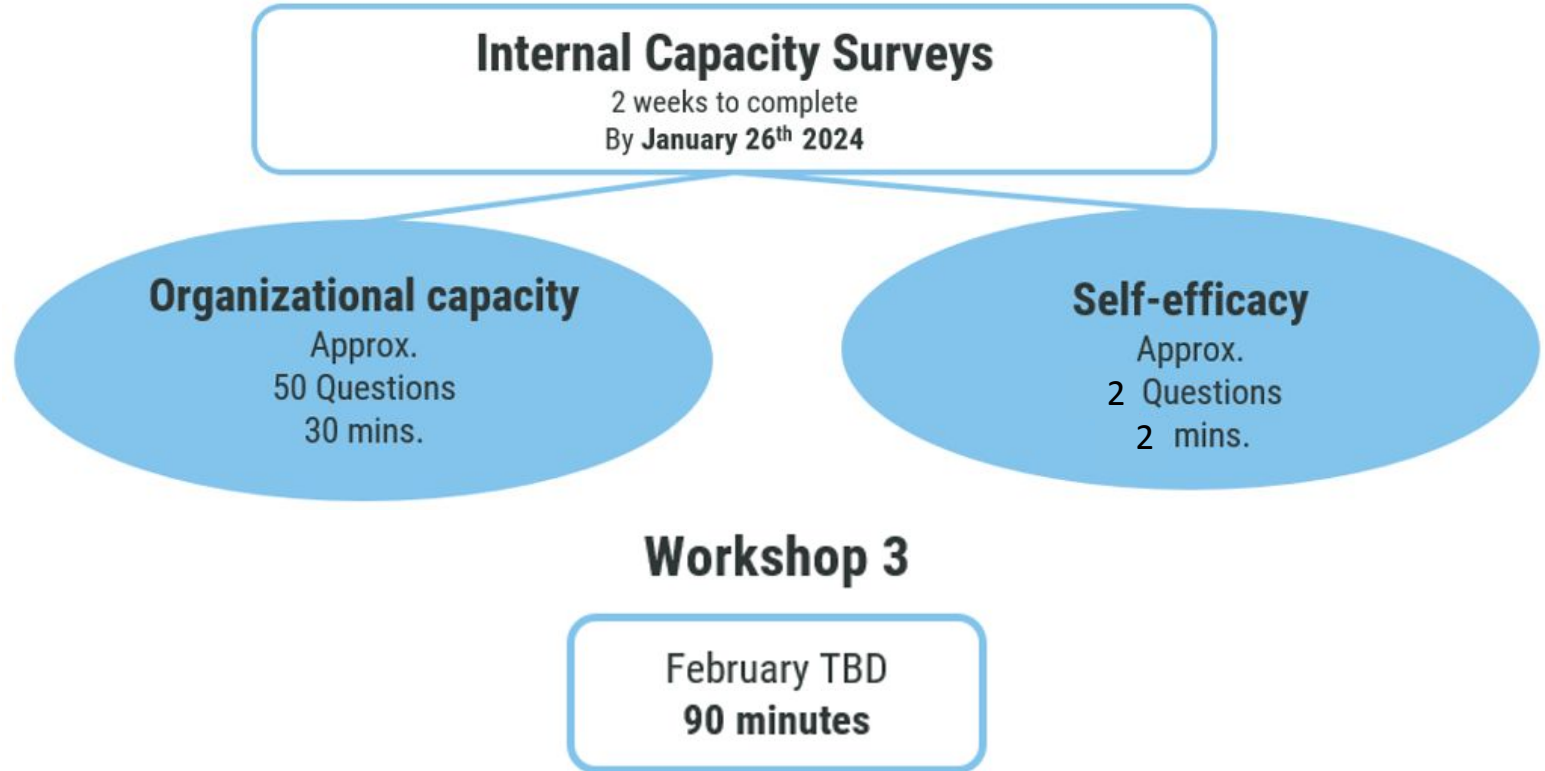


TBD - 2024

Internal Capacity

6. Organizational capacity
7. Self-efficacy

Next Steps





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Measurement & Evaluation

Racial Equity Workshop

[M&E, helping you!]

christy@centralvalleycf.org
chelseac@centralvalleycf.org

Monday, November 13, 2023

