

Equity Toolkit

Your step by step guide to equitable decision making

Updated January 2025



THE BUREAU OF
**PLANNING &
SUSTAINABILITY**

Overview

Our Mission: The Bureau of Planning and Sustainability takes action to shape the future of Portland and advance climate justice for a more prosperous, healthy, equitable and resilient city.

The Equity Toolkit was designed to help staff achieve this mission through applying an equity lens to our work. It guides us in critically assessing our decision making effects on impacted communities to create solutions that shape a more equitable future for Portland by specifically address disparities created by institutional racism and discrimination.

Use this toolkit as your guide to:



Close Disparity Gaps



Engage the Community



Build Partnerships



Support Racial and Ethnic Justice

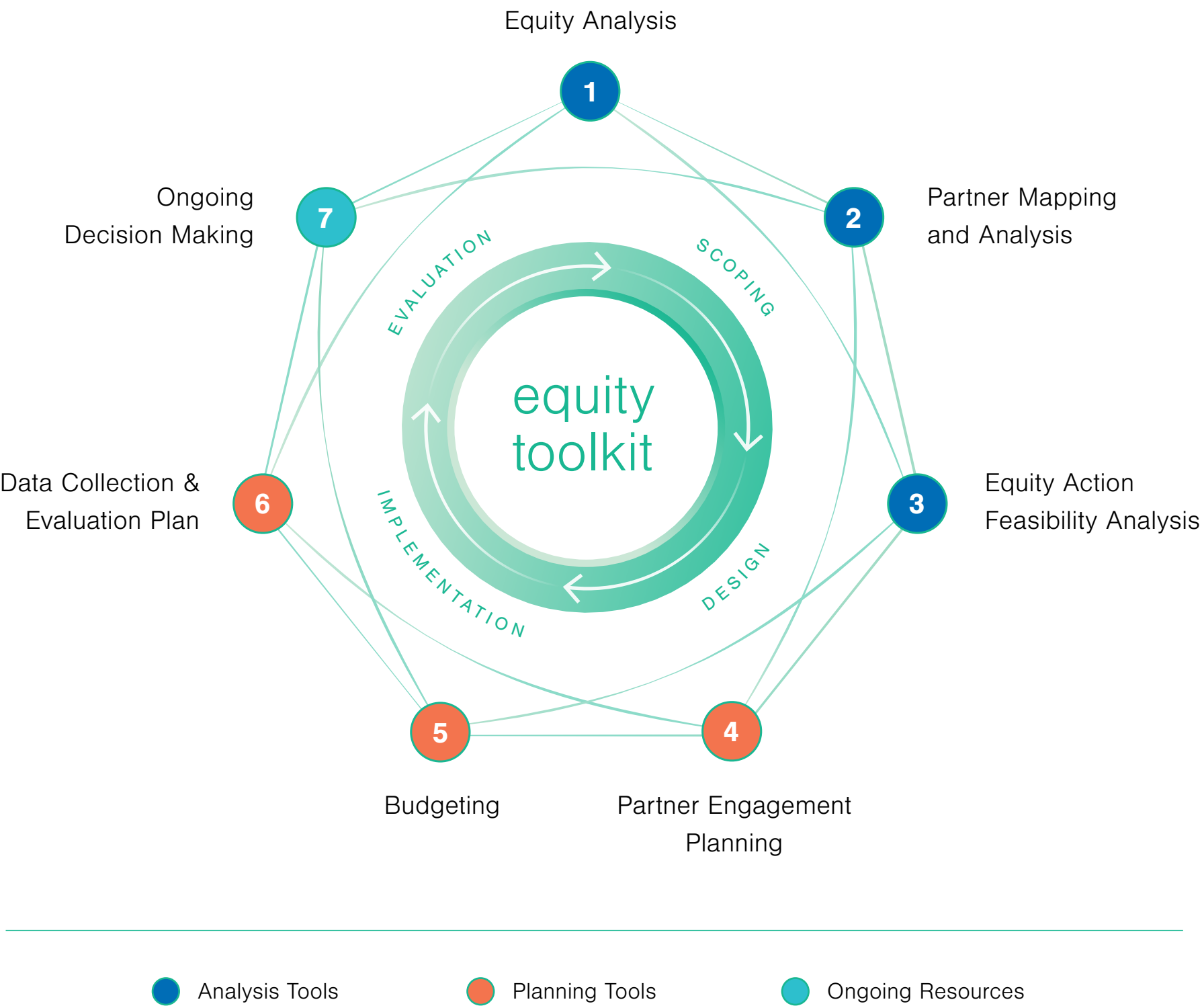


Increase Focus on Disability Equity

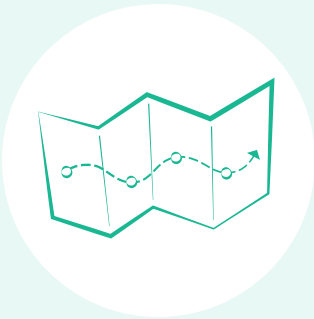


Increase Internal Accountability

This toolkit consists of a set of guiding questions and activities organized into seven distinct tools. Use them to support planning and decision making across your projects, programs, and policy work.



Getting Started



When to use

Use the following tools at the start of an initiative as a step by step guide OR independently and responsively at any point along the way. We expect that some tools will need revisions and updates as your work evolves.



How to use

The toolkit is designed to support team conversations. Use it at team meetings to guide planning and decision making.

This document was designed for digital use or to be printed at 11x17.



Where to go for help

The Equity and Engagement Team is here to support you in the use of this tool. If you have questions or would like facilitation support please contact harmonie.dashiell@portlandoregon.gov.

The chart below identifies when each tool may be most useful.

Tools	Goals				
		SCOPING	DESIGN	IMPLEMENTATION	EVALUATION
1 Equity Analysis	Understand current or historical equity issues				
2 Partner Mapping and Analysis	Identify target audience and determine partner involvement based on impact and influence				
3 Equity Action Feasibility Analysis	Identify priority actions based on effectiveness and feasibility				
4 Partner Engagement Planning	Identify engagement strategies to reach communities impacted by this work				
5 Budgeting	Identify steps to address equity in the budgeting process				
6 Data Collection & Evaluation Plan	Establish initiative measurements and process				
7 Ongoing Decision Making	Make decisions based on the findings throughout the toolkit				



Equity Analysis

Overview

This activity is designed to assist you and your team with identifying and addressing disparities associated with your initiative.

Key Definitions

Initiative	An inclusive term used to indicate any work, at any stage of development, designed to achieve a specific goal.
Partner	Any individual, group, or organization that has an interest in or is affected by the outcomes of a particular initiative.
Equity	The fair distribution of resources, opportunities, and treatment to ensure that everyone, particularly historically disadvantaged or marginalized groups, has the means to achieve similar outcomes.

Tips



We recommend that you work through these questions with your team or group of people.



Allow for ample time to explore and discuss, and for additional time to collect more information where needed.



The City of Portland uses the Results Based Accountability model to make sure that our efforts are strategically focused on creating positive impact. Consider using RBA alongside this toolkit to shape your project or program.



Equity Analysis

1 What (if any) historical or current disparities related to this initiative is your team aware of?

Disparities	<div>✓</div> Yes	<div>✗</div> No	More Research Required	Notes
Have select racial/ethnic groups been inequitably impacted or denied access by this work, or similar/ related types of initiatives in the past?				
Is income (or the ability to afford/pay) a determining factor in the ability to benefit from the outcomes of this initiative?				
Is personal wealth (e.g., property or business ownership) a determining factor in the ability to benefit from this initiative?				
Does the structure of this initiative employ a regressive (i.e., disproportionately burdensome for those with lower incomes) cost or payment structure?				
Has the design of this initiative been analyzed for cultural relevancy or versatility?				
Have educated, middle and upper class persons historically benefited or had 'ownership' of the topic?				
Is participation reliant upon an individual's ability to comfortably interact with mainstream educated, middle and upper class persons, AND/OR BPS employees AND/OR their designated consultants?				
Are there other factors that may impact access? <i>(Disability and access, sexual orientation and gender identity, age, beliefs or religious affiliation, houslessness, immigration status)</i>				

2 What possible disparities are known?

3 What possible disparities need further research and exploration?

4 How do you plan to find out the information that is needed to understand whether or not a disparity currently or historically exists?

5 When will your team reconvene to explore and learn from your research?

6 Why do you think it happens/exists? What are the root causes of these disparities?



Partner Mapping and Analysis

Overview

Partner analysis is an important first step to identifying how decisions and potential outcomes of an initiative may impact primary and secondary partners.

This ensures impacted partners are involved at the appropriate level and that underrepresented communities are given opportunities to engage with decisions that impact them.

Key Definitions

Partner	Any individual, group, or organization that has an interest in or is affected by the outcomes of a particular decision or initiative.
Equity	The fair distribution of resources, opportunities, and treatment to ensure that everyone, particularly historically disadvantaged or marginalized groups, has the means to achieve similar outcomes.

Tips



Refer to our [partner list](#) for examples of common external partners.



Check in with the Equity & Engagement Team for advice on identifying potential partners and BPS department staff for collaboration.



Confirm assumptions with community.



Take caution in this work not to over promise. We should not speak for other bureaus and be mindful of our tools and levers of influence when setting expectations.



Partner Identification

Create the foundation for engagement by identifying who your key partners are.

Date:

Staff who worked on tool:

.....

.....

.....

1 What is the geographic extent of your policy or plan? Please check one of the following.

☐ City-wide

☐ A specific geographic area (define area):

☐ Neighborhood Level (e.g. Woodstock):

☐ City Quadrant Level (e.g. NE Portland):

☐ Regional (e.g. Metro region):

2 If applicable, note the specific category of participants in your policy or plan. Check all that apply.

Single-Dwelling Residential

☐ Owner Occupied

☐ Rental

Multi-Dwelling Residential

☐ Owner Occupied

☐ Rental

Commercial

☐ Small Business

☐ Large Business

☐ Industrial

Other

☐ Public Institutions

☐ Neighborhood

☐ Other

3 Are any of the following groups partners of the initiative? Group can identify more specific groups within each category.

☐ Communities of Color

☐ LEP (Limited English Proficiency) Communities

☐ Community based organizations

☐ Churches and faith based groups

☐ Neighborhood groups

☐ Businesses

☐ Local government officials and advisory bodies

☐ Local government departments

☐ Disability community

☐ Other public agencies:

☐ Other partners:

Partner Group Guide

General Public

General Public includes all persons who reside or work in Portland, and stay informed of BPS business generally through the media or BPS communications.

Racial/Ethnic Groups

Use Citywide or specific neighborhood demographic information to determine which specific racial/ethnic groups may be impacted by your initiative. (City of Portland Census Maps, Other Mapping Resources?) If possible, consult with other staff, affinity groups, or community members to determine if there are ‘hidden’ racial/ethnic groups within your impact area.

Community and Faith Based Organizations and Neighborhood Groups

Community based organizations and neighborhood groups can include advocacy groups, social service agencies, neighborhood-based clubs, political organizations, and groups sponsored by the City of Portland (like Neighborhood Coalitions/Associations or the Diverse Civic Leaders Program). Some of these organizations provide services Citywide, while others serve a single population or those located only within their neighborhood. Are there community based organizations, social service agencies, or neighborhood groups that would possibly be interested in partnering/contracting on your initiative?

Private For-Profit Business Sector

Would this initiative impact their revenue or customer access? In addition to businesses located within your impact area, are there businesses that would possibly be interested in partnering/contracting on your initiative? How will you find out what their interests/concerns are?

Local Elected Officials and Advisory Bodies

What is the role of the Mayor or City Council or their representatives? Will this body of work be presented to the Planning and Sustainability Commission or Mayor’s staff? Is there a need to engage County or Metro elected officials as well?

Other BPS Divisions, Work Units, or Employee Teams

Are there other BPS groups that have an interest or could support this initiative? What is their role, and how will you keep them engaged? Are they providing funding, staffing, or making key decisions? Can this initiative align with or impact the work in another Division or work unit?

Other City or County Departments or Agencies

Are there other departments or agencies involved in the initiative? What is their role, and how will you keep them engaged? Are they providing funding, staffing, or making key decisions? Will this initiative align or impact another department’s plans, projects, or programs?

Other Public Agencies

Are there other public agencies involved? What is their role, and how will you keep them engaged? Are they providing funding, staffing, or making key decisions? Will this initiative align or impact another department’s plans, projects, or programs?

Other

Are there other groups not listed? (Access, sexual orientation and gender identity, beliefs or religious affiliation, houslessness, immigration status)

continued on next page >>

Partner Identification (continued)

Create the foundation for engagement by identifying who your key partners are. Reference [list of common partners](#).

- 4
- What is the partner landscape? Are there additional partners to consider based on their expertise or knowledge?**

Provide additional comments for each group noting your team’s assumptions.

Partner Group	How could they benefit?	How might they be harmed?	What are their needs?

It is our responsibility to seek out the voices and interests of underserved and underrepresented communities who may be impacted by a decision. Use an equity lens to:

- Identify disproportionate adverse effects this work may have on a community, particularly on low-income communities, people with disabilities, and communities of color.
- Identify ways in which the communities’ needs inform planning, investment, implementation and enforcement processes.

Partners

Each of these partners have different levels of decision making authority, influence, and resources to participate in and influence decisions that impact a broader set of partners.

We've provided this list of common external partners to help you in partner mapping.

State Government Agencies

Oregon Department of Environmental Quality Rules and Regulations

Oregon State Legislature
Passes laws that mandate work for BPS or constrain our actions

Land Use Board of Appeals
Decision making authority when land use decisions are appealed

OR Dept of Land Conservation and Development
Decides if our plans comply with state goals

OR Dept of Transportation
Controls state transportation facilities

City of Portland Government Partners

Charter Commission

City Council and Staff

Community Involvement Committee
Oversees engagement plans

Other bureaus whose decisions impact our work
Including those that may not support BPS decisions or actions

Planning Commission or Sustainability and Climate Commission
Makes recommendation to Council on our land use projects and climate initiatives

Prosper Portland Board
Decides urban renewal matters

PCEF Committee

Business + Industry Partners

Portland Metro Chamber

Industry/ Business Community

Existing and potential new waste haulers
Whether to leave or enter market, adjust practices

Development Community and financial contributors

Community Development Corporations

Regional Government Agencies

TriMet
Decides transit projects and routes

METRO
Decides if our plans comply with regional plans

Community Based Organizations

Neighborhood Associations / Coalitions

Community Groups:
Anti-Displacement PDX, PCEF Coalition, Albina Vision Trust, Portland Neighbors Welcome, Climate Advocates, etc.

Community Members + Public at Large

Faith-based Organizations

Funders

Grant Funders

County Government Agencies

Mult. County Commission
final authority to approve our legislation

Partner Power Mapping

This activity will enable you to understand variations of power in order to understand specific needs that can be addressed in your partner strategy. *Power* in this context is defined as the ability to influence decision processes and is often tied to class, race, gender, sexual orientation, disability and educational status.

1 Who are the key partners for this initiative?*

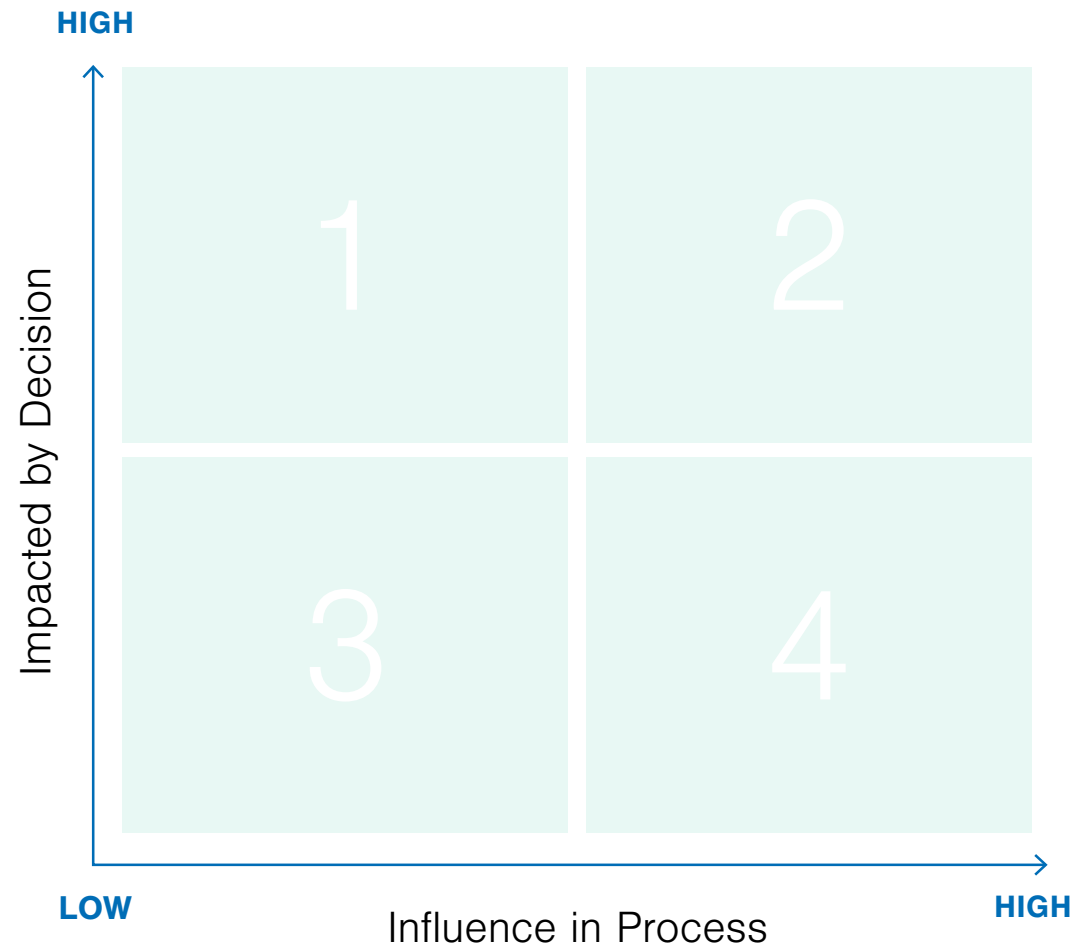
2 Map key partners into the appropriate 2x2

Use the Process chart to determine the decision making process for a policy or plan. Use the Service chart when evaluating participation or access to a benefit or service.

3 Does one partner group carry more influence than another in regards to your initiative? Why, and will you need to make plans to ensure underserved partners (high impact/low influence) have more equitable influence?

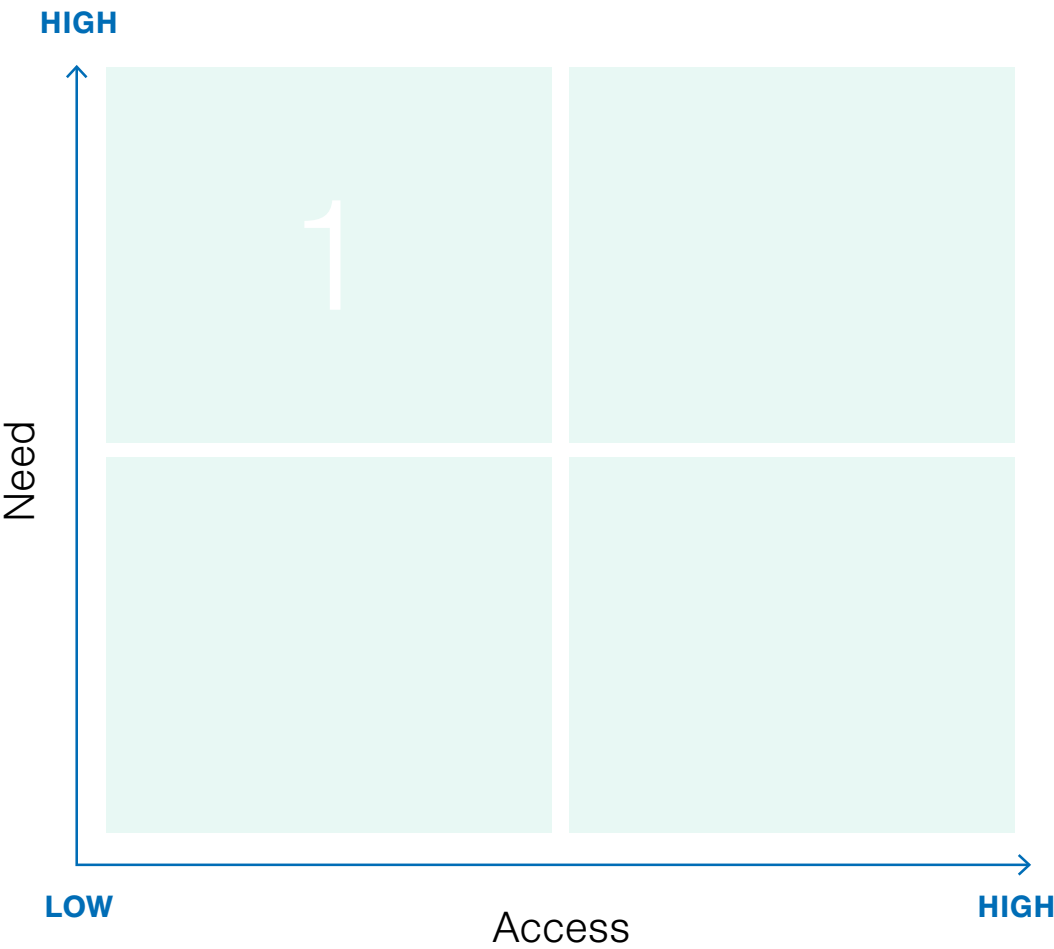
Process

(For example: zoning projects, policy creation)



Service

(For example: residential or commercial garbage services, enforcement)



*Refer to Partner Identification

Partner Role Analysis

Use this activity to determine how partners will be involved in decision making.

PARTNER GROUPS (leverage work from Partner Mapping)	INFORM	CONSULT	COLLABORATE	SHARED DECISION MAKING POWER	PROVIDE ADDITIONAL COMMENTS ON PARTNER GROUPS:		
					How much do the major partners care about this issue, project or program?	What degree of involvement do the major partners appear to desire or expect?	What is the anticipated level of conflict, controversy or concern on this or related issues?

Levels of Participation and Influence



Inform

Educate partners about the rationale for the policy or plan; how it fits with BPS goals and policies; issues being considered, areas of choice or where input is needed. *E.g. Receive a flyer*



Consult

Gather information from partners and ask for advice to better inform BPS. *E.g. Invited to a listening session*



Collaborate

Volunteer or paid partnership to work with BPS in developing and implementing the policy or plan. *E.g. Join a community task force*



Shared Decision Making Power

Decision making power, or partner has a formal role in making final decisions to be acted upon. *E.g. Serve on a project team*

The Spectrum of Public Participation can help you determine and understand participation levels: https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf



Equity Action Feasibility Analysis

Overview

Each community may experience different impacts associated with each initiative. This activity enables you to explore, assess and decide on different actions that can be taken to increase benefits and minimize burdens for underrepresented communities.

Key Definitions

Partner	Any individual, group, or organization that has an interest in or is affected by the outcomes of a particular decision, project, or activity.
Equity	The fair distribution of resources, opportunities, and treatment to ensure that everyone, particularly historically disadvantaged or marginalized groups, has the means to achieve similar outcomes.

Tips



Revisit this activity in the middle and at the end of your project.



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Equity Action Feasibility Analysis

1 Provide a brief description of these impacts (positive, negative and missed opportunities) and include a description of why these differential impacts occur.

2 In partnership with partners and community members, identify what actions might be taken to enhance the positive and/or mitigate the negative impacts of the initiative or opportunities to address the missed opportunities.

Populations Impacted	<div>+</div> <div>Describe Potential Positive Impacts (Beneficial)</div>	<div>−</div> <div>Describe Potential Negative Impacts (Adverse)</div>	<div>×</div> <div>Describe Potential Missed Opportunities* (Oops)</div>	<div>+</div> <div>Existing or Potential Actions to Enhance the Positive Impacts</div>	<div>−</div> <div>Existing or Potential Actions to Reduce the Negative Impacts</div>	<div>×</div> <div>Existing or Potential Actions to Address Missed Opportunities</div>
1						
2						
3						
4						
5						

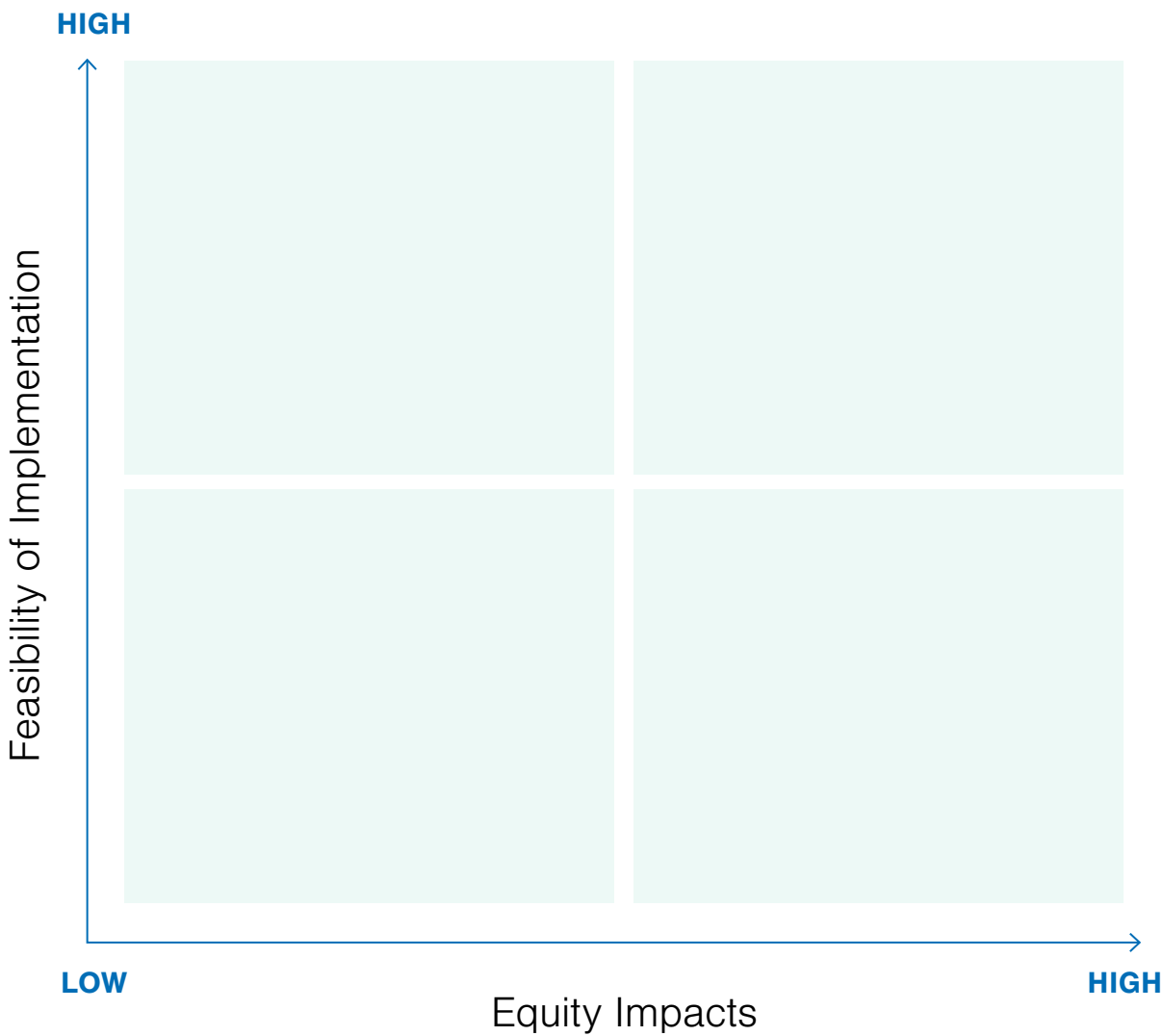
* Missed Opportunity: A chance to create positive impacts indirectly or in unexpected ways



Equity Action Feasibility Analysis (continued)

3 Plot the actions on the chart below (from question #2). Use the assigned rankings for effectiveness and feasibility of implementation considering the following criteria:

- Financial costs of the action
 - Non-financial resource needs (staff time, partnerships, etc.)
- Political feasibility of implementation
 - Resources and timing of the action
 - Accessibility



Note: Some actions may present implementation challenges (low feasibility rating), but are extremely effective at addressing equity considerations; the intent of this ranking exercise is to not dismiss these actions, but present information on the considerations that need to be made to move these actions to implementation.

4 Based on the results identified in the chart, list the priority actions to be recommended for implementation:

Priority Action	Implementation Plan Including any strategies that will increase the likelihood of implementation for actions that look to be most effective at improving equity	Responsible Party & Timeline for Implementation
1		
2		
3		
4		
5		



Partner Engagement Planning

Overview

Engagement Planning with key partners fosters inclusive decision-making and ensures solutions are effective. It leads to stronger community buy-in, overall trust and collaboration between organizations and more equitable outcomes.

This section will help prepare you by identifying how you'll engage.

Key Definitions

Partner	Any individual, group, or organization that has an interest in or is affected by the outcomes of a particular decision, project, or activity.
Equity	The fair distribution of resources, opportunities, and treatment to ensure that everyone, particularly historically disadvantaged or marginalized groups, has the means to achieve similar outcomes.

Tips



Make sure you've done your partner mapping prior to this exercise.



Check in with the Equity and Engagement Team for advice on identifying potential partners and BPS department staff for collaboration.



Confirm assumptions with community.



Take caution in this work not to over promise. We should not speak for other bureaus and be mindful of our tools and levers of influence when setting expectations.

Partner Engagement Strategy: Centering Impacted Community

If you have identified underserved and underrepresented communities who may be impacted by this work, take time to identify engagement strategies to reach those communities.

The strategies below are not linear but should be utilized on an ongoing and iterative basis. The practical steps are just examples and you are encouraged to think creatively and add strategies to this list. When you complete this activity, schedule a conversation with the Engagement Team and Communications Team to refine your partner and community engagement plan and explore implementation.

COLLABORATE WITH EQUITY AND ENGAGEMENT TEAM FOR THIS EXERCISE. THEY CAN ALSO HELP YOU CONNECT WITH COMMUNICATIONS, TECH, WEB, GRAPHICS, FINANCE AND OTHERS TO INFORM THIS STAGE.

Know the community

Working to understand underserved and underrepresented communities is essential. Different communities (e.g. geographic, racial, socio-economic class) experience different outcomes, and what works for one group will not work for everyone, due to cultural factors and existing disparities.

Which of these practical steps will you take?

- ☐ Research community history and current events, using methods such as interviews, community mapping, or review of existing documentation.
- ☐ Perform demographic analysis of underserved and underrepresented communities to understand current and historic trends.
- ☐ Assess vulnerability to socio-economic and environmental factors (involuntary displacement/gentrification, hazard risk, etc.).
- ☐ Become familiar with government initiatives and community-generated reports, such as plans or investment strategies, to identify potential cumulative impacts and/or opportunities for collaborative policy development.
- ☐ Use focus groups and surveys designed and/or administered by the community.
- ☐ Other/fill-in the blank: _____

Appropriately support staff and community capacity

Because community engagement is highly relational, one of the best investments that can be made is ample staff time to develop relationships with community members. Navigating across cultures and addressing previous negative experiences with government requires both cultural competency skills and time.

Which of these practical steps will you take?

- ☐ Provide orientation or training on subject matter to community members.
- ☐ Coordinate administrative processes to simplify community interaction.
- ☐ Pay for community expertise that may be difficult to incorporate otherwise.
- ☐ Train staff on cultural competency.
- ☐ Allocate staff time to develop relationships with community members.
- ☐ Support staff participation in community-based initiatives.

Be accessible and responsive to diverse communities

Effective policies need to be designed with a culturally responsive and community needs or community assets-based approach. This requires that engagement practices with diverse groups correct for inherent barriers to participation.

Which of these practical steps will you take?

- ☐ Use people-friendly and culturally responsive strategies when scheduling. Consider location, time, and existing cultural celebrations or observances.
- ☐ Partner with and support cultural liaisons and community leaders.
- ☐ Adapt to meet a community where it is, based on its needs for support, capacity building, information sharing, and also physically where community members live or organize.
- ☐ Provide compensation, incentives, food and transportation assistance as needed.
- ☐ Provide translated materials and/or on-site translation.
- ☐ Consider digital engagements with closed captioning and data privacy where relevant.
- ☐ Other: _____

Partner Engagement Strategy: Centering Impacted Community (continued)

Build effective partnerships

Effective partnerships and collaborations are essential to achieve equitable outcomes. Built on trust and accountability, they should also openly acknowledge and work to balance inherent power dynamics.

Which of these practical steps will you take?

- ☐ Support staff participation in community-based initiatives. *E.g. Encourage staff to attend community events and meetings that aren't specifically related to the project (just show up as an interested community member).*
- ☐ Clarify roles and expectations at the start.
- ☐ Institutionalize representation from impacted communities in decision making and processes leading to decisions.
- ☐ Train staff on power, privilege and institutional racism and bias.
- ☐ Use transparent and proactive communication to impacted communities.
- ☐ Report back to the community on how feedback was used.
- ☐ Evaluate the relationship.
- ☐ Other/fill-in the blank: _____

Scope the project with the community

Ideally, the input of impacted communities should be sought in the project scoping process. Meaningful engagement with the public as partners requires clarity in roles and purpose.

Which of these practical steps will you take?

- ☐ Have an honest and transparent conversation with the project team and the community about the resources available for engagement and the decision making process.
- ☐ Establish mutually agreed upon goals and benchmarks for the project or process, including criteria for a successful process and successful outcomes.
- ☐ Clearly identify how public input will be used in decision making.
- ☐ Other/fill-in the blank: _____

Continuously apply an equity lens

Staff are responsible for seeking out the voices and interests of underserved and underrepresented communities who may be negatively impacted by a decision and mitigating for these impacts.

Which of these practical steps will you take?

- ☐ Build in time throughout the project to reassess who is engaged in the planning, implementation, and evaluation.
- ☐ Build in time to check in with process participants about how the process is working for them.
- ☐ Follow through to track how the process includes activities to mitigate negative impacts.
- ☐ Other/fill-in the blank: _____



Date:

Staff who worked on tool:

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.....

Partner Engagement Strategy

Create a plan for who you will prioritize in engagement and how will you engage with them. Prioritize your partners based on the interests and concerns listed in the Partner Analysis. *If your partner audience is longer, copy or print this page and keep going.*

Partner Audience List in Priority	Engagement Method	Engagement Frequency
1		
2		
3		
4		
5		
6		
7		



Budgeting

Overview

Reviewing your budget is an important step to evaluating the equity impacts of the initiative.

This section will help you define equity implications of the budget, and identify possible areas to advocate, and adjust for more equitable budgeting practices and impacts.

Key Definitions

Partner	Any individual, group, or organization that has an interest in or is affected by the outcomes of a particular decision, project, or activity.
Equity	The fair distribution of resources, opportunities, and treatment to ensure that everyone, particularly historically disadvantaged or marginalized groups, has the means to achieve similar outcomes.

Tips



Outputs from the Partner Mapping, Engagement, and Analysis activities will help you more successfully leverage this activity.



Be sure to obtain a copy of your line item budget for review while completing this activity.



To learn more about contracting equity, review this resource from City of Portland Procurement:

www.portland.gov/omf/brfs/procurement/social-equity-contracting



Budgeting

1 Overview

Is there a budget for this project/program?

What is the secured amount of funding for this initiative?

Is this an annual or one time amount?

How might this positively or negatively impact equity outcomes of your initiative?

How might you proactively address any negative outcomes?

2 Constraints

Does the funding have key restrictions, controls, or time limits, and if so who is dictating these constraints?

How might this positively or negatively impact outcomes of your initiative? And what flexibility do you have to work within these constraints to further equity outcomes?

What constraints may be possible to challenge?

3 Community Engagement

Is there sufficient budget to enable equitable add accessible community engagement? If not, what flexibility do you have to increase the budget to allow for equitable and accessible community engagement?

4 Staffing

If you plan on hiring staff, contractors, or interns, what steps can you take to help increase workforce equity?

5 Consultants

If you plan on hiring consultants, what steps will you take to help increase contracting equity?

Are there opportunities to purchase materials, goods or services from businesses owned by vulnerable communities?

6 Next Steps

Based on this analysis, what are your next steps in the budgeting process to address equity?



Data Collection & Evaluation Plan

Overview

Collecting data and evaluating our work are key to understanding our impact. This section is designed to help you carefully consider what you are trying to achieve and the methods that will be used to evaluate our success.

Key Definitions

Initiative	An Inclusive term used to indicate any work, at any stage of development, designed to achieve a specific goal.
Equity	The fair distribution of resources, opportunities, and treatment to ensure that everyone, particularly historically disadvantaged or marginalized groups, has the means to achieve similar outcomes.

Tips



Refer to your responses in previous sections to help answer.



Work with Equity and Engagement Team to review the Results Based Accountability model to make sure that our efforts are strategically focused on creating positive impact.



Collecting any sort of data from the public via survey, community meeting, focus group, etc. requires a privacy assessment. Have you conducted a privacy assessment? If not, email the SmartCities PDX Team:


bpssmartcities@portlandoregon.gov



Data Collection and Evaluation Plan

1 Goals

What is/are the goal(s) for your initiative? How do these goals relate to equity? *Consider both process and outcomes.*

 **COLLABORATE WITH EQUITY AND ENGAGEMENT TEAM FOR THIS EXERCISE. THEY CAN ALSO HELP YOU CONNECT WITH COMMUNICATIONS, TECH, WEB, GRAPHICS, FINANCE AND OTHERS TO INFORM THIS STAGE.**

If you plan on conducting any type of survey or focus group, how will you account for the equitable participation and input of low-income persons, people with disabilities and people of color, including non-English speaking persons?

2 Data

What data will be useful in understanding how you are achieving this goal?	How will this data be collected? (primary data collection, existing data sets, census, acs, equity atlas, survey, focus group, community events)	What are your Title VI responsibilities for data collection? If you are unsure about your Title VI responsibilities, talk to your manager. Reference: https://www.justice.gov/crt/fcs/T6manual	How will this data be presented?



Data Collection and Evaluation Plan (continued)

③ Evaluation

Do you have plans, or have you developed and/or implemented an evaluation for this initiative?

If yes... Review a copy of your latest evaluation report/results. What do these results say in terms of your current equity goal?	If no... How is success going to be measured (what are the measurements of your program's success)? What tools will you need to measure your program's success?
<div></div>	

What key process related accomplishments (benchmarks or project steps) need to be established, or have already been established for you? Please describe. How might this have an impact on your equity goals? Are there ways to mitigate negative impacts or influence what are considered benchmarks toward progress?

List measurable outcomes, target goals, and/or numbers served that have been specified for your initiative. Do these support your stated equity goal(s)? How could they be modified to support the equity goal? What is negotiable, what is non-negotiable?

What are qualitative outcomes or behaviors that will help you to know if your equity goal has been reached? Can these be quantified in any way?

Is there a final 'product' to be delivered or developed? If so, please list:

What are the specific evaluation measures or outcomes that might inform whether inequity is occurring?



Ongoing Decision Making

Overview

The entire toolkit helps you prepare for critical decision making. This tool provides a template that can be used to communicate decisions that have been made.

Tips



Reference the equity analysis tools.



Use when you are the key decision maker, OR in order to help influence and respond to a decision when you are not.



Engage your team in the discussion for shared understanding.



Decision Making Tool

Use this tool to guide decision making that happens throughout implementation. Each question is designed to center equity in your discussions. *Reference your work in the previous tools and copy or print this page as many times as necessary.*

1 What is the decision to be made?

2 What are the equity implications of this decision?

Direct / Intended	Indirect / Unintended

3 Who is most impacted by these equity implications?

4 How will their needs be represented in the process?

5 How will the decision be made?

Process

Decision Maker

Date:

Staff who worked on tool:

.....

.....

.....

Expected Result

Our next steps

Decision Rationale (why)