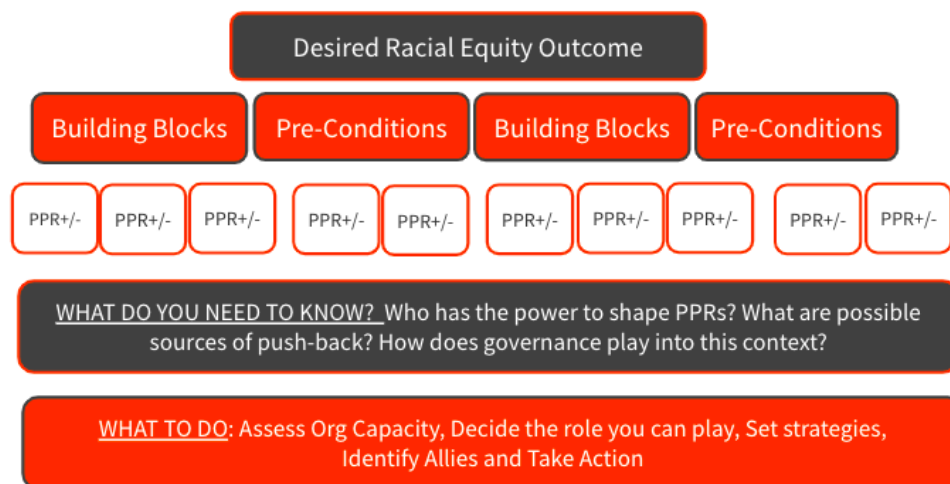


# RACIAL EQUITY THEORY OF CHANGE

The racial equity theory of change helps to explore and document the webs of mutually reinforcing dynamics- policies, practices and representations – that are behind the chronic racial inequities and injustices but are often difficult to identify. This tool can be used to focus on internal organizational dynamics, or on external racial dynamics that you work on within your communities.

Mapped as a “back-wards” pyramid, the Racial Equity Theory of Change serves as an assessment on how an organization is set up to meet its overarching racial equity goals. As detailed in *Constructing a Racial Equity Theory of Change: A Practical Guide for Designing Strategies to Close Chronic Racial Outcome Gaps* (Aspen Institute, 2009) this process blends two theoretical insights:

1. A structural race analysis - as explored in Week One course content
2. Visioning methodology that encourages change leaders to investigate their explicit and implicit assumptions about the attributes of the community-level outcomes they seek.



The Aspen Institute, 2009

# Overview of YWCA's 10 Steps

Adapting the Aspen Institute's model, YWCA USA identified 10 essential steps:

1. What is your overarching racial equity goal? What is your more targeted, direct racial equity goal?
2. What needs to be in place – what we call “pre-conditions”- in order for your racial justice goal to be achieved?
3. What public policies (+/-) affect each precondition? Is there a policy that could be put in place or modified that would help achieve the goal?
4. What social and institutional practices (+/-) affect each precondition? Are there practices that could be put in place or modified?
5. What representations, stereotypes and belief systems (+/-) affect each of the preconditions? What alternatives could be introduced?
6. Who, and what governance bodies, have the most power and influence to shape the named PPRs that you've found most relevant to your goal?
7. What are the possible sources of resistance to and retrenchment around achieving your goal?
8. What capacities (analytical, convening, communicative, networking) will be needed? Do you have them?
9. What allies, partners and collaborators will you need?
10. What preliminary action steps might make the most sense?

## **Important Note:**

It may be necessary to seek advice and input of experts and local stakeholders familiar with your chosen issue. It is important to ground your decision-making in research, expert knowledge and community experience.

Aspen	YWCA USA	General TOC Sample
<b>Desired Outcome</b>	<b>Step 1:</b> Overarching Goal and more Targeted Goal	OG: <i>Build a sustainable Food Truck Community empire in Phoenix!</i> MTG: <b>Establish one sustainable Food Truck Community in Phoenix within 2 years.</b>
<b>Building Blocks</b>	<b>Step 2:</b> Necessary Pre-conditions	<ol style="list-style-type: none"> <li>1. <b>Land – on grid, plumbed and zoned for business</b></li> <li>2. Loyal customer base</li> <li>3. Minimum 8 additional Food Truck operators</li> </ol>
<b>PP&amp;Rs</b>	<b>Note: Remaining Sample Steps focus on #1 only: Land – on grid, plumbed, zoned</b>	
	<b>Step 3:</b> What Public Policies affect each Pre-Condition	<ul style="list-style-type: none"> <li>• Zoning Laws (+ or – based on ideal location)</li> <li>• Green Initiatives (+)</li> <li>• Taxes on businesses (+ or – based on ideal location)</li> </ul>
	<b>Step 4:</b> What social and institutional practices (+/-) affect each precondition?	<ul style="list-style-type: none"> <li>• APS regulations and practices (+ for grid/– for solar)</li> <li>• Outdoor community gathering is on the rise due to COVID-19 cautions</li> </ul>
<b>Step 5:</b> What representations, stereotypes and belief systems (+/-) affect each of the preconditions?	<ul style="list-style-type: none"> <li>• Vacant land/blight area in need of community investment (+)</li> <li>• Food Truck Community customers are noisy/messy (-)</li> <li>• Food Truck owners often change-hands/go out of business/are irresponsible (-)</li> <li>• Composting smells bad and attracts rodents (-)</li> <li>• Recycling and composting are good for the earth (+)</li> <li>• Food Truck Communities are a great economic boon for a city (+)</li> <li>• Customers like the combination of 1 location, may options (+)</li> </ul>	
<b>What do you need to know?</b>	<b>Step 6:</b> Who, and what governance bodies, have the most power and influence to shape the named PPRs	<ul style="list-style-type: none"> <li>• City of Phoenix</li> <li>• Maricopa County</li> <li>• Corporation Commission</li> <li>• Neighborhood or Community Associations</li> <li>• Food Truck Operators Association</li> </ul>

	<b>Step 7:</b> What are the possible sources of resistance to and retrenchment	<ul style="list-style-type: none"> <li>• Traditional Restaurateurs</li> <li>• Neighborhood or Community Associations</li> <li>• Food Truck operators not included in the Community</li> <li>• Those not in favor of Green Initiatives</li> </ul>
	<b>Step 8:</b> What capacities will be needed?	<ul style="list-style-type: none"> <li>• Networking for relationships with critical public officials and business leaders – NEED IT</li> <li>• Negotiation skills for land purchase and/or lease – GOT IT</li> <li>• Convening for building relationships with other Food Truck Operators – GOT IT</li> <li>• Communicative for engaging community and neighborhood support/demand – NEED IT</li> <li>• Analytical for determining budgetary needs and future costs – GOT IT</li> <li>• Analytical for assessing choices around sustainable practices – NEED IT</li> </ul>
	<b>Step 9:</b> What allies, collaborators and partners are needed?	<ul style="list-style-type: none"> <li>• Marketing Consultants</li> <li>• Brand Ambassadors</li> <li>• Small Business Lobbyist/Advocate</li> <li>• Food Truck Operators</li> <li>• Stationary Food Operators</li> <li>• ASU School of Sustainability</li> </ul>
<b>What do you need to do?</b>	<b>Step 10:</b> What preliminary Action steps make sense?	<ol style="list-style-type: none"> <li>1. Reach out to other interested Food Truck Operators</li> <li>2. Determine if Public Policies work in our favor or not and then reach out to key government staff and elected officials in position to help</li> <li>3. Contact a Commercial Real Estate Agent</li> <li>4. Establish a budget</li> <li>5. Seek investors</li> </ol>