

OPERATIONALIZING EQUITY

putting the annie e. casey foundation's racial and ethnic equity and inclusion framework into action



If the Foundation is not focused on equity as a funder, then how will it ever influence others to remove barriers and end racial inequities in communities?

introduction

More than two decades ago, the Annie E. Casey Foundation began a long journey of learning about our responsibility as a grant maker to promote race equity and inclusion. In recent years, the pace of the journey has accelerated as the Foundation realized how vital racial and ethnic equity and inclusion are to Casey's ability to achieve our mission. Indeed, if the Foundation is not focused on equity as funders, then how will it ever influence others to remove barriers and end racial inequities in communities?

In many ways, Casey's journey has been more like running a gauntlet than traveling a clear road. Getting from "we should think about equity" to "we should become a more equitable institution ourselves, and advocate for and help implement more equitable solutions for those we serve" is a long and complicated process. To date, the Foundation has clearly defined what equity means within and outside of the organization and — with the full engagement and commitment of senior leadership — is engaging all staff in working toward achieving equity both within the organization and out in its communities.

As Casey has talked about this work with other funders, it's heard many questions about what it's done so far and how Casey did it. This brief report is meant to capture where the Foundation is at the beginning of 2017 — to glance back briefly at the road that has been traveled and to reflect on how Casey has gotten this far. It is meant to serve as a resource and reference point for other organizations that share our desire to embrace equity as a core value reflected in all elements of the institution's programs and operations. However, please know that this is not a "how-to guide" for incorporating equity at other organizations (although there is a list of helpful resources at the end of this report). Every organization's journey will be unique. What has worked for Casey may or may not apply to other foundations, although the Foundation hopes its story can be in some way informative.

Mostly, we encourage our foundation peers to share their experiences with the field as they begin or continue their own journeys toward equity. This is not always an easy road to travel, but the Foundation believes it is the most important path all can take as philanthropic organizations, and all may be able to travel more quickly if the organizations travel together.

Director, Racial and Ethnic Equity and Inclusion

Nonet Sykes

The Annie E. Casey Foundation

the journey so far

One might argue that as a funder working to improve outcomes for all families and children, the the Casey Foundation's work has always touched or impacted families and children of color. It's true that Casey's grant making has touched the lives of those populations over the years, but the Foundation understands that there is a big difference between painting a canvas with a broad brush and homing in on specific areas in greater detail. Casey's journey toward understanding racial and ethnic equity and becoming more intentional in addressing it began as far back as 1990, when Cal Tyler, then a senior vice president at UPS, became the first person of color to join the Foundation's board of trustees. Although this did not create a seismic shift in attitudes or understanding, it did subtly signal new possibilities in leadership and open the door for further exploration.

That door opened much wider in 1994, when Casey staff members created an internal affinity group focused on race, culture and power. This group, named RESPECT (initially RCP), has been a constant, growing force within Casey, opening space for the Foundation to consider and question its internal and external actions and to gradually shift toward more equitable practices. RESPECT is still vibrant and active within Casey today.

In 2000, Casey made two important strides in its overall equity journey. First, it made a seminal internal funding allocation for race equity work, through a newly formed Research and Development unit, to study structural racism in a community context. At RESPECT's urging, that initial allocation became an ongoing budget line in the Research and Development unit. Second, Casey organized the first gathering of a national Race/Ethnicity Advisory Group composed of expert researchers and practitioners, a group that has continued to be a valuable resource and catalyst for Casey's work.

During the 2000s, Casey began to create a number of externally focused programs that were either informed or driven by the desire to foster diversity and inclusion, largely in the philanthropic sector. Measures of diversity, equity and inclusion were incorporated into several grant-making programs. The Foundation also launched several initiatives, either on its own or with other organizations, such as the Partners of Color Initiative, the creation of the Race Equity in Philanthropy Group (REPG) and the Philanthropic Initiative for Racial Equity.

Casey also began to release various reports and resources focused on helping others take up racial equity work or measure their progress on diversity, equity and inclusion. Among them were the Race Matters Toolkit (2004), a step-by-step guide for organization and community leaders who want to address issues of racial equity in their work; the first Grantee and Consultant Diversity Report (2007), created to inform the Foundation's senior leaders; and the Advancing the Mission Toolkit (2009), a collection of hands-on tools and case studies created by RESPECT as a resource for any foundation wishing to better incorporate equity, diversity and inclusion into its work. In 2008, Casey named equity as an organizational priority, creating a workgroup to further explore what steps were needed to better achieve equitable outcomes.

Casey has accelerated in its journey toward equity this decade and has intentionally focused inward as well as outward.

Internally, the Foundation created its first full-time staff position dedicated to diversity, equity and inclusion in 2010. Half of the Foundation's senior leadership team were people of color by 2012, and half of its staff were people of color by 2014.

Meanwhile, Casey has continued to strengthen partnerships and resources in the pursuit of equity beyond its walls. In 2011, Casey supported Just Partners, Inc. to create the Race Matters Institute, a resource for nonprofits, government entities and philanthropies to help them achieve more racially equitable outcomes in their work. That same year, the Foundation also became a founding member of the D5 Coalition, a national network of funders and infrastructure organizations focused on increasing diversity, equity and inclusion in philanthropy.

These surface-level demographic changes represent a much deeper cultural shift within Casey. In 2013, the Foundation began to look more deeply at the ways in which equity was embedded in the thoughts, assumptions and practices of its internal operations. Grantees and consultants were required to submit the racial and ethnic composition of their staff. The then-senior associate of Diversity, Equity and Inclusion began working on a equity and inclusion strategic framework for the entire Foundation in consultation with Casey's equity and inclusion advisory group and other staff leaders. This framework incorporated a new and more focused definition of race equity and a formal theory of change to apply across all of the Foundation's work.

Perhaps one of the most significant milestones of Casey's equity journey came in 2014, with the release of the first *Race for Results* report. Building on years of KIDS COUNT data reports, *Race for Results* was the first reporting of KIDS COUNT data to include a new index of 12 milestones that were disaggregated by race and ethnicity. It also described some of the structural barriers to equity and provided several policy and practice recommendations. The stark contrast in outcomes gained

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national attention and put Casey's stake in the ground as a funder intent on addressing race equity and inclusion. After the report's release, president and CEO Patrick McCarthy named racial and ethnic equity and inclusion as a Foundation-wide priority that subsequently became a required core competency for staff. In 2015, McCarthy elevated the senior associate of Diversity, Equity and Inclusion to a new position — director of Race Equity and Inclusion, which since has been revised to Racial and Ethnic Equity and Inclusion — now held by Nonet Sykes.

In 2015, Casey began to mobilize its equity agenda Foundation-wide. It published the *Embracing Equity: Race Equity and Inclusion Action Guide*, a seven-step tool for advancing equity that became a valuable resource for much of the internal work that followed. The Foundation first tested the use of the racial and ethnic equity and inclusion strategic framework and the Action Guide at its two civic sites in Atlanta and Baltimore. (Civic sites are places where the Foundation works deeply and directly with communities to implement best practices and promising programs for children, families and their neighborhoods.) These efforts included race equity discussions and training for all civic site staff and initial work to apply an equity lens to both internal operations and external grant making. Using lessons learned from these two sites, Casey developed a three-year Arc of Learning for its staff — a five-stage

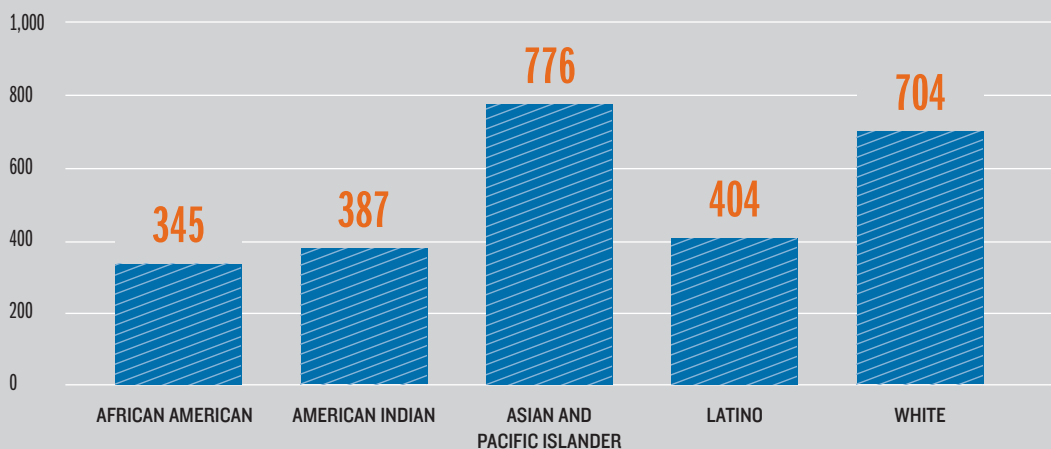
agenda for learning, training and planning that began in 2015 and will continue through 2018. As part of this process, all Foundation administrative units are thinking more specifically about how issues of race affect their work and how they might adjust their operations accordingly to ensure more equitable processes and outcomes.

What's different at Casey now? Since the publication of *Race for Results* and McCarthy's vocal endorsement and adoption of the framework, discussions about racial and ethnic equity and inclusion are becoming a normal part of the Foundation's culture. Data disaggregated by race and ethnicity are used to drive decisions. All staff members are now immersed in the process of thinking about how equity plays a role in their work and planning new ways to address equity issues head-on. The Foundation is also planning an equity scorecard in 2017 to provide a comprehensive view of measures and metrics related to equity and inclusion across its programmatic work and operations.

Casey's approach will no doubt continue to evolve in the coming years as the Foundation strives to constantly become more knowledgeable about and comfortable with the very complex work of achieving equity. Although no one can predict exactly where this work will lead, Casey will continue to share its story and encourage other foundations to take up this mission-critical goal.

NATIONAL RACE FOR RESULTS INDEX SCORES

The Foundation's 2014 *Race for Results* report aggregated data on key developmental milestones for children and created a composite score based on a scale of 0-1000. The data below show disparities among African American, American Indian and Latino children and reiterated the need to invest in targeted solutions for children of color.



NOTE: Racial and Hispanic origin categories are mutually exclusive

three key questions for operationalizing equity

As Casey has shared the story of its equity journey, other funders have begun to take notice and ask questions. How has Casey done what it did? What challenges has it faced? How did it overcome them? What specific changes has it made and how? What should other funders consider?

In general, the questions Casey receives revolve around three primary topics:

- Where to start.
- How to bring staff along in the process.
- What implementation looks like across various Foundation functions.

WHERE TO START

Should foundations begin their equity work with a mandate from the top? Or should equity be allowed to bubble up from staff? In Casey's experience, the best answer is "both."

Casey's initial efforts came from the passion and interest of internal staff members — particularly those engaged

with RESPECT. These staff members brought energy, consistency and some urgency to the issue of equity. They organized brown bag lunches and presentations with leading experts on topics related to racial disparities and disproportionality for a number of years, gradually building critical mass within the Foundation to elevate equity as a priority. Through their efforts, and over two decades, Casey created staff positions focused specifically on equity and inclusion, earmarked equity investments in its budget and began incorporating the language of racial and ethnic equity into its operations.

This was a slow evolution, but it was absolutely necessary to create space within the Foundation to consider the work of equity. It also provided a means for employees who were passionate about equity to gain power and voice within Casey's culture, and for the discussions of equity to take on significance through peer-to-peer conversations. In some ways, it could be said that the internal growth of attention to equity was almost like a grassroots movement within the larger Casey community. RESPECT also added great value as a "safe place" to talk about equity issues that can cause discomfort. In the context of

THREE PRIMARY TOPICS

1 WHERE TO START?

2 HOW TO BRING STAFF ALONG IN THE PROCESS?

3 WHAT IMPLEMENTATION LOOKS LIKE ACROSS VARIOUS FOUNDATION FUNCTIONS?

RESPECT, those conversations were invited, not inflicted, so staff members could engage in ways that felt best to them — a toe in the water or an all-in plunge.

At Casey, the ground-up approach to equity has been focused primarily on the personal aspects of race equity — discussions of life experiences, the effects of implicit bias, what it is like to be a staff member of color in an institution and field that have been traditionally white-led and what it is like to be a white person amid discussions of equity. While this is important for exploring the hearts and minds of individual staff members, it's only half of the picture when it comes to creating an equitable institution.

The second half of that picture comes when equity is embraced by senior leadership as a Foundation priority. Embracing the work is different from endorsing it. McCarthy could have continued to passively praise the work of RESPECT and other staff as they wrestled with issues of equity, but instead became actively involved in supporting and promoting the work.

Casey staff members worked to create a case for equity that was based on facts and data, specifically the disaggregated data in the *Race for Results* report. They made the point that achieving equity was the only way to achieve the Foundation's mission and that equity could not be achieved in the communities Casey served until it was understood and embraced internally. This provided a way for McCarthy to present an equity agenda from a structural and institutional perspective, rather than purely personal or emotional one. It also allowed the CEO his own period of listening, learning and building relationships before taking a leadership role on equity.

Rather than being pushed into the spotlight, so to speak, he was able to enter the stage with grace.

McCarthy, himself a longtime Casey staff member and an early member of RESPECT, made the equity agenda his own. He created the new position of director of Racial Ethnic Equity and Inclusion and worked with that director, Sykes, to articulate three priorities: 1) help change the national narrative about race; 2) eliminate structural barriers that perpetuate inequity and; 3) enable the Foundation to walk the talk. At the same time, McCarthy required that all units within Casey incorporate equity results statements, strategies and performance measures into their annual work plans and individual performance evaluations.

The CEO's endorsement conveyed the seriousness of Casey's focus on race equity to all staff and made a clear connection between equity and Casey's institutional purpose and goals. This shifted the entire context of equity from the realm of the personal and interpersonal to the universe of structural and operational. It provided staff with a reason to engage beyond whatever level of personal passion they might possess and tied their focus to hard data and institutional goals.

At Casey, the bottom-up approach came first, but the Foundation's equity work would not have gained culture-changing traction so quickly without the clearly-stated endorsement and directives of the CEO. While a top-down directive can't change hearts and minds the way RESPECT's peer-to-peer efforts did, it does give those who are passionate about equity the authority to proceed with change. Focusing on the structural and institutional aspects of equity also provides a clear framework for taking efforts to scale.

KEY TAKEAWAYS

- Embracing an equity agenda requires both bottom-up and top-down strategies.
- Staff-level equity activities can create space for the individual/emotional aspects of equity, thereby moving hearts and minds in the right direction.
- Leadership endorsement is necessary to make equity an institutional priority.
- Tying equity work to the mission will help all individuals shift over time.

BRINGING STAFF ALONG

A foundation's announcement that it will focus internally on race equity can bring a great deal of uncertainty and discomfort to staff. At any given time in the process, some staff are likely to feel alienated, confused or frustrated. Those who have been around for a long time and have always done things certain ways may struggle with intentionally applying new lenses. Becoming more formal in addressing race equity when it previously may have been completely informal will require an adjustment. And staff will need training to make decisions as inclusive teams rather than as individuals.

The Casey Foundation has learned two very valuable lessons: communicate clearly and create a concrete pathway for learning.

First and foremost, foundations should explain to staff what they are doing and why. Casey defines the work of race equity as mission critical, making a clear connection between its equity work and the ultimate outcomes the Foundation hopes to achieve. It also spent time developing its own definitions of race equity and inclusion and presented those shared definitions to staff.

In communicating with staff about equity, Casey also keeps the balance between personal and institutional in mind. It acknowledges that the work might be unsettling for some, but will ultimately benefit the work of all.

Hard data have proven to be the perfect fulcrum for Casey to keep its personal and institutional messages about equity in balance. By focusing on the disaggregated data in *Race for Results* as a platform for discussion, the Foundation could engage staff in ways that were the most natural fit to each staff member. For some, the numbers showed quantitative gaps in the Foundation's return on investment. For others, the data told stories that resonated deeply with their own values or experiences.

Casey has provided a variety of learning opportunities and experiences to staff members over the years, with

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a wide-range of responses. On the positive side, staff members have been able to choose equity training that suits their interests and learning styles: While one might prefer a deep, highly personal small-group discussion, another might prefer the emotional distance of a webinar. However, Casey has required that all staff engage in small-group training with expert facilitators to understand the historical perspective of racism and current realities and effects of structural racism.

One key to success in this training has been the use of experts. Having a professional walk staff through sometimes difficult conversations and resolving personal issues has kept the exploration of race equity moving forward. Another key: Training sessions are co-designed by experts and participants, so every group receives an experience that is directly relevant to its concerns and its work, rather than one-size-fits-all.

Of course, for a foundation of Casey's size (200-plus employees), wading into uncharted territory in race equity and inclusion can be daunting. Rather than assuming what might work best to educate, encourage and guide staff in implementing the framework, Casey chose to pilot the implementation at its two civic sites in Atlanta and Baltimore. As it studied the work of these two sites, the Foundation saw very different approaches to the work. Staff at the Atlanta Civic Site focused on learning and understanding their own perceptions of race equity and how to incorporate equity into their internal operations before engaging grantees and partners in an equity agenda. Baltimore staff drew on the lessons of their work with external partners on equity initiatives around the city to inform their personal training and internal strategies for operating more equitably as a unit. From both of these experiences, Casey's director of Racial and Ethnic Equity and Inclusion was able to draw common threads to weave into an Arc of Learning for the entire Foundation staff.

Casey's Arc of Learning for equity includes five phases that are taking place sequentially over three years. They are:

1. Building a shared language. This phase focused on creating a lexicon for equity work that is shared by everyone in the Foundation so that all conversations within and among units are based in a common understanding. Training on topics such as implicit bias and structural racism were part of building a shared language.

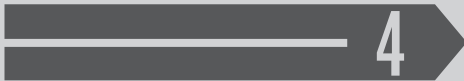
- 2. Integrating racial and ethnic equity and inclusion into all units.** Casey brought all staff together off site in July 2016 during a summer retreat to learn how to integrate racial and ethnic equity and inclusion into their work. Staff worked together in unit teams to discuss their goals and timelines, using the Race Equity and Inclusion Action Guide created by Casey along with the *Race for Results* report as references. Most finished the session with a working draft of next steps and action commitments. Casey surveyed staff before the summer meeting about their perceptions related to racial and ethnic equity and inclusion within the Foundation to inform the consultants leading unit discussions, and afterward about their reactions to the meeting to inform future discussions and training.
- 3. Supporting unit planning.** As a follow-up to the summer retreat, Casey's director of Racial and Ethnic Equity and Inclusion worked with units to help them align their action commitments with their work plans and put accountability mechanisms in place, making sure each unit was able to conduct its own racial and ethnic equity and inclusion analysis. In doing so, Casey is creating new institutional structures and practices that will last beyond the tenure of current staff.
- 4. Creating common messaging.** As Casey's various units begin to incorporate equity and share their focus and plans with a wide range of grantees, partners, government agencies and other peer funders, it will be important for all to carry the same, consistent messaging. Casey's External Affairs unit leads this work, ensuring that messages clarify the balance between the mission to serve all children and the intentional focus on strategies and results for children and families of color.
- 5. Creating staff capacity to design and facilitate race-focused meetings.** As mentioned above, talking about equity can be difficult. So can moving the needle on equity outcomes. The staying power of Casey's equity focus will depend on the ability of staff to carry equity conversations forward over many years and build upon the collective understanding of what equity looks like and how to achieve it. To ensure that those conversations continue through staff transitions, Casey is training all staff in designing and facilitating meetings.



Creating staff capacity to design and facilitate race-focused meetings



Creating common messaging.



Supporting unit planning.



Integrating racial and ethnic equity and inclusion into all units.



Building a shared language.

KEY TAKEAWAYS

- Define what you mean by equity. Communicate clearly and consistently why you're doing this work and how it relates to the Foundation's mission.
- Meet individuals where they are — with no judgments or expectations — and provide what they need to learn. Different people learn in different ways, at different speeds and from different perspectives. But even those who are most reluctant can become the strongest equity champions.
- Ensure that all staff understand that they have an important role to play. While it's easy for white staff to assume that staff of color are “experts” because of their experience, it's critical that white staff — especially staff leaders — feel comfortable in defining a vision and holding other staff accountable for equity as they do in other work.
- Use disaggregated data to inform conversations. Disaggregating data along lines of race, income, gender, and other characteristics reveals persistent inequities that aggregate data miss.
- While equity can be a very emotional topic, accurate data (gathered regularly from a trusted source) can defuse the emotional charge and keep conversations mission- and results-focused.

As in any large institution, some staff members will embrace an equity lens and understand its impact on their work faster than others. For example, program staff at Casey were among the first to “get it” because they see the effects of inequity among the Foundation's grantees and partners and in the communities it serves. But Casey also has made a conscious effort to reinforce the connection of all operations to achieving the Foundation's mission, digging deeper to help staff understand structural racism and how it may be present within their units or among vendors, investment managers, contractors or others with whom the Foundation does business. In Casey's experience, going the extra mile with education has meant that staff who were some of the biggest naysayers about the need for a racial equity lens have become some of its biggest champions.

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WHAT IMPLEMENTATION LOOKS LIKE

Implementation of Casey's Racial and Ethnic Equity and Inclusion framework is still a work in progress. For some functions, such as grant making, the possibilities for ways to incorporate equity are almost overwhelming. For others, including finance, identifying ways to become more equitable can prove to be a challenge. In any case, it is clear that incorporating equity is a pursuit as much as it is an ultimate goal. The key for Casey leadership and staff is to avoid a "check the box" compliance mentality and instead foster a spirit of persistent questioning, improvement and desire for the most equitable practices and outcomes possible — all in service to the Foundation's overarching mission and goals.

After completing half of Casey's Arc of Learning, staff are demonstrating the desire to incorporate equity and implement the Racial and Ethnic Equity and Inclusion framework. Most are still in the process of planning their unit-wide strategies, but many changes have already been made. Some occurred organically as Casey staff engaged in early discussions about equity. By allowing units to think and respond to their own needs and roles, Casey is creating an environment that welcomes experimentation and initiative in the quest for equity.

At the end of Casey's Foundation-wide meeting in the summer of 2016, unit teams delivered more than 15 pages of activities they plan to pursue in the coming months. All units expressed a desire to:

- diversify grantees and consultants;
- disaggregate data more effectively;
- develop new strategies and understand which current strategies and policies produce equitable opportunities and outcomes;
- engage and partner with affected communities more effectively;
- open up grant making and contracting processes to increase access to opportunity and equity; and
- improve team ability to discuss racial and ethnic equity.

Here are some examples of what individual units have done, or are currently doing, to operationalize equity:

- Casey's Investments staff maintains a small portfolio of mission-related investments that deliver social returns and financial ones, and it has pledged to incorporate race equity and inclusion as a primary focus for these investments. The Investment team has asked members of Casey's Equity and Inclusion team to serve on the social investments committee.
- The Finance and Administration unit's broad range of services includes procurement, information technology and grants management. It is currently creating more equitable standards for vendor accessibility, selection and payment terms. For example, for Casey's office renovation project, the unit is working with a construction contractor who has an economic inclusion strategy built into its hiring practices and offers opportunities to ex-offenders and other hard-to-place employees. The unit is also looking into Casey's information technology needs with respect to equity and is exploring new ways to help other units collect disaggregated data and support their REEI goals. This unit also is exploring potential internship programs in Finance and Business Technology. Grants Management staff are examining ways to strengthen the relationship to program staff and to the external community, including incorporating equity measures into grants management and encouraging staff to use their volunteer time in ways that are relevant to equity goals.
- Casey's Human Resources unit is codifying equity-focused characteristics into job descriptions and performance reviews and looking at disaggregated data about which employees are taking advantage of professional development opportunities. At the request of RESPECT, the Human Resources unit also conducted a compensation analysis by race and gender and committed to adjust any inequities found in the results.

- Racial and Ethnic Equity and Inclusion implementation looks very different at each of Casey's six broad programmatic units, based on diversity data from grantees and consultants. Using their data, each unit is revisiting past strategies and goals to realign them with new knowledge of needs. For many, gathering more disaggregated data about the grantees and communities they serve is a starting point. Some are looking for evidence-based practices to deploy, and others are planning to conduct a racial equity impact analysis on their own grant-making activity. Some units are working with grantees and partners to help them understand and use race equity tools themselves.
- Casey's External Affairs unit has asked programmatic units to consider the geographic focus of their work, to ensure investments are made in states in the South and Southwest, where data shows needs are greatest and a large portion of children of color reside. The unit has created new partnerships with journalists of color to tell stories about the children and families that Casey's mission targets. External Affairs staff are building stronger partnerships with organizations of color and grassroots organizations for its policy work, such as the National Association of Latino Elected Officials and the Center for Community Change.
- The Equity and Inclusion team and Senior Leadership Team are creating a scorecard tool to track its progress of operationalizing equity and inclusion Foundation-wide.

KEY TAKEAWAYS

- There is no one-size-fits-all solution for becoming more equitable. Every unit or department within a foundation is different and will have different needs and ideas for improving.
- Any activities undertaken to create or promote equity should always align with the foundation's core goals and mission.
- Allowing for flexibility within each Foundation department helps it best achieve its goals and encourages it to develop creative solutions to share with others.
- Equity goes hand in hand with innovation. Provide an opportunity for units to test different approaches and strategies for adoption or adaptation.

TOOLS YOU CAN USE

While equity is a universal issue that affects all of philanthropy, there is no plug-and-play process for incorporating equity into a single foundation's operations. Each approach can and should be different to reflect the history, culture and mission of the individual foundation undertaking it.

Casey has created a number of tools to help other organizations strategize, plan, talk about and operationalize their equity work. Those below are a representative sample of pieces produced as early as 2004 and as recently as 2016. For more updates and tools, please visit the Equity and Inclusion page on the Casey website at <http://www.aecf.org/work/equity-and-inclusion/>.

Race Matters Toolkit (2004)

<http://viablefuturescenter.org/racemattersinstitute/resources/>
Offers concrete guidance to create policies, programs and products that advance racial equity for children, families and communities of color.

Advancing the Mission: Tools for Equity, Diversity and Inclusion (2009)

<http://www.aecf.org/resources/advancing-the-mission-tools-for-equity-diversity-and-inclusion/>
Tools for hardwiring equity, diversity and inclusion into the culture of an organization.

Guidelines for Authentic Conversations About Race

http://www.aecf.org/m/blogdoc/Authentic_Conversations_About_Race.pdf
A brief and direct guide for engaging in candid, productive conversations about this often difficult topic.

Race for Results: Building a Path to Opportunity for All Children (2014)

<http://www.aecf.org/resources/race-for-results>
A KIDS COUNT report that explores the intersection of kids, race and opportunity by comparing how children fare across key milestones at both the state and local levels.

Race for Results Case Studies

1. *It's Time to Talk: How to Start Conversations About Racial Inequities*
<http://www.aecf.org/resources/its-time-to-talk-how-to-start-conversations-about-racial-inequities/>

2. *By The Numbers: Using Disaggregated Data to Inform Policies, Practices and Decision-making*
<http://www.aecf.org/resources/a-race-for-results-case-study-2/>
3. *Tools for Thought: Using Racial Equity Impact Assessments for Effective Policymaking.*
<http://www.aecf.org/resources/tools-for-thought-a-race-for-results-case-study/>
4. *Considering Culture: Building the Best Evidence-Based Practices for Children of Color*
<http://www.aecf.org/resources/considering-culture/>

Changing the Odds: The Race for Results in Atlanta (2015)

<http://www.aecf.org/resources/changing-the-odds/>
A detailed look at how race and neighborhood geography within Atlanta create barriers for residents of color.

Deploying Casey's REI Framework: Lessons from the Civic Sites (2016)

<http://www.aecf.org/resources/deploying-caseys-rei-framework/>
A report that documents the efforts of the Casey Foundation to embed a race equity lens throughout its work in Baltimore and Atlanta.

Race Equity and Inclusion Action Guide: 7 Steps To Advance and Embed Race Equity and Inclusion Within Your Organization (2015)

<http://www.aecf.org/resources/race-equity-and-inclusion-action-guide/>
A guide that helps organizations and individuals become change agents for advancing race equity in their work.

Casey has benefited from partnering with the following organizations in its efforts to advance equity over the years:

- Center for Social Inclusion
- Haas Institute for a Fair and Inclusive Society
- Interaction Institute for Social Change
- Just Partners/Race Matters Institute
- Kirwan Institute
- National Equity Project
- The Opportunity Agenda
- PolicyLink
- Race Forward
- World Trust

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