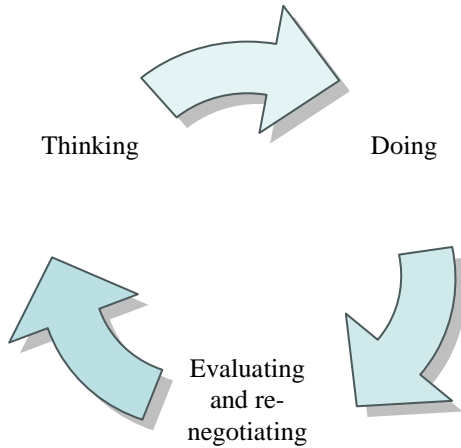


**Tool for Structural Racism Strategy Development
DRAFT July 23, 2009**

Our field needs new and innovative ways tools to achieve racial and gender equity, opportunity and well-being in all of our communities. This tool helps to guide you toward a strategy with structural impact.

Strategy development encompasses an ever-evolving cycle of thinking, doing, and evaluating/re-negotiating.



The goal: Structural transformation

- Racial and gender equity
- Opportunity and well-being
- Democratic practices that include everyone’s participation in decision-making

What it takes:

- Big ideas that can propose structural shifts
- Strategies that disrupt, persuade and negotiate (including an inside/outside strategy)
- Relationships (multi-level and with strong base)
- Time to dig deep, monitor, evaluate, and re-strategize
- Research and information
- Willingness to experiment (even make mistakes)
- The Participants: Multi-racial, non-organizationally as well as organizationally affiliated (operating at multiple levels)

The following is a step by step process to help guide you towards a more strategic and thus more effective approach for fair and whole communities.

<i>Purpose</i>	<i>Process</i>	<i>Example</i>
Phase 1: Groundwork for strategy development		
Vision and Overarching Goals	<ol style="list-style-type: none"> 1. What are our big ideas and vision? 2. What do we want to produce? 	<ol style="list-style-type: none"> 1. Accessibility, linked fate/equity, democratic economy, strong/resilient communities. 2. Sustainable wages, accessibility, partnerships.
Chart landscape affecting communities	Landscape map the following according to their impact on equity for communities: Trends (patterns impacting communities) Forces (things that can influence trends positively or negatively); and Emerging trends and forces (still forming)	See sample landscape map
Prioritize and narrow to one	1. Examine map and pick one-three trends/forces seem particularly	Business favored economic development (force). It drives the following trends/forces-

trend/force	import to impact (impact=stop or take advantage of). 2. Pick one to create a strategy around.	a. Privatization of public infrastructure (budding) b. Environmental degradation (trend) c. Job insecurity (trend)
Take stock of what you know	1. Further define the trend/force 2. List evidence that the trend or force exists 3. Note what needs more research	1. Government policies promote and support large (big business) corporate ventures over small business. 2. Evidence: <ul style="list-style-type: none"> • They are the biggest source of employment. • Tax credits in each states exists and subsidies exist for business • Tax burden on poor • Public infrastructure serves business and not people 3. What are worker protections in our communities? What subsidies exist for corporations and big businesses?
Brainstorm entry points for impacting the trend/force	<i>A good entry point does the following:</i> <ul style="list-style-type: none"> • Affects multiple institutions and systems • People care about it • Takes advantage of current political context • Creates coalitions between unlikely partners (across race, sector, etc.) • Can have impact on several levels (federal, state, and local) 	1. Living Wage Laws 2. Develop other models of Economic Development 3. Directing and redirecting targeted stimulus funds 4. Creating Community Benefits Agreement (CBA) they are trying to get this for their community. 5. Develop Community Planning: Zoning opportunities (particularly around Gulf and Forestry development)
Decide on most strategic entry point	Pick a strategic starting points using the following criteria: <ol style="list-style-type: none"> a. Do we have control/ influence? b. Is it timely (“ripe” issue)? c. If won, would it create a domino effect on other issues? d. Who else is doing it and how well is it being done? e. How relevant is it to our community? 	Directing and redirecting targeted stimulus funds <ol style="list-style-type: none"> a. Parts b. Yes c. Yes d. Need more research e. Very

Phase 2: Strategizing		
Scenarios of work on entry point	list potential areas of work given entry point and role of organization/coalition	<ol style="list-style-type: none"> 1. Regional reporting on what is going and share it with the community 2. Training for organizations, cities, states and other agencies – movement based and structural base training for the real organizing. 3. Picking a strategic line item or agency that would be most helpful at both federal and state way. 4. Tool kits –tells you how you can access the money now and another around long-term strategizing around government spending
Evaluate strategy against capacity	<ul style="list-style-type: none"> • To what extent are these issues relevant to the work happening in the room? • What access do we have to move the idea? • Who else would need to be part of the strategy in order for it to move? • What various roles will people play on various levels (base/ground, policy) 	
Preparing for reaction/retrenchment	<ol style="list-style-type: none"> 8. What will be the reaction and/or retrenchment? <ul style="list-style-type: none"> • Who do we have to be in relationship with to win over the short-term and long-term to win (to protect from reaction/retrenchment and to move it)? 	
Work plan strategy	<ul style="list-style-type: none"> • Determine next steps for groups involved • Schedule time to re-evaluation and re-negotiation 	
Evaluate/Re-negotiate	<p>Are we headed in the right direction?</p> <ul style="list-style-type: none"> • What systems do we have in place to track our progress? • What has changed in the context? • What new opportunities are there that we should take advantage of for structural impact? 	