

# Designing your Departmental Racial Equity Action Plan (REAP)

## What's in a Racial Equity Action Plan?

*The purpose of REAPs is to help address and remediate the inequities faced amongst several marginalized identity communities in San José. The City of San José recognizes the long, challenging history in addressing disparities, particularly regarding Black, Native, Latino/a/x, Asian and Pacific Islanders, LGBTQIA+, immigrants, women, people with disabilities, low-income, older adults, and other communities of color.*

*The Office of Racial Equity references [GARE's REAP Theory of Change](#) to advance racial and social equity in the development of departmental racial equity action plans. This framework breaks down racial equity work into the following three strategic phases:*

**Normalize.** Adopt shared framework and terminology. This work includes:

- Familiarizing the department with shared racial equity terms
- Normalizing talking about racialized experiences
- Understanding the importance of and applied use of disaggregated data
- Become comfortable naming and discussing depths of systemic inequities
- Allow room for employees to shared lived experiences and educate one another to increase departmental cultural competency

**Organize.** Create and sustain internal infrastructure and cross-agency networks. This work includes:

- Develop clear purpose, principles, and process for community engagement, with input from those communities .
- Build capacity internally by developing cross departmental relationships and collaborations to further the mission of the department's work.
- Create partnerships with community-based organizations, racial equity coalitions and local agencies serving the City's communities directly.
- Identify areas of training for employees to gain technical, strategic, and interpersonal skills to further the racial equity work of the department.
- Develop a departmental equity council or group to share the work of the application and advancing racial equity throughout the department.

**Operationalize.** To understand, identify, and act to reduce racial and social inequities. This work includes:

- Specific project action items that move departmental mission and services forward with a racial equity lens
- Applying consistent racial equity impact analysis throughout department projects, processes, policies, and programs.
- Applying racial equity impact analysis throughout the Budget process from budget memos to Budgeting for Equity.

# Racial Equity Action Plan (REAP) Key Terms

*See examples of these definitions on the next page.*

**Objective:** Specific goals that align with the work of your department and state the movement you would like to accomplish in furthering racial equity.

**Action Item:** Specific, timely tasks or activities to be completed to achieve department objectives. Action items help outline HOW you will achieve your objectives.

**The Challenge:** What issues (departmentally or otherwise) would make this action item difficult to achieve? Use this section to identify any potential roadblocks your department may have and any ways to minimize or move through them.

**Performance Measure:** A quantifiable measure of how well an action is working. Different types of measures include 1) Quantity—How much did we do? 2) Quality—How well did we do it? 3) Impact — Is anyone better off? Are there any unintended consequences?

**Owner:** What person or team is responsible for this action item?

**Timeframe:** During which quarter(s) do you plan to work on this objective?

## Example:

Objective	Action Item	The Challenge	Performance Measure	Owner	Timeframe
<i>Increase departmental staff knowledge of racial equity and create a shared vision</i>	Host a series of lunch & learns, listening forums and/or trainings	<ol style="list-style-type: none"> <li>1. Scheduling</li> <li>2. Finding time for meaningful participation</li> <li>3. Finding adequate equity training</li> <li>4. Facilitating difficult conversations around race</li> </ol>	<ul style="list-style-type: none"> <li>• Percentages of staff/managers feel knowledgeable of shared terms-survey data,</li> <li>• Percentages of staff, especially from communities of color, feel psychologically safe to speak about racialized experiences and disaggregated data-survey data, and</li> <li>• (Percentages of staff gone through an equity centered training.</li> </ul>	Managers	FY24-25, Q2



# Departmental Racial Equity Action Plan

*The format below is not linear. For example, some might find it useful to organize and build capacity before creating goals and actions to normalize.*

**Department:** \_\_\_\_\_

**Normalize:** (a) Familiarize shared terms, (b) normalize talking about racialized experiences and disaggregated data, & (c) learn the depth of systemic inequities

Objectives	Action Item	The Challenge	Performance Measure	Owner	Timeframe

**Organize:** Capacity building to sustain our focus as decisions are made, programs are developed, etc. to monitor inequity

Objective	Action Item	The Challenge	Performance Measure	Owner	Timeframe

**Operationalize:** To understand, identify, and act to reduce racial inequities

Objective	Action Item	The Challenge	Performance Measure	Owner	Timeframe