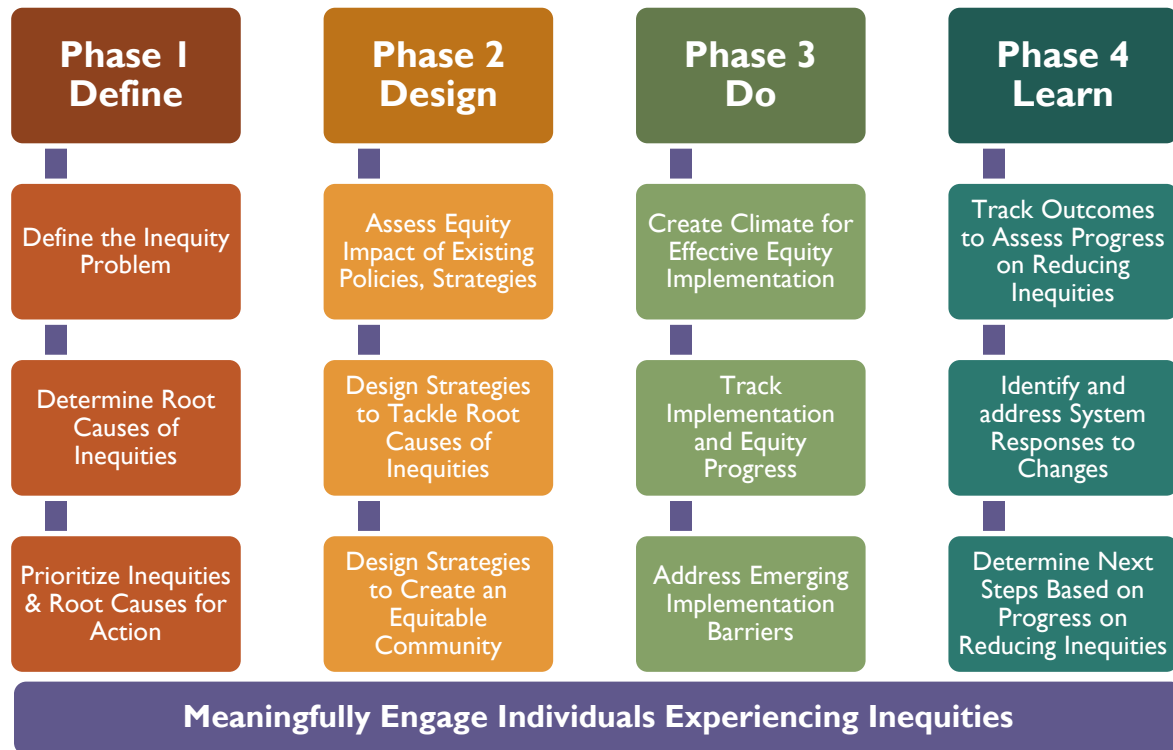


Equity Impact Assessment

This assessment is designed to help assess the equity impacts of your efforts during any phase of the change process.

Below is an overview of the equity objectives assessed in each phase.



Contents

The assessment includes questions to help you carry out the equity impact assessment for your efforts. This tool includes the following two sections:

- **Overview of Phases 1-4:** provides a high-level overview of key equity impact assessment questions in each phase (pages 2-5)
- **Comprehensive Questions for Phases 1-4:** provides a more comprehensive set of questions for each phase (pages 6-24)

This assessment was adapted from similar documents developed by: GARE, Race Forward, Seattle Race and Social Justice Initiative, Annie E. Casey Foundation, among others.

Overview of Phase 1: Define and Understand the Targeted Inequity Problem

<h2>Define the Inequity Problem</h2>	<ol style="list-style-type: none"> 1. Identify inequities What inequities are creating the most disadvantage within your community? 2. Determine who is experiencing these inequities Who is experiencing these inequities? Who is most disadvantaged? 3. Meaningfully engage residents in identifying inequities Which inequities do local residents (particularly those from marginalized groups) prioritize for change? 4. Select inequities to target for change What inequities should be targeted for change? 5. Determine equity outcomes/indicators What outcomes should be tracked to assess progress on reducing these inequities?
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<h2>Determine Root Causes of Inequities</h2>	<ol style="list-style-type: none"> 6. Identify root causes of inequities What are the root causes of these inequities? Pay particular attention to mindsets, policies/practices, resource allocations, and power dynamics. How do these root causes contribute to inequities? 7. Meaningfully engage residents in identifying inequities Which root causes do residents experiencing inequities identify and prioritize for change?
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<h2>Prioritize Inequities and Root Causes for Action</h2>	<ol style="list-style-type: none"> 8. Prioritize root causes to target for change Which root causes should you target for change? Which groups would be advantaged or disadvantaged if these root causes were addressed? 9. Determine root cause outcomes/indicators What outcomes should be tracked to assess progress on reducing these root causes?
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Overview of Phase 2: Design Powerful Strategies

Assess Equity Impact of Existing Policies, Practices, Budgets, Plans, and Decisions

- 1. Identify existing policy, practice, budget, plan, or decision**
What existing or previously developed policy, budget decision, practice/program, or community plan do you want to assess?
- 2. Identify potential impacts**
What potential positive and negative impacts does this policy, budget, practice, or plan create?
- 3. Identify affected groups**
Which local groups of people or neighborhoods are/will be most advantaged and disadvantaged?
- 4. Address potential impacts/consequences**
How can you ensure positive impacts and eliminate or minimize negative impacts for those experiencing the greatest inequities?
- 5. Identify and address cumulative impacts**
How can you address/enhance cumulative impacts emerging from interactions with other strategies/plans in the region?

Design Strategies to Tackle Root Causes of Inequities

- 6. Design powerful strategies to address the root causes of local inequities**
How can your proposed strategies address structural causes of inequities?
- 7. Anticipate and address unintended consequences**
How can you anticipate and address positive or negative unanticipated consequences of your strategies for those experiencing inequities?

Design Strategies to Create an Equitable Community

- 8. Design strategies to enhance local power and capacity**
How can your strategies enhance social/connective, economic, political, and learning power and capacity for those experiencing inequities?
- 9. Design strategies to promote shared accountability**
How can your strategies promote shared community accountability for promoting local equity in wellbeing?

Overview of Phase 3: Support Effective Implementation of Equity Efforts

**Create Climate
for Effective
Equity
Implementation**

- 1. Identify relevant partners**
How will you meaningfully and authentically engage groups experiencing targeted inequities (in addition to other relevant community partners) in carrying out this strategy?
- 2. Promote diffusion of equity strategies**
How can you spread the word about this strategy to all relevant people who need to adopt it – including those experiencing targeted inequities?
- 3. Support effective use of equity strategies**
What skills, knowledge, and capacities do local stakeholders and settings still need to effectively carry out your equity strategies? How will you build these capacities?
- 4. Ensure equity dose**
How can you ensure your strategies will reach and benefit those experiencing the greatest inequities, given their unique needs and circumstances? How can you ensure your strategies will have a strong enough impact to shift root causes driving local inequities?

**Track
Implementation
and Equity
Progress**

- 5. Gather rapid feedback on implementation of equity strategies**
What rapid feedback data will you gather to assess the implementation of your strategies?

**Address
Emerging
Implementation
Barriers**

- 6. Make sense of feedback**
How will you authentically engage groups experiencing targeted inequities in making sense of implementation feedback and designing ways to address emerging implementation barriers?
- 7. Adapt quickly to implementation barriers**
How will you ensure relevant individuals and settings address emerging implementation barriers affecting your equity strategies?

Overview of Phase 4: Learn about Impact of Equity Efforts

<p>Track Outcomes to Assess Progress in Reducing Inequities</p>	<p>1. Identify equity outcomes What outcomes and indicators did you select to track progress on reducing your targeted inequities and root causes?</p> <p>2. Gather equity data How will you collect new or secondary disaggregated data (qualitative and/or quantitative) to assess changes in your targeted inequities and root causes? How will you engage groups experiencing inequities in these processes?</p>
<p>Identify and Address Systems Responses to Change</p>	<p>3. Track emerging system responses What process will you put in place to track how the system is responding to your equity strategies? To what extent are you seeing positive or negative system responses to your equity strategies?</p> <p>4. Adapt quickly to system responses How will you share feedback on emerging system responses with relevant stakeholders and settings in a position to address them? How will you engage groups experiencing inequities in helping to address these system responses?</p>
<p>Determine Next Steps Based on Progress in Reducing Inequalities</p>	<p>5. Make sense of equity progress To what extent are your targeted inequities and root causes starting to shift? Why are these shifts happening or not happening?</p> <p>6. Adapt quickly to equity progress How will you engage groups experiencing inequities (in addition to other relevant community partners) in determining next steps based on your equity progress?</p>

Comprehensive Assessment Questions for Phase I: Defining and Understanding the Targeted Inequity Problem

Define the Inequity Problem

1. Identify inequities in your community

- a. What **problems or goals are prioritized** by your organization and/or the local community?
- b. **What inequities** exist within these problems or goals?
- c. Which inequities are creating the **most disadvantage** within your community?

Gather and examine disaggregated data to inform this question.

Identify additional data needed to reveal potential inequities.

2. Determine who is experiencing these inequities

- a. **Which groups** are experiencing these local inequities? (See below for a list of groups commonly experiencing community inequities)
- b. Are different groups experiencing **different inequities**?
- c. Which groups are **disproportionally disadvantaged**? Which groups are more advantaged?
- d. Who in the community is experiencing **even greater inequities** because they belong to multiple disadvantaged groups? (e.g. race x age x gender)

Tool: Identifying groups experiencing inequities

Use this list as you consider which groups in your community may be experiencing inequities:

- | | | |
|---|---|--|
| <input type="checkbox"/> Age | <input type="checkbox"/> Household Composition | <input type="checkbox"/> Disability Status |
| <input type="checkbox"/> Race/Ethnicity | <input type="checkbox"/> Geographic Area/Neighborhood | <input type="checkbox"/> Employment Status |
| <input type="checkbox"/> Gender/Gender Identity | <input type="checkbox"/> English Language Proficiency | <input type="checkbox"/> Income |
| <input type="checkbox"/> Sexual Orientation | <input type="checkbox"/> National Origin | <input type="checkbox"/> Connection to Services/Supports |
| <input type="checkbox"/> Religion | <input type="checkbox"/> Documentation Status | <input type="checkbox"/> Other |
| <input type="checkbox"/> Education Level | | |

3. Meaningfully engage residents in identifying inequities

- a. What **issues or goals** most concern marginalized residents and/or representatives from groups most affected by the targeted problems?
- b. Which inequities/disadvantages would these **groups prioritize** for change?

4. Select inequities to target for change

- a. Given the above assessments, what inequities should be **targeted for change**?
- b. Which **groups would benefit** if these inequities were eliminated? Would any **groups be disadvantaged**?
- c. Are there **other disadvantages** within your community that are related to these inequities that should be prioritized for change as well?
- d. By tackling these problems, to what extent will you make progress in creating a more **just and equitable community**?

5. Determine equity outcome/indicators

- a. What **would success look like** if these inequities/disadvantages were reduced/eliminated?
- b. What **outcomes and indicators** should be selected to track progress on reducing these inequities?
- c. What **data** can be used to assess these outcomes/indicators?

Determine Root Causes of Inequities

6. Identify the root causes of inequities

Use the system scan questions below to guide the exploration of the following:

- why certain groups are more disadvantaged than others
- how these root causes contribute to inequities
- organizations, settings and people most affected by inequities
- what is creating or maintaining these root causes

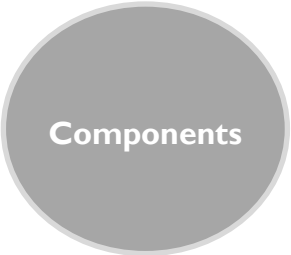
Inequity System Scan Questions



1. What shared attitudes or beliefs contribute to or sustain these inequities?

Consider class, race, and gender-based beliefs, attitudes about individual responsibility, attitudes about local organizations, stories people are telling about people experiencing inequities and why those inequities exist, resistance around addressing current inequities.

- Who holds these beliefs/attitudes?
- How do these beliefs contribute to targeted inequities? Who is advantaged and how? Who is disadvantaged and how?
- What other conditions are driving these attitudes and beliefs?
- How are these mindsets interacting with other conditions to exacerbate inequities?



2. In what ways does the character and distribution of opportunities and supports within the community contribute to inequities?

Consider issues such as accessibility, affordability, quality, cultural competency, design of curriculum, demographics of service providers, and range.

- Who is advantaged by the current situation and how? Who is disadvantaged and how?
- What other conditions are driving the character and distribution of local opportunities and supports?
- How is the character and distribution of local opportunities and supports interacting with other conditions to exacerbate inequities?

Connections

3. To what extent are exchanges of information and resources (or lack thereof) across local stakeholders and organizations contributing to current inequities?

Consider service referrals, information on shared cases, evaluation data, co-location of staff, funding, etc. related to inter-organizational exchanges. Consider bonding and bridging capital related to inter-personal linkages.

- Who is advantaged by the current situation and how? Who is disadvantaged and how?
- What other conditions are influencing current exchanges across stakeholders and organizations?
- How are the current exchanges across stakeholders and organizations interacting with other conditions to exacerbate inequities?

Regulations

4. Which policies contribute to or create these inequities?

Consider local, state, and federal policies influencing who is advantaged and who is disadvantaged across a diversity of social determinant of health conditions. For example: incarceration and discipline practices, housing and development zoning guidelines, hiring policies, licensing requirements, resource and information flows, banking and lending, referral practices, eligibility requirements, rules, etc.

- How do these policies contribute to these inequities? Who is advantaged by these policies and how? Who is disadvantaged by these policies and how?
- Who creates these policies? Which settings or organizations currently follow/use them?
- How are these policies interacting with other conditions to exacerbate inequities?
- What other conditions are driving these policies?

5. In what ways does the current implementation of policies contribute to or create these inequities?

Consider effectiveness, consistency, dose, and reach of implementation.

- Who is advantaged by this situation and how? Who is disadvantaged and how?
- Which settings or organizations are affected by this implementation situation?
- How is the implementation of these policies interacting with other conditions to exacerbate inequities?
- What other conditions are driving this implementation situation?

Resources

6. In what ways do current budget allocations contribute to or create these inequities?

Consider budgets related to schools, city planning, transportation, child care, housing, job training, etc.

- Who is advantaged by these decisions and how? Who is disadvantaged and how?
- Who makes these decisions? Which organizations or settings are impacted by these allocations?
- How are these decisions interacting with other conditions to exacerbate inequities?
- What other conditions are driving these decisions?

7. In what ways do allocations and distributions of community resources contribute to or create these inequities?

Consider the distribution of affordable housing, jobs, transportation, parks/rec, grocery stores, etc.

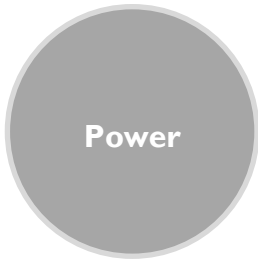
- Who is advantaged by these decisions and how? Who is disadvantaged and how?
- Who makes these decisions?
- How are these decisions interacting with other conditions to exacerbate inequities?
- What other conditions are driving these decisions?

8. To what extent do local stakeholders have the skills and knowledge needed to actively engage in addressing local inequities?

- What skills or knowledge do you think service providers and leaders need? What skills or knowledge do individuals experiencing inequities need to fully engage as partners in solving this problem?

Consider stakeholders' awareness of local inequities, understanding of structural drivers of inequity, cultural competency, skills in trauma-informed engagement, leadership skills, and systems thinking.

- How are stakeholders' current level of skills and knowledge interacting with other conditions to exacerbate inequities?
- What other conditions are driving stakeholders' current level of skills and knowledge?



9. In what ways does the distribution of or access to power and decision-making contribute to these inequities?

Consider who has power and influence in the community and who does not, and the extent to which this situation disadvantages marginalized groups. Consider the extent to which representatives from marginalized groups have voice, are valued, and are currently engaged in decision-making processes within the community.

- Where do these power imbalances occur?
- Who is advantaged by these power imbalances and how? Who is disadvantaged and how?
- How do power imbalances contribute to these inequities?
- How do these power imbalances interact with other conditions to exacerbate inequities?
- What other conditions are driving these power imbalances?

7. Meaningfully engage residents in identifying root causes

- a. What are the root causes of inequities **identified by representatives** from affected groups?
- b. Which root causes do they **prioritize for change**?

Prioritize Inequities and Root Causes for Action

8. Prioritize root causes to target for change

- a. Which root causes of inequity are the **most important to tackle** (e.g., they have the biggest impact on your affected groups)?
- b. Identify **which groups would be advantaged and disadvantaged** if these root causes were addressed.
- c. What are possible **unintended consequences** of tackling these root causes?

9. Determine root cause outcomes/indicators

- a. What **would success look like** if the prioritized root causes of inequities/disadvantages were eliminated?
- b. What **outcomes and indicators** should be tracked to assess progress on reducing these root causes?
- c. What **data** can be collected to assess how your affected groups experience these shifts in root causes?

Comprehensive Assessment Questions for Phase 2: Designing Powerful Strategies

Assess Equity Impact of Existing Policies, Practices, Budgets, Plans, and Decisions

The questions below support an assessment of the potential equity/inequity impacts of existing or previously developed policies, practices, and decisions.

1. Identify existing policy, practice, budget, plan, or decision

Existing or previously developed policy, budget decision, practice/program, or community plan to be assessed:

2. Identify potential impacts

- a. What **potential positive impacts** does this policy, budget, practice, or plan create?
 - How and why do these positive impacts emerge?
- b. What **potential negative impacts** does this policy, budget, practice, or plan create?
 - How and why do these negative impacts emerge?

3. Identify affected groups

- a. Which local groups of people or neighborhoods are/will be most:
 - **Advantaged** by this policy, budget, practice/program, or plan? Consider the following categories:

<ul style="list-style-type: none"> <input type="checkbox"/> Age <input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Gender/Gender Identity <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion <input type="checkbox"/> Education Level 	<ul style="list-style-type: none"> <input type="checkbox"/> Household Composition <input type="checkbox"/> Geographic Area/Neighborhood <input type="checkbox"/> English Language Proficiency <input type="checkbox"/> National Origin 	<ul style="list-style-type: none"> <input type="checkbox"/> Documentation Status <input type="checkbox"/> Disability Status <input type="checkbox"/> Employment Status <input type="checkbox"/> Income <input type="checkbox"/> Connection to Services/Supports
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- **Disadvantaged** by this policy, budget, practice/program, or plan? Consider the following categories:

<ul style="list-style-type: none"> <input type="checkbox"/> Age <input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Gender/Gender Identity <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion <input type="checkbox"/> Education Level 	<ul style="list-style-type: none"> <input type="checkbox"/> Household Composition <input type="checkbox"/> Geographic Area/Neighborhood <input type="checkbox"/> English Language Proficiency <input type="checkbox"/> National Origin 	<ul style="list-style-type: none"> <input type="checkbox"/> Documentation Status <input type="checkbox"/> Disability Status <input type="checkbox"/> Employment Status <input type="checkbox"/> Income <input type="checkbox"/> Connection to Services/Supports
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4. Address potential impacts/consequences

- a. How can you ensure **positive** impacts of this policy, budget, practice, or plan reach and benefit groups/neighborhoods experiencing inequities?
 - What **recommendations** do residents from groups/neighborhood experiencing inequities have about this situation?

- b. How can you eliminate or minimize **negative** impacts of this policy, budget, practice, or plan for local groups/neighborhoods – particularly those experiencing the greatest inequities?
 - How can you ensure this strategy **does not contribute to greater inequities** across these groups/neighborhoods (e.g., by ensuring disadvantaged groups are not more highly impacted by negative impacts from question 2 above)?
 - What **recommendations** do residents experiencing inequities and/or representatives from groups most affected by the targeted problem have about this situation?

5. Identify and address cumulative impacts

- a. Will there be any **cumulative impacts** (positive or negative) that emerge from the interaction between this strategy/plan and other strategies/plans in the region?
 - How can you address or enhance these impacts to promote equity?

- b. How will each group within your community **perceive this strategy**? How can you promote needed **partnerships and buy-in**?

Equity Problem and Population Focus for New Strategies

Summarize decisions from Define section of this Equity Impact Assessment tool below:

Describe your **targeted equity problem**:

Describe the **groups experiencing the worst outcomes** related to this problem:

Describe the prioritized **root causes** contributing to your targeted equity problem:

Design Strategies to Tackle Root Causes of Inequities

6. Design powerful strategies to address the root causes of local inequities

- a. Do your proposed strategies address the **prioritized root causes** and how they are contributing to local inequities?
 - What could you add to your strategies to more effectively address these root causes of inequities?
- b. Do your proposed strategies address **HOW** racism and classism emerge in your prioritized root causes?
- c. Do your strategies help to reduce structural causes of inequity by promoting:
 - **Distributive equity:** Resources, services, and opportunities are equitably distributed across the community
 - **Quality equity:** Consistency and equity in the quality of existing services, supports, or opportunities across different groups and places
 - **Procedural equity:** Consistency and equity in treatment or interactions with individuals from different groups
 - **Contextual Equity:** Community conditions creating equitable outcomes are present in all neighborhoods (e.g., social determinants of health)
 - **Influence Equity:** Individuals from different groups have equitable influence over decisions impacting their lives or communities
 - **Informational Equity:** Disadvantaged individuals and the settings most connected to them have timely access to needed information
- d. What **recommendations** do residents experiencing inequities and/or representatives from groups most affected by the targeted problem have about how to design these strategies?

7. Anticipate and address unintended consequences

- a. Could your proposed strategies create any positive or negative **unintended consequences** for these groups of residents? If so, how can you enhance or address these consequences?
- b. What **ideas and recommendations** do residents and/or representatives from groups most affected by the targeted equity problems have about this situation?

Design Strategies to Create an Equitable Community

8. Design strategies to enhance local power and capacity

- a. How can your strategies enhance...
 - **Social and connective** power and capacity within communities experiencing inequities (e.g., social networks and cohesion, social capital, positive adult-youth relationships, venues for civic and community engagement)?
 - **Economic** power and capacity within communities experiencing inequities (e.g., meaningful employment opportunities)?
 - **Political** power and capacity within communities experiencing inequities (e.g., local leadership, advocacy, activism, venues for political engagement)?
 - **Learning** power and capacity within communities experiencing inequities (e.g., gathering and using data, feedback loops with local organizations)?
- b. What **ideas and recommendations** do residents and/or representatives from groups most affected by the targeted equity problems have about this situation?

9. Design strategies to promote shared accountability

- a. How can your strategies **promote shared community accountability** for promoting local equity in wellbeing?

Comprehensive Assessment Questions for Phase 3: Supporting Effective Implementation of Equity Efforts

Create Climate for Effective Equity Implementation

1. Identify relevant partners

- a. How will you meaningfully and authentically **engage groups** experiencing targeted inequities (in addition to other relevant community partners) in carrying out this strategy?

2. Promote diffusion of equity strategies

- a. What **processes can you use to spread the word** about your equity strategies to all relevant people who need to adopt it – including groups and settings experiencing targeted inequities?
- b. What is the best way to **describe your equity strategies** so individuals see them as necessary, beneficial, and feasible?
- c. How might **current expectations and norms** around pursuing equity (vs. equality) need to shift to encourage people to adopt your strategies?
- d. How can you **expand your diffusion** efforts over time to reach other stakeholders and settings who could play a role in carrying out your equity strategies?

3. Promote effective use of equity strategies

- a. What **skills, knowledge, and capacities** do local stakeholders and settings still need in order to effectively carry out your equity strategies? How will you build these capacities?
- b. How can you promote **new expectations and shared accountability** to ensure local stakeholders and settings continue to carry out your equity strategies over time?

4. Promote equity dose

- a. How can you ensure your strategies will **reach and benefit** residents experiencing the worst outcomes/greatest inequities related to your Shared Vision, given their unique needs and circumstances?
- b. How can you ensure your strategies will have a **strong enough impact** to shift root causes driving local inequities (e.g., sufficient exposure, amount, size, magnitude, etc.)?
- c. What **ideas and recommendations** do groups experiencing targeted inequities have to increase your equity dose?

Track Implementation and Equity Progress

5. Gather rapid feedback on implementation of equity strategies

- a. What **rapid feedback data** will you gather to assess the extent to which...
 - Relevant stakeholders and settings are **aware** of the equity strategy
 - Relevant stakeholders and settings have **buy-in** around the equity strategy
 - Relevant stakeholders and settings are actually **adopting** the equity strategy
 - Relevant stakeholders and settings are **effectively and consistently using** the equity strategy
 - The equity strategy is **reaching and benefiting** groups and settings experiencing targeted inequities
 - The equity strategy is having a **strong enough effect** to shift root causes driving inequities
- b. How will you rapidly **gather this information** in ways that respect the needs, preferences, and cultural traditions of groups experiencing targeted inequities (e.g., vet questions with residents prior to asking, use culturally responsive data collection methods)?

Address Emerging Implementation Barriers

6. Make sense of feedback

- a. How will you authentically **engage groups** experiencing targeted inequities in **making sense of rapid feedback** on the implementation of your equity strategies?

- b. How will you authentically **engage groups** experiencing targeted inequities in helping to design ways to address emerging **implementation barriers**?

7. Adapt quickly

- a. How will you ensure relevant individuals and settings **address emerging implementation barriers** affecting your equity strategies?

Comprehensive Assessment Questions for Phase 4: Learn about Impact of Equity Efforts

Track Outcomes to Assess Progress in Reducing Inequities

1. Identify equity outcomes

- a. What outcomes and indicators did you select to track progress on reducing your **targeted inequities** (see question 5 in Define Equity Assessment)?
- b. What outcomes and indicators did you select to track progress on reducing your **targeted root causes** (see question 9 in Define Equity Assessment)?
- c. What **additional outcomes** (if any) should you track to assess progress on reducing your targeted inequities and root causes?

2. Gather equity data

- a. How will you collect new and/or secondary disaggregated data (qualitative and/or quantitative) to assess changes in your **targeted inequities**?
- b. How will you collect new and/or secondary data (qualitative and/or quantitative) to assess changes in your **targeted root causes**?
- c. How will you engage **groups experiencing inequities** in these processes – by either directly providing data or helping to gather data from others?

Identify and address systems responses to change

3. Track emerging system responses

- a. What process will you put in place to **track how the system is responding** to your equity strategies?
- b. To what extent are you seeing **positive system responses** to your equity strategies such as:
 - Emerging funding opportunities?
 - Increasing engagement and public will?
- c. To what extent are you seeing **negative system responses** to your equity strategies such as:
 - **System overload:** increases to the flow of clients, information, or resources is starting to overwhelm system capacity (staff, resources, program slots, etc.)?
 - **Problem re-location:** strategies eliminate a problem (e.g., gang activity) within one neighborhood or community, but also causes the problem to relocate to a different neighborhood or community that lacks similar resources?
 - **Competition for Resources:** stakeholders and settings shift resources away from one set of necessary activities in order to support the demands of the strategy, which leads to new problems?

4. Adapt quickly to system responses

- a. How will you **share feedback** on emerging system responses with relevant stakeholders and settings in a position to address them?
- b. How will you **engage groups** experiencing inequities in addressing emerging system responses?

Determine Next Steps Based on Progress in Reducing Inequalities

5. Make sense of equity progress

- a. How will you set up **intentional and frequent processes** to reflect on and make sense of data on your targeted inequities and root causes?
- b. How will you **engage groups experiencing targeted inequities** in making sense of your outcome data (e.g., determining to what extent differences between groups with best and worst outcomes are decreasing over time)?
 - How will you **build the capacity** of local stakeholders – including those from groups experiencing targeted inequities – to effectively engage in the sense-making processes?
- c. How will you summarize disaggregated outcome data so it is easy to examine **intersectionalities** (e.g., outcomes for individuals from multiple group identities)?
- d. To what extent are your targeted inequities and root causes **starting to shift**?
 - To what extent is the **gap between groups** with the best and worst outcomes decreasing over time?
 - Which groups or settings are **benefiting the most** from these changes? Which groups or settings are **benefiting the least**? Why is this happening?
- e. **Why** are these shifts in targeted inequities and root causes happening (or not happening)?
 - What **role are your strategies** playing in these shifts? What aspects of your strategies are helping to bring about these changes? What aspects are not making a difference?
 - What **other efforts or conditions** are contributing to these shifts?
- f. How will you **communicate progress** on reducing targeted inequities and root causes with the broader community?

6. Adapt quickly

- g. How will you **engage groups** experiencing targeted inequities (in addition to other relevant community partners) in determining next steps based on your equity progress?
- h. Given your progress, how will you:
- **Expand or scale up** efforts that are working to shift targeted inequities and root causes?
 - **Understand and address reasons why** some efforts are not working to shift targeted inequities and root causes (e.g., identify and address additional root causes)?
 - **Adjust strategies** in response to shifting community needs and demographics (e.g., new groups move into community with unique set of needs, emerging global events create new economic needs in the community)?
 - **Expand current partnerships** to better address targeted inequities and root causes?