Technical Appendix

Table A1. Planning departments' REPO-like approaches and resultant changes to rules and norms.

How organizations are racialized*	REPO example	Changes to rules and norms
Enhance or diminish the agency of racial groups	Philadelphia's Department of Licenses and Inspections collaborated with Philly 311 to examine "maintenance residential" and "vacant house" service request response times. The study found that neighborhoods of color experienced higher wait times (Swanson & Sickout, 2017). To address this, the city planned to change response procedures, including the ability to correct workload imbalances when they occur.	• Incorporated new data in analyses to assess disparate impacts • Developed interagency partnerships to address disparate impacts
Legitimate the unequal distribution of resources	The Boston Planning and Development Agency instituted a new policy that requires all RFP proposals seeking to develop public land to have a Diversity and Inclusion plan (Boston Department of Neighborhood Development, 2018). The plan must lay out the extent to which the proposal includes the meaningful participation of people of color and the businesses they own in construction, design, development, financing, operations, and ownership. The policy will apply to an estimated two million square feet of public land expected to be developed in the coming years	RFP proposal policy change
Whiteness is a credential	Madison, Wisconsin's Metro Transit applied the city's new Racial Equity and Social Justice Initiative equitable hiring checklist in its succession planning for management hires (Madison Office of Civil Rights, 2016). The first woman of color was promoted to a management position in over twenty years due to the implementation of the new procedures	New succession planning tools and procedures
Decoupling formal rules from organizational practice	The Pittsburgh Urban Redevelopment Authority commissioned a report on how to improve outcomes for minority-owned firms doing business with the city (Exstare Federal Services Group, LLC, 2018). Based on the report's recommendations and findings, the city hired someone to oversee the program, enhanced outreach efforts, and refined implementation procedures and compliance policies.	• Added staff capacity • Refined compliance policies

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