

RACIAL EQUITY ACTION PLANS

PHASE 1 EVALUATION: Executive Summary

Letter from Director Shakirah Simley

To Department Heads,

It has been an honor to review 52 departmental Racial Equity Action Plans. In developing a Racial Equity Action Plan, your department took a necessary step in the work of building an institutional culture, space, and workplace that is accessible and welcoming to all current and future employees, actively building an environment in which all people, regardless of background, identity, or ability, can be equal participants.

In its Citywide Racial Equity Framework, Phase 1, which the Office of Racial Equity (ORE) released in June 2020, we put forth that a safe, equitable workplace is an actively anti-racist workplace. This work means the active dismantling of structures, behaviors and norms that lead to unequal outcomes that fall along racial lines. Your department's Racial Equity Action Plan has the potential to catalyze meaningful action and, in combination with other City departments, to move us towards institutional change and transformation.

Evaluation Guiding Principles

In our evaluation, ORE centers several principles:

- Transformational work is ongoing and on a continuum of change. There is no “A+” “done” or “best” rating for this type of work.
- Plans and actions need to lead with race because we all live in a [white supremacy culture](#). Implementation of these plans also needs to continually identify and name characteristics such as perfectionism, sense of urgency that protects status quo, and defensiveness, which will undermine advancing racial equity.
- An evaluation sets standards and expectations for transformation. The purpose of the ORE evaluation is to provide input that results in stronger plans and yields better outcomes.
- A plan is only a blueprint. Only department leadership and employees can ground truth and know what is possible within their own plan.
- ORE encourages a learning mindset for this evaluation feedback. ORE will both name areas for improvement and lift up what works.

Citywide Themes

March 2020 marked the release of the [Annual Workforce Report](#), which highlighted many existing inequities within the City and County of San Francisco. The June 2020 release of ORE's [Citywide Racial Equity Framework, Phase 1](#) followed the murder of George Floyd, and these Racial Equity Action Plans were developed during the subsequent racial reckoning in the months that followed.

Through the development of the Racial Equity Action Plans, many City employees have had conversations with their leadership about racial injustice and white supremacy culture they could not have had two years ago. Grassroots racial equity work was legitimized and became a departmental asset. Over the course of hundreds of hours of

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technical assistance provided by ORE, the benefit of the process has been clear. Responding to each of the actions in ORE's 7-section plan template has often generated discussion, reflection, inquiry, and/or affirmation.

ORE reviewed the 52 Racial Equity Action Plans in the following areas:

- **Spirit.** Authenticity, transparency, and a willingness to acknowledge racial injustice in the department's area of work and organization.
- **Data.** Use of qualitative and quantitative information to inform goals and actions. This also includes principles and practices for ensuring high-quality data.
- **Roadmap.** Operationalization of goals and actions, such as implementation steps, resources, timelines, risk management, and contingencies.
- **Transformation.** Actions that lean into the department's locus of control to shift power paradigms, drive individual and institutional self-examination, and center humanity.

In reviewing 52 Racial Equity Action Plans, high-level themes emerged for each area of the rubric, challenges to overcome in order to move departments and the City as a whole towards a more equitable and racially just workforce. We also include examples from department plans.

SPIRIT

Highlights

- **Acknowledgment of persistent structural and systemic racism in San Francisco, as well as nationally.** Departments noted broad racial disparities across areas such as education, unemployment, health, wealth, housing and homelessness, and the criminal justice system.
- **Recognition of historic racial injustice in departments.** A number of departments noted specific patterns and instances of racial harm in their histories. History informs current racial disparities in the City workforce and its service delivery.

Example practices from City departments

Documenting the anti-Black racism and discrimination experienced by the first Black San Francisco firefighter, Earl James Gage, Jr. (*Fire Department*)

Acknowledging that the department, its commission, government agencies, and private organizations have used zoning and land use to "intentionally advance policies aligned with white supremacy goals to segregate, displace, dispossess and extract wealth from American Indian, Black and other communities of color" (*City Planning*)

Commissioning a report on the Port's historic context, addressing sector-specific and Port-specific harm including "enforc[ing] and perpetuat[ing] policies of occupational segregation, labor exploitation, and anti-union violence." (*Port of San Francisco*)

Challenges

- **Plans lacked understanding of structural, institutional, and interpersonal racism within each department's sector, programs, and organization.** Many plans provide limited to no discussion of the specific impacts of

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racism in their sector of work and organization. Understanding and naming structural, systemic, and institutional racism is not only powerful, but also the key to uncovering root causes of racial disparities internally and externally. There is often a fear of liability to admit wrong, especially in the present day. Departments/organizations, like individuals, can exhibit denial and shame. Yet naming hard truths is foundational for racial equity work because it builds trust to name what is already known, educates employees on the context of their work, and provides opportunity to address problems. Problems that are not named cannot be effectively solved.

DATA

Highlights

- **Deep analyses of workforce demographics and experiences, including but not limited to race and ethnicity.** DHR provided departments with their workforce data. Some departments looked at workforce data from several lenses, including race, gender, classification, and salary.
- **Many departments administered their first racial equity survey.** In the absence of a Citywide racial equity survey administered by DHR, departments learned about survey administration and design, in addition to the response data.
- **Creating processes to safely surface racial disparities.** Departments used a variety of qualitative and quantitative methods to identify workforce issues such as White-dominated management, occupational segregation, and employees observing and directly experiencing racial discrimination and tension.
- **Understanding of the humanity behind the numbers.** As one plan noted, even if the data shows the disparity impacts “only” one employee, that is still one colleague and it matters. Where departments included numbers with percentages, it added helpful human context to the data such as the number of coworkers who do not feel safe or heard at work.

Example practices from City departments

Strategies to increase employee response rates to department racial equity surveys by issuing the survey both online and on paper, translating the survey into multiple languages, and creating a support hotline (*City Administrator; Housing Authority*)

Disaggregate data by race across multiple dimensions, such as: divisions, sub-divisions; job classifications, full-time vs. part-time status, Permanent Civil Service vs. Permanent Exempt vs. Temporary Exempt appointment; hiring, promotions, discipline, separation; hourly pay, salary (*Department of Public Works*)

Disaggregate survey responses by race, provide clear charts and summaries of data and additional context, name racial disparities (*City Administrator*)

Compare racial equity survey results from year to year to identify changes in employee experiences and opinions (*City Planning*)

Hire an external party to conduct department surveys in response to staff concerns about confidentiality (*Homelessness and Supportive Housing*)

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Employees can anonymously ask questions via an online form. Questions are read and answered by leadership at the next All Staff Meeting, held twice a month. The online form is listed in All Staff meeting communications and again posted in the chat during the meeting (*Asian Art Museum*)

Anonymous submissions will be received by the department head's assistant, reviewed by executive leadership, and responded to in a department-wide email (*Juvenile Probation Department*)

Map the implementation of racial equity data analysis tools and databases in a single timeline (*Public Utilities Commission*)

Challenges

- **Failure to disaggregate by race with actionable specificity, including an intersectional lens.** Departments often cited the need for employee privacy/anonymity as a reason to not disaggregate their workforce and/or survey results by race, which reduced ability to identify racial disparities with enough specificity to address them. Departments need to uncouple analysis from summarization and provide the data privacy protections to do that analysis. Intersectional analysis, particularly of race/gender in the workforce, is important to identify issues such as occupational segregation and wage gaps.
- **Inability or reluctance to provide analysis of data provided.** In such cases, it was unclear how the data informed goals and implementation. This lack of racial specificity is a challenge to address known issues such as predominant White leadership, occupational segregation, American Indian and Pacific Islander invisibility in the workforce, and systemic anti-Blackness. Some departments also focused on statistical significance, when they should be seeking out indicators and trends. Data is a means to an end - racial justice - and is not the end itself.
- **Not unpacking "BIPOC."** Everyone experiences racism in different ways. When departments disaggregated BIPOC employees by race, they surfaced more disparities that could then be addressed in the plan. Even if a department has good representation throughout its ranks of a BIPOC racial group, such as Asian, it is important to unpack the monolithic term "Asian" to look for disparities experienced within that racial group. Plans need to use their data to create intentional strategies for parity for Black, Latinx, American Indian, Pacific Islander, and Asian employees with white employees.

ROADMAP

Highlights

- **Setting outcome-based goals that are specific to racial disparities in the department.** Departments created goals for each area of action. The most effective goals were specific to the department's racial disparities, as well as measurable, time-bound, and baselined against existing data.
- **Designating specific people and teams to implement actions, and documenting when actions will begin and end.** Through the plans, departments have publicly named which teams will be responsible for

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implementing each action. A number of departments also demonstrated urgency and commitment to this work by including the actions in the performance plans of staff and management.

- **Allocating existing resources to racial equity work, as well as identifying additional resources needed.** As they developed the plans, departments identified which resources they could re-prioritize for racial equity work, and which resources they needed to secure. Common resources that are needed across departments include staff time to lead specific initiatives and undertake analysis, and consultant support for strategic planning and facilitation.

Example practices from City departments

Goals

Set time-bound, outcome based goals. Examples: Reduce the rate of disciplinary action for Black employees to 6-13% over the next one to three years (*Department of Public Health*). Increase the percentage of Black and Latinx attorneys, including the management team, to reflect client demographics over the next five years. (*Public Defender*)

Develop goals through a creative and collaborative process open to all employees (*Office of Economic Workforce and Development*)

Accountability and responsibility

Name individual staff to lead each action and document the actions in their performance plans (*Municipal Transportation Agency*).

Identify dozens of racial equity champions across the department, and ensure they have protected time to work on racial equity initiatives (*Department of Public Health*)

Incorporate racial equity into all department initiatives and every employee's work plan (*Department of Public Works*)

Resources

Document resources needed in detail, including estimated staff hours, budget, and materials (*Elections*)

Scope and document the specific number of staff hours required to implement an action (*Sheriff's Office*)

Timelines

Establish clear start and end dates for every implementation step in the Racial Equity Action Plan (*Police*)

Create a summary table to track all actions and timelines in the Racial Equity Action Plan (*Health Service System*)

Indicators

Use creative indicators to assess outcomes, such as employee interest in being leaders, participant enthusiasm about specific programs and their willingness to encourage others to participate (*War Memorial*)

Challenges

- **Plans need to focus on people, not just processes.** Many departments established goals and indicators to measure the quantity of work they produced, but not actual people-centered change. As departments revise or introduce new processes, it is essential to continuously evaluate whether their work is producing the desired outcomes for BIPOC employees. Focusing on people-centered change in the plans provides direction to employees about what they are required to work towards.
- **Training is only a preventive measure, and not sufficient for change.** Learning about racism is a privilege. Dismantling racist institutions and practices is a responsibility, and requires not only learning, but also commitment and follow through.
- **It is not sustainable to have a small number of BIPOC employees shoulder the department's racial equity work.** The authorizing legislation mandates that all departments create capacity to implement racial equity initiatives, rather than having employees do the work on top of their existing responsibilities. Racial equity work should flow through the department like water - it is part of everyone's job.
- **Actions should be prioritized based on specific disparities within each department.** As with every project or program, departments will encounter resource and schedule constraints and other setbacks. Departments need to determine which actions should be priorities with their BIPOC staff and identify contingencies and mitigation measures accordingly.

TRANSFORMATION

Highlights

- **Identifying implementation steps that address specific racial disparities within departments.** These plans use data on existing disparities and/or service delivery to ground the race-centered approach.
- **Looking beyond basic employment to consider all aspects of wellness for BIPOC staff.** Some plans included additional actions or had implementations that reflected holistic approaches to employee wellbeing.
- **Creating opportunities to elevate BIPOC expertise.** A few plans included ideas for grounding predominantly White leadership in on-the-ground issues impacting communities of color served.

Example practices from City departments

Use data to establish racial underrepresentation in the workforce, name specific priorities for change, and track the outcomes:

- Increase the number of underrepresented people of color (specifically those that identify as Black and Latinx) who apply for positions and are subsequently hired. *(Assessor/Recorder Office)*
- Outreach efforts will focus on recruitment of Black, American Indian, and Pacific Islander candidates, currently under-represented in [its] workforce. *(First 5/Office of*

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Early Care and Education)

- Focus supervisor training and tools accordingly in divisions with the most disproportionate discipline on Black employees. Disciplinary actions issued to Black employees were reduced by half (*SF Airport*)

Focus on people served to ground race-centered approach: Clients served are primarily Black and Latinx men and comprise more than 90% of this demographic, so CSS will seek to further diversify its workforce by recruiting Black and Latinx men into its caseworker and supervisor ranks. (*Child Support Services*)

Meet other challenges that are affecting employees and their families, especially in times of crisis such as the pandemic. Example: Partner to provide short-term, interest-free loans to employees (*Asian Art Museum*)

Follow the maximum stepped increase available for each Civil Service employee, so all classifications are at their highest earning level given their present time of service. (*War Memorial*)

Identify strategies to address work beyond scope of positions, recognize or compensate staff, and align job duties, including providing the opportunity for more advanced work/assignments or projects consistent with an employee's job class and professional development goals. (*Environment*)

Consider physical safety for BIPOC employees. Example: Maximize safe parking for swing shift and graveyard workers (*War Memorial*)

Create safe spaces across agencies for BIPOC employees to work on racial equity initiatives. Example: Convene a Black Law Enforcement Racial Equity group across justice agencies (*Police, Sheriff's Office, Adult Probation, Juvenile Probation, Police Accountability*)

Develop a Community Engagement requirement and program, setting an expectation that executive leaders engage with the service community. (*Department of Public Health*)

Establish a process for managers and leadership to shadow staff in the field to understand on-the-ground issues. (*Environment*)

Require all commission reports to include a section on alignment with the Racial Equity Action Plan (*Recreation and Parks*)

Challenges

- **Racial equity action plans need to center race.** Many plans lacked specificity in their goals and implementation. In some cases, plans named clear racial disparities in their workforce, but the implementation was race neutral. In other cases, departments provided race-neutral analysis and therefore their implementation was race neutral.

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- **Racial equity is more than the appearance of racial diversity.** Many plans appear to equate having a racially diverse workforce with equity, not recognizing that occupational segregation, wage gaps, and harmful employee experiences at work, are not equitable.
- **Power structures must be shifted to share power with BIPOC staff.** This includes elevating their lived experiences and connections with communities to influence decision making at the table.
- **Holistic approach to wellness for BIPOC staff.** Every aspect of making BIPOC employees “net better off” in the workplace should be addressed in tangible ways in the plan: physically; financially; emotionally and mentally; relationally; and purposefully.

The True Measure

The true measure of any plan is in its results. In the case of departmental Racial Equity Action Plans, that means asking, “Are our Black, American Indian, and People of Color employees better off?” Each department will prepare an annual report on its progress towards the goals set forth in its Racial Equity Action Plan. The first department self-evaluation will be submitted by March 1, 2022, to ORE, the Mayor, and the Board of Supervisors.

Racial Equity Action Plans should seek real, tangible change. Change should match the scope and scale of the department. The Racial Equity Action Plans will only be as successful to the extent that department heads and senior management ensure change is implemented. The success and failure of these plans does not fall on the shoulders of the department’s Racial Equity Leaders. At a minimum, 2021 timelines should reflect traction and show momentum. Racial Equity Action Plans are living documents, and departments should feel free to update them as needed to reflect changes and new information.

Transforming our City workforce is foundational to transforming how we serve our communities of color in San Francisco. Thank you for your continued partnership.

Sincerely,

Director Shakirah Simley
Office of Racial Equity

RACIAL EQUITY ACTION PLAN PHASE 1 EVALUATION

Evaluation Rubric and Anti-Racist Continuum

The purpose of evaluating the departmental Racial Equity Action Plans is to expand the collective thinking within each department and across the City as to what is realistically required to make progress towards racial equity. In its review of each Racial Equity Action Plan, ORE used a holistic rubric focused on four dimensions of organizational change:

- **Spirit.** Authenticity, transparency, and a willingness to acknowledge racial injustice in the department's area of work and organization.
- **Data.** Use of qualitative and quantitative information to inform goals and actions. This also includes principles and practices for ensuring high-quality data.
- **Roadmap.** Operationalization of goals and actions, such as implementation steps, resources, timelines, risk management, and contingencies.
- **Transformation.** Actions that lean into the department's locus of control to shift power paradigms, drive individual and institutional self-examination, and center humanity.

The rubric helps identify specific areas that each department should prioritize for further improvement or revision as they implement their Racial Equity Action Plan, as well as specific areas where departments could learn from each other. The rubric was used to develop actionable observations and recommendations for each Racial Equity Action Plan, rather than assign a quantitative score.

ORE partnered with Accenture, an external consulting firm, to serve as a third party in reviewing the plans and designing the rubric. To inform the rubric, Accenture engaged with employees for authentic, unfiltered feedback. This research included a Cultural Maturity assessment with 23 Racial Equity Leader stakeholder interviews and a Vital Signs assessment completed by 299 respondents.

Accenture's employee engagement surfaced six themes seen across the City:

1. **Our baseline lacks a base.** Ongoing need for shared understanding, fair distribution of power, and normalization of discussions about race.
2. **Accountability as a question of convenience.** Fear or resistance by power structure, lack of concern about racial equity from leadership and colleagues, performative actions, and importance of leadership buy-in.
3. **"Well done" is always better than well said (or written).** Racial equity funding reflects prioritization and all employees need planned time to realize plans' racial equity goals.
4. **What "data"?** Lack of specificity in plans reflects lack of data, data access and transparency.
5. **White power - is still empowered.** Perceived ease for leadership to sidestep personal accountability in a 'privileged' structure, and silent pervasive "group conformity" that takes emotional toll.
6. **A vision with only one eye open.** Feelings of apprehension about whether current racial equity efforts will lead to real fruition and measurable results.

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In addition to the rubric, ORE used an Anti-Racist Continuum to illustrate where each department is on the path to becoming an anti-racist organization based on its Racial Equity Action Plan. The continuum is intended as encouragement to show how far each department has come, should it implement its Racial Equity Action Plan; it is also meant to be a guide for what a department must do next to continue moving forward, rather than falling backward.¹

The rubric dimensions and the anti-racist continuum are described in detail on the following pages.

SPIRIT	
	Does the Racial Equity Action Plan include a narrative of racial injustice in the department's discipline/sector ?
	Does the Racial Equity Action Plan include a narrative of racial justice in the department's history and organization ? Are publicly known inequities included and addressed?

DATA	
	Does the Racial Equity Action Plan show a grounded and resourceful use of quantitative and qualitative data (interviews, etc.)? Is the analysis of the data race-centered and intersectional?
	Does the Racial Equity Action Plan describe how metrics and dashboards will enable the department to measure performance (e.g., who will have access to that information)?
	Does the Racial Equity Action Plan state how the department will use data in the future to make decisions and ensure change and equity are sustained?
	Does the Racial Equity Action Plan describe the processes used to maintain, secure, and share quantitative and qualitative data?
	Does the Racial Equity Action Plan reference data governance standards or models , and what resources are required to implement them?

ROADMAP	
COMPLETENESS	
	Are all actions in the template included? Are all fields in the template completed?
GOALS	
	Have goals been set for each section in the plan? Are the section goals specific to racial equity in the department and aligned with the overall narrative of the Racial Equity Action Plan?
	Can the section goals be attained through the actions and implementation plans?

¹ This continuum comes from the work of Crossroads Ministry in Chicago, now Crossroads Antiracism Organizing and Training. It was conceptualized by Bailey Jackson and Rita Hardman, further developed by Andrea Ayvazian and Ronice Branding, and then adapted by Melia LaCour at Puget Sound Educational Service District.

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ACTIONS	
	Were any department-specific actions added , in addition to the actions specified in the template?
	Do the implementation plans describe specific processes and tools that the department will use to advance racial equity?
TRANSPARENCY	
	Do the implementation plans describe how the department will improve transparency and accessibility of processes ?
ACCOUNTABILITY AND RESPONSIBILITY	
	Does every action include a clearly designated lead team or position ?
	Does every action include a support team for the lead team/position?
RESOURCES	
	Are financial resources estimated? (example: budget amounts)
	Are staff resources estimated? (example: number of FTEs or work hours)
	Are material resources estimated? (example: training, technology, infrastructure, etc.)
TIMELINE	
	Does every action include a start and finish quarter or date ?
	Do the dates make sense and align with other related actions? Are they timely ?
RISKS AND CONTINGENCIES	
	Do the implementation plans describe risks and risk mitigations when applicable? Do they include contingency details around possible obstacles and changes in resources?
	Do the implementation plans describe any decision points that will affect racial equity and possible paths forward?

TRANSFORMATION	
	Does the Racial Equity Action Plan center race? Does it identify the causes of racialized outcomes and inequitable systems that are within the department's area of control?
	Does the Racial Equity Action Plan shift internal decision-making structures and processes to empower Black, American Indian, and People of Color employees?
	Does the Racial Equity Action Plan focus on all aspects of employee needs and outcomes in the workplace to leave Black, American Indian, and People of Color employees "net better off"?
	Does the Racial Equity Action Plan include socialization for employees to understand the department's intentions and actions ? Does it address how to change people's perspectives on racial equity?

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL → MULTICULTURAL → ANTI-RACIST → ANTI-RACIST MULTICULTURAL <i>Racial and cultural differences seen as deficits → Tolerant of racial and cultural differences → Racial and cultural differences seen as assets</i>					
Exclusive An Exclusionary Institution	Passive A “Club” Institution	Symbolic Change A Compliance Organization	Identity Change An Affirming Institution	Structural Change A Transforming Institution	Fully Inclusive Anti-Racist Organization in a Transformed Society
<ul style="list-style-type: none"> • Intentionally and publicly excludes or segregates Black, American Indian, and People of Color • Policies and practices uphold other intersecting oppressions, such as on the basis of gender (cissexism, transphobia), sexuality (heteronormativity, homophobia), religion (Islamophobia), disability, language, immigration status, education, vocation, class • Intentionally and publicly enforces the racist status quo throughout the institution • Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels • Openly maintains the dominant group’s power and privilege 	<ul style="list-style-type: none"> • Tolerant of a limited number of “token” Black, American Indian, People of Color and members of other social identity groups allowed in with “proper” perspective and credentials • May still secretly limit or exclude Black, American Indian, and People of Color in contradiction to public policies • Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decisionmaking on all levels of institutional life • Often declares, “We don’t have a problem” • Monocultural norms, policies, and procedures of dominant culture viewed as the “right way” and “business as usual” • Engages issues of diversity and social justice only on club member’s terms and within their comfort zone 	<ul style="list-style-type: none"> • Makes official policy pronouncements regarding multicultural diversity • Sees itself as “non-racist” institution with doors open to People of Color • Carries out intentional inclusiveness efforts, recruiting “someone of color” on committee and office staff • Expanding view of diversity includes other intersecting identities <p style="text-align: center;"><i>But...</i></p> <ul style="list-style-type: none"> • “Not those who make waves” • Little or no contextual change in culture, policies, and decision making • Is still relatively unaware of continuing patterns of privilege, paternalism, and control • Token placements in staff positions, who must assimilate into organizational culture • Does not value the essential labor of its frontline Black, Indigneous, and People of Color employees and continues to put their lives at risk 	<ul style="list-style-type: none"> • Growing understanding of racism as barrier to effective diversity • Develops analysis of systemic racism and intersectionality • Sponsors programs of anti-racism training • New consciousness of institutionalized white power and privilege • Develops intentional identity as an “anti-racist” institution • Begins to develop accountability to communities of color • Increasing commitment to dismantle racism and eliminate inherent white advantage • Actively recruits and promotes members of groups who have been historically denied access and opportunity <p style="text-align: center;"><i>But...</i></p> <ul style="list-style-type: none"> • Does not challenge fixed, binary thinking about identities and experiences • Persists in either/or thinking about changes in policies, practices, resources • Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> • Commits to process of intentional institutional restructuring, based on analysis that is anti-racist, intersectional, fluid, and beyond binaries • Audits and restructures all aspects of institutional life to ensure full participation of Black, American Indian, and People of Color, especially those who are queer, trans • Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institution’s life and work • Seeks full wellness and safety for Black, American Indian, and People of Color employees as an institutional asset: physically; financially; emotionally and mentally; relationally; purposefully • Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to communities of color • Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> • Future vision of an institution and wider community that has overcome systemic racism, colonialism, imperialism, and all other forms of oppression • Institution’s life reflects full participation and shared power with diverse racial, cultural, and economic groups in determining its mission, structure, constituency, policies, and practices • Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interests • A sense of restored community and mutual caring • Allies with others in combating all forms of social oppression • Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create transformative organizations