



Race and Equity Theory of Change

Vision:

To create a city where our diversity has been maintained, racial disparities have been eliminated and racial equity has been achieved.

Strategic Objectives:

- Eliminate systemic causes of racial disparities in City Government.
- Promote inclusion and full participation for all residents of the City.
- Reduce race-based disparities in our communities.

Race and Equity Working Assumptions:

(adapted from Annie E. Casey Race Matters Toolkit)

- Race matters: almost every indicator of well-being shows troubling disparities by race.
- Disparities are created and maintained, often inadvertently, through institutionalized policies and practices that contain barriers to opportunity.
- It's possible, and only possible, to close equity gaps by using strategies determined through an intentional focus on racial disparities and their root causes.
- If opportunities in all key areas of well-being are equitable, then equitable results will follow.
- Given the right message, analysis and tools, people will work toward racial equity.

Race and Equity Change Process - Cultivate advocates and their capacity to focus on equity, build infrastructure and political will to support the change, employ new skills/tools to make changes, track and recognize progress:

- Increase awareness of racial inequity, its root causes and how it is perpetuated by institutions and systems.
- Mobilize advocates to organize support for furthering a shared vision of racial equity through institutional leadership, equity teams and staff engagement in change efforts.
- Develop targeted strategic approaches and tools for analysis and resources for advancing racial equity goals, including specific racial equity outcomes.
- Train staff to apply pro-equity tools to change structures, policies, practices and procedures to further institutional transformation.
- Establish baseline disparity data, targets/benchmarks and processes to track and report outcomes.
- Collaborate with community and other institutions/partners to identify and address cumulative impacts of institutional and structural inequity in Oakland.

Leadership Advancing the Tipping Point

“The old saying goes “Actions speak louder than words.” Leaders who exemplify the change every opportunity they have who build the new way of working into their practices, say volumes about how serious the organization is about the change.”
~ Andrea Shapiro, PhD Creating Contagious Commitment

Develop a compelling case for equity change, including the dangers of not changing to frame up equity discussions and planning your departments path forward.

Make it a practice to talk openly and often about how you apply equity principles to your decision making, leadership collaboration and strategic actions.

Build department infrastructure, monitor and recognize progress, cultivate a learning environment with feedback loops and course correction to advance equity.