

STRATEGIC DIRECTION I: Creating an Antiracist Culture Through Coaching and Training				
Focuses:	Q1 (Jan-Mar) 2022	Q2 (Apr-Jun) 2022	Q3 (Jul-Sep) 2022	Q4 (Oct-Dec) 2022
<ul style="list-style-type: none"> <input type="checkbox"/> Sharing/Informing Morrison’s Antiracist Values <input type="checkbox"/> Consistent Morrison Supervision Strategies <input type="checkbox"/> Antiracist Learning Experiences 	<p>Sustainable onboarding/ orientation platform that prepares those in leadership roles. This learning experience is mandatory for:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Those currently in leadership roles <input type="checkbox"/> New hires in supervisory/management roles <input type="checkbox"/> Those pursuing supervisory/management career plans 	<p>Create, schedule and facilitate Latinx-fragility trainings tailored to POC on colorism</p> <p>Ongoing: Training and development programs are measured as effective, stretching beyond participant satisfaction and including improved performance.</p>	<p>Create, schedule and facilitate follow-up experiences around anti-racist trainings</p> <p>Ongoing/in collaboration with Agency QI: Service users provide feedback to the organization through client satisfaction surveys, suggestion box, small group discussions, and other methods, collected regularly, analyzed and used for planning and training.</p>	<p>Morrison uses the Sanctuary Model to address the trauma of racism – “networking”</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review and revise Sanctuary Training to address trauma of racism <p>Ongoing/in collaboration with HR: Job descriptions of all service providers include expectations for “unlearning” biases and expanding skills in cultural responsiveness. Supervision, evaluation and training reinforces the importance of this critical self-learning.</p>
Milestones:	<p>2021:</p> <ul style="list-style-type: none"> ✓ Advised board members’ job descriptions: to include attending training sessions on racial equity and inclusion. ✓ Supported White Fragility I: For each department, ‘homework’ in between sessions, offer of follow-up consultation from E&I consultants. Eventually, will be offered on a training schedule much like Sanctuary. ✓ Supported White Fragility II: Follow-up to WFI, review and incorporation of individual practices. Participants will complete an Individual Plan to be reviewed and utilized as a part of a professional development plan. ✓ Collected Pre and Post Session data: for WFI and WFII and will collect for E& I curriculum ✓ Began revising E&I Training and Support Programs: Revision of E&I curriculum to incorporate information from WF and Sanctuary. Follow up support/booster sessions for continued and deepening learning. ✓ Launched Reflective Supervision/Consultations: Introduction of Reflective Supervision/ Consultation at a Supervisor Scoop as a way to support unlearning racial biases. Reflective Supervision/Consultation is the practice of setting aside predictable, consistent, supportive space to reflect on biases as they surface in our work within a trusting relationship with Supervisor or Consultant. Eventually, this will be a part of the Consistent Supervision Strategies at Morrison. Using data from our Interest Survey, E&I Department is offering Group Reflective Consultation sessions for Supervisors as well as Individual Reflective Consultation for Supervisors and Managers as requested. ✓ Supported the integration of the Equity Lens: into the Sanctuary Implementation Checklist and Equity consultants serve on each Implementation team. Expectation to work on ‘unlearning racial biases’ is integrated into Sanctuary Implementation Checklist 			

STRATEGIC DIRECTION II Telling Our Story: Communications, Branding and Outreach				
Focuses:	Q1 (Jan-Mar) 2022	Q2 (Apr-Jun) 2022	Q3 (Jul-Sep) 2022	Q4 (Oct-Dec) 2022
<input type="checkbox"/> Embedding Fundamental Conversations about Antiracism, Equity and Inclusion <input type="checkbox"/> Structure for Internal Communications and Branding <input type="checkbox"/> Structure for External Conversations, Communications and Branding	Communications on how the governing body holds responsibility for the organization’s improvements in cultural responsiveness and racial equity			
	Ongoing progress: Applying the agency’s new mission and vision statement to the ongoing work of communications, branding, and outreach. Work with SD5 for the process of developing internal/external campaign for the CAB. Vetting of applicants by the CAB so that community perspectives are available on the track record that applicants have for racial equity and cultural responsiveness. Promote efforts by CEO/Chief of Staff as it relates to credentialing/education that promotes and is intentional about applying the equity lens to support a more diverse workforce and include in racial equity series with SD3.			
	To review language: The Equity Policy clearly identifies the rationale for cultural responsiveness and for racial equity, asserting the benefits to service users, the community, the organization, and to wider society that can emerge. The policy also identifies the importance of leading with race, the role of partnerships, the importance of resource allocation, accountability mechanisms and definitions.			
	All print, signage, artwork, and multimedia resources across the organization reflects the prominent languages, races, and backgrounds of customers, and is annually reviewed and updated as needed by the Equity Team. Their minutes reflect this effort.		The organization prepares and submits strongly worded letters to relevant institutions of higher education about the shortcomings of professional credentialing processes to prepare their workforce for effectiveness in racial equity and cultural responsiveness.	
	At least one staff person is assigned to review every publication and online resource. A procedure exists for this. The CEO directs the compilation of relevant materials to document efforts to improve responsiveness, with materials available to funders and to the public as requested.		Ongoing progress: Supporting efforts by SD3, CEO, and Chief of Staff as it relates to credentialing and educating that promotes and is intentional about applying the equity lens to have a more diverse workforce. Included in our racial equity series.	
Ongoing progress: Support communications/branding components of Language Translation Policy. To work with local artists to generate content. Requesting for Development to bring a SD2 member when reviewing the publication and online resource. Connect with Development Team and request we are invited when these review procedures exist.		To review 2021 documents and annual reports to ensure: Brochures, reports, meeting minutes, and other documents show that service users are deeply valued and respected across the organization. Annual reports include the list of supporters who formally represent communities of color.		
Positive attitudes and conversations occur about the communities served: To work with CEO, Development, and SD4 around reporting agency-wide data and metrics around communications for this information. Materials to be available to staff, funders, and the public.				
Milestones:	2021: <ul style="list-style-type: none"> ✓ Advocated for Equity Lens: to be applied to agency’s annual report ✓ Supported the development of a Language Translation Policy: in partnership with a special EAC workgroup for agency-wide procedures, pending approval ✓ Published the agency’s website in multiple languages: based on internal research of languages spoken by clients in partnership with Development ✓ Launched the Racial Campaign History Series: distributed via email monthly agency-wide and external communications shared on social media platforms ✓ Developed social media strategies: for monthly external posting/upcoming events/acknowledgements 			

STRATEGIC DIRECTION III: Institutionalizing Antiracist Staff Development				
Focuses:	Q1 (Jan-Mar) 2022	Q2 (Apr-Jun) 2022	Q3 (Jul-Sep) 2022	Q4 (Oct-Dec) 2022
<input type="checkbox"/> Antiracist Racist Recruitment Strategy and Culturally Responsive Hiring Process <input type="checkbox"/> To ensure that assessments and measures reflect a welcoming and inclusive workplace environment and that Morrison is a workplace of choice for all staff	Job descriptions identify responsibilities for implementation of adherence to these standards, and for implementation of the annual Equity Plan. [to collaborate with SD#1]	Recruitment practices emphasize the goal of hiring staff and volunteers who have a proven track record in culturally responsive practice, as evidenced in all job calls and job descriptions.		A feedback process for staff is written into policy and its ability to address issues of discrimination, micro-aggressions, and patterns of exclusion and inclusion is determined in an annual review of complaints and their resolution, with a synthesis being forwarded to the Equity Team and the CAB for input before being filed with the Board/governing body. Minutes of these consultations are attached to the review.
	Job descriptions for organizational leaders (including governance volunteers) include community engagement responsibilities, and responsibilities for progress towards racial equity.			
	<p>Ongoing/in collaboration with HR: To ensure the organization's ability to fulfill the requirements in this Protocol, recruitment of governance volunteers, CAB members and executive staff must ensure these skills are internally available to lead the organization in equity & cultural responsiveness, as shown in job descriptions.</p> <p>Hiring committees for all Executive positions include community leaders of color to ensure that community voice and priorities is reflected in hiring decisions. Composition of these hiring committees is filed as part of the annual progress report on cultural responsiveness. Such standards are integrated into organizational policy.</p> <p>Respectful recognition of all customers and community members is to written into job descriptions and adherence is expected to be reinforced in performance evaluations and reward/disciplinary systems.</p>			
Milestones:	<p>2021:</p> <ul style="list-style-type: none"> ✓ Provided language to HR: to add to job descriptions around adherence to the agencies equity policy ✓ For Performance evaluations: engaged with outside consultant to learn about other performance measures for supervisors on equity terms 			

STRATEGIC DIRECTION IV: Implementation of Assessments and Measures				
Focuses:	Q1 (Jan-Mar) 2022	Q2 (Apr-Jun) 2022	Q3 (Jul-Sep) 2022	Q4 (Oct-Dec) 2022
<input type="checkbox"/> Implementation of the Protocol for Culturally Responsive Organizations at Morrison	Data collection and analysis is done annually to document progress and accountability on Protocol standards, reviewed and endorsed by the Equity Team and the CAB (with minutes attached to the plan), with the final plan submitted to the Board/governing body and reflected in their minutes. A narrative of how data systems and evaluation practices achieve these standards is part of the plan.			
	Analysis of services provided, disaggregated by race and language of customers, at all major points of service, and particularly for outcomes achieved, is consolidated in an evaluation report, to be filed with the Equity Team, the CAB and the Board/governing body for their review and integration into future planning. The evaluation report and minutes reflecting filing with the three bodies reflects compliance.			
	Ongoing progress: Continue to develop Equity Dashboard as a team in 2022			
		The Equity Team creates an assessment process for interpreting the ability of a contractor or subcontractor to serve communities of color, with the process filed with the Board/governing body (ongoing in collaboration with SD3 around assessing process for recruitment and retention for staff, contractors)	A "Climate Survey" is conducted every two years by the Equity Team to identify patterns of inclusion and exclusion, of the degree of respect afforded to all communities of color, and of trends over various years. Results are shared across the organization and recommended improvements integrated into the Improvement Plan	
Milestones:	2021: <ul style="list-style-type: none"> ✓ Launched the Protocol for Culturally Responsive Agencies: and distributed first-year report agency-wide ✓ Included components of equity dashboard: and REALD data collection results in the agency's FY21 annual report ✓ Categorized 109 protocol items into five strategic directions for EAC members to join and work on throughout the year ✓ Developed statistical reports: on the composition of the racial and linguistic diversity of the Board, in comparison with persons served by the organization based on new REALD data collection for both staff and clients ✓ Developed Equity Dashboard: see above for continued goal-setting around dashboard analysis/reporting 			

STRATEGIC DIRECTION V: Ensuring Service-Based Equity for Clients and Community				
	Q1 (Jan-Mar) 2022	Q2 (Apr-Jun) 2022	Q3 (Jul-Sep) 2022	Q4 (Oct-Dec) 2022
Focuses: <input type="checkbox"/> Culturally Responsive Services	Engage the agency in a series of listening sessions to kick off the creation of the CAB. [At least every five years, the organization hosts a series of listening sessions with local communities being served or potentially served by the organization, regarding desired improvements to services. This report is authored by the CAB, with recommendations highlighted in their report which is filed with the Board/governing body.]			
Milestones:	2021: <ul style="list-style-type: none"> ✓ Designed a roadmap: For the development of the CAB, starting with internal agency discussions, reviewing REALD agency data, and moving to dialogues with clients and external providers/partners in upcoming years 			