



**RACIAL JUSTICE 2021:  
FINDINGS AND RECOMMENDATIONS FROM THE  
ALLIANCE FOR REGIONAL SOLUTIONS  
PARTNER ORGANIZATION RACIAL JUSTICE SCAN**

May 18, 2021



## OVERVIEW

To further support the Alliance for Regional Solutions (ARS)'s strategic efforts and intentional commitment to continue providing value-added services and educational opportunities for its partner organizations, while also actively promoting inclusionary systems change that ensures our marginalized communities have equitable access to educational, economic and life opportunities in our region, the ARS created a Racial Justice Committee (RJC). The ARS Racial Justice Committee was formed to assure the ARS and its partner agencies intentionally address systemic racism and equity through education, advocacy and social action.

Throughout February 2021, the members of the Alliance for Regional Solutions Racial Justice Committee developed a *Racial Justice Assessment Tool (RJAT)* to identify opportunities for increasing Racial Justice awareness and improving the Racial Justice focused policies and practices of organizations operating in North San Diego County. The Alliance for Regional Solutions *RJAT* was adapted from a Western States Center model.

In the assessment tool, the phrase "Black, Indigenous and People of Color" and the corresponding "BIPOC" acronym were used to describe Black, Latinx, Indigenous, Asian, Hawai'ian and Pacific Islander, North African, Southwest Asian/Middle Eastern and other non-white members of our communities. The members of the ARS Racial Justice Committee acknowledge that the use of the phrase Black, Indigenous and People of Color and the BIPOC acronym is imperfect. Neither the phrase nor the acronym adequately encompass and represent the distinct and nuanced experiences of the rich and varied heritages and cultures and individuals within these communities. The members of the RJC believe the problematic concept of whiteness, which categorizes people from a place of white as "normal," is exacerbated by phrases like Black, Indigenous and People of Color and the BIPOC acronym. Despite these grave shortcomings, the phrase and acronym were used to collect data to assist the ARS in establishing organizational racial justice baselines and improving Racial Justice in the North San Diego County region.

During March 2021, the assessment tool was administered electronically to ARS Partner organization representatives to determine what education and trainings ARS could offer and provide to its partners to improve Racial Justice in our region.

The assessment tool, consisting of **28** primary prompts and **eight** (8) demographic prompts, was widely disseminated and promoted and it was open for completion electronically during the entire month of March 2021. Ultimately, **202** respondents completed the assessment tool, representing a **6.2** percent response rate.

## SUMMARY FINDINGS AND RECOMMENDATIONS

Each of the 28 primary prompts featured within the Racial Justice Assessment Tool presented respondents with three response options:

- Red Light (The Organization Has Not Gone There)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps)
- Green Light (The Organization is Fully On Board)

The assessment tool's 28 primary prompts were organized under five thematic areas:

- *Program* (Prompts One Through Five)
- *Power* (Prompts Six Through 12)
- *Policies* (Prompts 13 Through 17)
- *People* (Prompts 18 Through 22)
- *Culture* (Prompts 23 Through 28)

Through the data they provided, a majority of assessment tool respondents indicated there's a need for ARS partner organizations to provide Racial Justice professional development opportunities for employees at every level and Racial Justice education for other organizational stakeholders. There is a clear need and a compelling opportunity for the Alliance for Regional Solutions to assist with the provision of annual organization-wide and higher-frequency department-level Racial Justice education and training.

Analysis of the data provided in response to the prompts revealed an array of action-worthy assessment tool findings and responsive recommendations, including:

### *Program*

- Nearly **65 percent** of respondents indicated their organization has work to do in analyzing the comprehensive needs of Black, Indigenous and People of Color (BIPOC) within their geographic area, as a part of programming assessment, planning and implementation, revealing a need for education and training in this area.
- Over **76 percent** of respondents indicated their organization has work to do in establishing specific criteria for issue identification and campaign development that elevate Racial Justice issues, revealing a need for education and training in this area.

- Nearly **72 percent** of respondents indicated their organization has work to do in setting goals for Racial Justice across program areas that seek to name and address racial disparities and harms, revealing a need for education and training in this area.
- Over **82 percent** of respondents indicated their organization has work to do in creating metrics, benchmarks and indicators for measuring their organization's success with regard to Racial Justice, revealing a *significant* need for education and training in this area.

### *Power*

- Nearly **60 percent** of respondents indicated their organization has work to do in fostering authentic and accountable relationships with BIPOC individuals and organizations within their service region that provide input into organizational programs and advocacy, revealing a need for education and training in this area.
- Over **46 percent** of respondents indicated their organization has work to do in having Black, Indigenous and People of Color serving as board members, revealing a need for continuing education in this area.
- Nearly **48 percent** of respondents indicated their organization has work to do in having Black, Indigenous and People of Color serving as director-level staff, revealing a need for continuing education in this area.
- Nearly **85 percent** of respondents indicated their organization has work to do in setting benchmarks around Racial Justice incorporated into the annual evaluation for their organization's staff Chief Executive Officer (Executive Director, President, etc.), revealing a *significant* need for education and training in this area.
- Nearly **87 percent** of respondents indicated their organization has work to do in setting benchmarks around Racial Justice incorporated into the annual evaluation for all employees, revealing a *significant* need for education and training in this area.
- Nearly **74 percent** of respondents indicated their organization has work to do in creating a leadership development pipeline that facilitates and promotes the leadership and decision-making authority of Black, Indigenous and People of Color, revealing a need for education and training in this area.
- Over **68 percent** of respondents indicated their organization has work to do in allocating adequate resources for Racial Justice work, revealing a need for education in this area.

### *Policies*

- Nearly **23 percent** of respondents indicated their organization has work to do in having anti-discrimination policies in place that explicitly prohibit harassment of BIPOC members within their organization, revealing a *potential* need for distributing

model anti-discrimination policies to organizations and providing education in this area.

- Over **24 percent** of respondents indicated their organization has work to do in defining family in a way that supports all family formations, including those beyond “traditional” or “nuclear” families, revealing a *potential* need for continuing education in this area.
- Over **56 percent** of respondents indicated their organization has work to do in having an affirmative action policy in place that increases opportunities provided to underrepresented service community members, revealing a need for distributing a model affirmative action policy to organizations and providing education in this area.
- Nearly **76 percent** of respondents indicated their organization has work to do in setting benchmarks dedicated to leadership development and retention of Black, Indigenous and People of Color, revealing a need for education and training in this area.
- Over **72 percent** of respondents indicated their organization has work to do in periodically assessing the disproportionate impact of policies on staff and community members of color, revealing a need for education and training in this area.

### *People*

- Nearly **68 percent** of respondents indicated their organization has work to do in having staff and board reflect the full spectrum of BIPOC communities within their service region, revealing a need for education in this area.
- Nearly **66 percent** of respondents indicated their organization has work to do in working with white people to support, evaluate, deepen their knowledge and build skills around issues of white privilege and antiracist organizing either within or outside their organization, revealing a need for education and training in this area.
- Nearly **51 percent** of respondents indicated their organization has work to do to facilitate organizational leaders creating values-based relationships with BIPOC leaders in their service community that facilitate building long-term alliances, revealing a need for education in this area.
- Over **56 percent** of respondents indicated their organization has work to do in providing staff and board members organizational space, time, resources and structure to discuss and respond to issues of Racial Justice within and outside their organization, revealing a need for education and training in this area.

## *Culture*

- Nearly **73 percent** of respondents indicated their organization has work to do in providing training for staff and board members in how to interrupt racism at organizational events and within their organization, revealing a need for education and training in this area.
- Over **46 percent** of respondents indicated their organization has work to do in consistently considering addressing basic needs such as childcare, interpretation/translation, healthy food, proximity to transit lines and activity and event time of day when planning activities and events, revealing a potential need for education in this area.
- Over **85 percent** of respondents indicated their organization has work to do in treating white culture as the norm, revealing a *significant* need for education and training in this area.
- Over **76 percent** of respondents indicated their organization has work to do in expecting Black, Indigenous and People of Color to assimilate into their existing organizational culture, revealing a need for education and training in this area.
- Over **61 percent** of respondents indicated their organization has work to do in consistently communicating to its members, leaders, donors, allies and accomplices the Racial Justice values the organization maintains and the Racial Justice work it pursues, revealing a need for education in this area.

## ASSESSMENT TOOL RESPONDENT DEMOGRAPHIC DATA SUMMARY

Responses to the eight (8) demographic prompts positioned at the end of the assessment tool revealed the following:

- Over **79 percent** of respondents identified as a woman, while nearly **16 percent** identified as a man, less than **1 percent** identified as gender non-conforming and over **4 percent** preferred not to respond.
- Over **97 percent** of respondents did not identify as Transgender, while nearly **3 percent** preferred not to respond.
- Over **8 percent** of respondents considered themselves to be a member of the Lesbian, Gay, Bisexual and/or Transgender and Queer (LGBTQIA+) community, while nearly **52 percent** did not, nearly **37 percent** considered themselves to be a LGBTQIA+ community ally and nearly **3 percent** preferred not to respond.
- Nearly **39 percent** of respondents have worked at their organization for fewer than three years, while nearly **31 percent** have worked at their organization for between three and 10 years and over **28 percent** have worked at their organization for 10 years or more.
- Nearly **43 percent** of respondents identified white as their heritage group, while **28 percent** identified Latinx as their heritage group. Eight (8) respondents self-described their heritage.
- Nearly **12 percent** of respondents identified themselves as serving in a support staff capacity within their organization, while nearly **40 percent** identified themselves as serving in a management position (below the Chief Executive Officer—CEO—position), over **5 percent** identified themselves as CEOs, over **7 percent** identified themselves as Board members, over **7 percent** identified themselves as volunteers and over **7 percent** preferred to not respond. Seventeen (17) respondents provided more information concerning the level at which they serve within their organization.
- Nearly **91 percent** of respondents indicated they work all or part-time in San Diego County, while just over **9 percent** indicated they do not.
- All respondents (save two “not applicable” responses) indicated that the bulk of their work is conducted in San Diego County. Nearly **86 percent** (135) of respondents indicated the bulk of their work is conducted in North San Diego County.

## PROMPT BY PROMPT ANALYSIS OF ASSESSMENT TOOL RESPONSE DATA

*Highest frequency responses and recommendations for action are displayed in highlighted text.*

Prompt 1: **Does your organization analyze the comprehensive needs of Black, Indigenous and People of Color (BIPOC) within your geographic area as a part of programming assessment, planning and implementation?**

Responses: **202**

Response Options:

- Red Light (The Organization Has Not Gone There): 28 (13.86 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 103 (50.99 percent)**
- Green Light (The Organization is Fully On Board): 71 (35.15 percent)

Analysis:

- **Nearly 65 percent of respondents indicated their organization has work to do in this area, while 35 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 2: **Does your organization have specific criteria for issue identification and campaign development that elevate Racial Justice issues?**

Responses: **202**

Response Options:

- Red Light (The Organization Has Not Gone There): 51 (25.25 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 103 (50.99 percent)**
- Green Light (The Organization is Fully On Board): 48 (23.76 percent)

Analysis:

- **Over 76 percent of respondents indicated their organization has work to do in this area, while nearly 24 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**



Prompt 3: **Does your organization set goals for Racial Justice across program areas that seek to name and address racial disparities and harms?**

Responses: **199**

Response Options:

- Red Light (The Organization Has Not Gone There): 59 (29.65 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 84 (42.21 percent)**
- Green Light (The Organization is Fully On Board): 56 (28.14 percent)

Analysis:

- **Nearly 72 percent of respondents indicated their organization has work to do in this area, while over 28 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 4: **Does your organization advocate and support the inclusion of Racial Justice issues when working in coalitions?**

Responses: **200**

Response Options:

- Red Light (The Organization Has Not Gone There): 12 (6.00 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 81 (40.50 percent)
- **Green Light (The Organization is Fully On Board): 107 (53.50 percent)**

Analysis:

- **Over 46 percent of respondents indicated their organization has work to do in this area, while nearly 54 percent indicated their organization is fully on board.**
- **There's a potential need for education and training in this area.**

Prompt 5: **Does your organization have metrics, benchmarks and indicators for measuring your organization's success with regard to Racial Justice?**

Responses: **200**

Response Options:

- **Red Light (The Organization Has Not Gone There): 87 (43.50 percent)**
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 78 (39.00 percent)
- Green Light (The Organization is Fully On Board): 35 (17.50 percent)

Analysis:

- **Over 82 percent of respondents indicated their organization has work to do in this area, but only 18 percent indicated their organization is fully on board.**
- **There's a significant need for education and training in this area.**

Prompt 6: **Does your organization have authentic and accountable relationships with BIPOC individuals and organizations within your service region that provide input into your programs and advocacy?**

Responses: **192**

Response Options:

- Red Light (The Organization Has Not Gone There): 19 (9.90 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 96 (50.00 percent)**
- Green Light (The Organization is Fully On Board): 77 (40.10 percent)

Analysis:

- **Nearly 60 percent of respondents indicated their organization has work to do in this area, while 40 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 7: **Does your organization have Black, Indigenous and People of Color serving as board members?**

Responses: **193**

Response Options:

- Red Light (The Organization Has Not Gone There): 39 (20.21 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 51 (26.42 percent)
- **Green Light (The Organization is Fully On Board): 103 (53.37 percent)**

Analysis:

- **Over 46 percent of respondents indicated their organization has work to do in this area, while nearly 54 percent indicated their organization is fully on board.**
- **There's a need for continuing education in this area.**

Prompt 8: **Does your organization have Black, Indigenous and People of Color serving as director-level staff?**

Responses: **191**

Response Options:

- Red Light (The Organization Has Not Gone There): 43 (22.51 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 48 (25.13 percent)
- **Green Light (The Organization is Fully On Board): 100 (52.36 percent)**

Analysis:

- **Nearly 48 percent of respondents indicated their organization has work to do in this area, while over 52 percent indicated their organization is fully on board.**
- **There's a need for continuing education in this area.**

Prompt 9: **Are benchmarks around Racial Justice incorporated into the annual evaluation for your organization’s staff Chief Executive Officer (Executive Director, President, etc.)?**

Responses: **184**

Response Options:

- Red Light (The Organization Has Not Gone There): 71 (38.59 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 85 (46.20 percent)**
- Green Light (The Organization is Fully On Board): 28 (15.22 percent)

Analysis:

- **Nearly 85 percent of respondents indicated their organization has work to do in this area, while only 15 percent indicated their organization is fully on board.**
- **There’s a significant need for education and training in this area.**

Prompt 10: **Are benchmarks around Racial Justice incorporated into the annual evaluation for all employees?**

Responses: **188**

Response Options:

- **Red Light (The Organization Has Not Gone There): 95 (50.53 percent)**
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 68 (36.17 percent)
- Green Light (The Organization is Fully On Board): 25 (13.30 percent)

Analysis:

- **Nearly 87 percent of respondents indicated their organization has work to do in this area, while only 13 percent indicated their organization is fully on board.**
- **There’s a significant need for education and training in this area.**

Prompt 11: **Does your organization have a leadership development pipeline that facilitates and promotes the leadership and decision-making authority of Black, Indigenous and People of Color?**

Responses: **189**

Response Options:

- Red Light (The Organization Has Not Gone There): 54 (28.57 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 85 (44.97 percent)**
- Green Light (The Organization is Fully On Board): 50 (26.46 percent)

Analysis:

- **Nearly 74 percent of respondents indicated their organization has work to do in this area, while over 26 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 12: **Does your organization allocate adequate resources for Racial Justice work?**

Responses: **191**

Response Options:

- Red Light (The Organization Has Not Gone There): 42 (21.99 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 88 (46.07 percent)**
- Green Light (The Organization is Fully On Board): 61 (31.94 percent)

Analysis:

- **Over 68 percent of respondents indicated their organization has work to do in this area, while nearly 32 percent indicated their organization is fully on board.**
- **There's a need for education in this area.**

Prompt 13: **Does your organization have anti-discrimination policies in place that explicitly prohibit harassment of BIPOC members within your organization?**

Responses: **185**

Response Options:

- Red Light (The Organization Has Not Gone There): 13 (7.03 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 29 (15.68 percent)
- **Green Light (The Organization is Fully On Board): 143 (77.30 percent)**

Analysis:

- **Nearly 23 percent of respondents indicated their organization has work to do in this area, while over 77 percent indicated their organization is fully on board.**
- **There's a potential need for distributing model anti-discrimination policies to organizations and providing education in this area.**

Prompt 14: **Does your organization define family in a way that supports all family formations, including those beyond “traditional” or “nuclear” families?**

Responses: **185**

Response Options:

- Red Light (The Organization Has Not Gone There): 11 (5.95 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 34 (18.38 percent)
- **Green Light (The Organization is Fully On Board): 140 (75.68 percent)**

Analysis:

- **Over 24 percent of respondents indicated their organization has work to do in this area, while nearly 76 percent indicated their organization is fully on board.**
- **There's a potential need for continuing education in this area.**

Prompt 15: **For employee hiring purposes, does your organization have an affirmative action policy in place that increases opportunities provided to underrepresented service community members?**

Responses: **176**

Response Options:

- Red Light (The Organization Has Not Gone There): 35 (19.89 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 64 (36.36 percent)
- **Green Light (The Organization is Fully On Board): 77 (43.75 percent)**

Analysis:

- **Over 56 percent of respondents indicated their organization has work to do in this area, while nearly 44 percent indicated their organization is fully on board.**
- **There's a need for distributing a model affirmative action policy to organizations and providing education in this area.**

Prompt 16: **Does your organization have benchmarks in place dedicated to leadership development and retention of Black, Indigenous and People of Color?**

Responses: **181**

Response Options:

- Red Light (The Organization Has Not Gone There): 58 (32.04 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 79 (43.65 percent)**
- Green Light (The Organization is Fully On Board): 44 (24.31 percent)

Analysis:

- **Nearly 76 percent of respondents indicated their organization has work to do in this area, while only 24 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 17: **Does your organization periodically assess the disproportionate impact of policies on staff and community members of color?**

Responses: **180**

Response Options:

- Red Light (The Organization Has Not Gone There): 54 (30.00 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 76 (42.22 percent)**
- Green Light (The Organization is Fully On Board): 50 (27.78 percent)

Analysis:

- **Over 72 percent of respondents indicated their organization has work to do in this area, while nearly 28 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 18: **Do your staff and board reflect the full spectrum of BIPOC communities within your service region?**

Responses: **181**

Response Options:

- Red Light (The Organization Has Not Gone There): 41 (22.65 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 82 (45.30 percent)**
- Green Light (The Organization is Fully On Board): 58 (32.04 percent)

Analysis:

- **Nearly 68 percent of respondents indicated their organization has work to do in this area, while 32 percent indicated their organization is fully on board.**
- **There's a need for education in this area.**



Prompt 19: **Are white people supported and evaluated in deepening their knowledge and building skills around issues of white privilege and antiracist organizing either within or outside your organization?**

Responses: **178**

Response Options:

- Red Light (The Organization Has Not Gone There): 32 (17.98 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 85 (47.75 percent)**
- Green Light (The Organization is Fully On Board): 61 (34.27 percent)

Analysis:

- **Nearly 66 percent of respondents indicated their organization has work to do in this area, while 34 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 20: **Does your organizational leadership have values-based relationships with BIPOC leaders in your service community that facilitate building long-term alliances?**

Responses: **181**

Response Options:

- Red Light (The Organization Has Not Gone There): 10 (5.52 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 82 (45.30 percent)
- **Green Light (The Organization is Fully On Board): 89 (49.17 percent)**

Analysis:

- **Nearly 51 percent of respondents indicated their organization has work to do in this area, but 49 percent indicated their organization is fully on board.**
- **There's a pneed for education in this area.**

Prompt 21: **Are people of color on staff supported in identifying and participating in leadership development opportunities?**

Responses: **177**

Response Options:

- Red Light (The Organization Has Not Gone There): 22 (12.43 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 58 (32.77 percent)
- **Green Light (The Organization is Fully On Board): 97 (54.80 percent)**

Analysis:

- **Over 45 percent of respondents indicated their organization has work to do in this area, but nearly 55 percent indicated their organization is fully on board.**
- **There's a potential need for education in this area.**

Prompt 22: **Are staff and board members provided organizational space, time, resources and structure to discuss and respond to issues of Racial Justice within and outside your organization?**

Responses: **179**

Response Options:

- Red Light (The Organization Has Not Gone There): 33 (18.44 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 68 (37.99 percent)
- **Green Light (The Organization is Fully On Board): 78 (43.58 percent)**

Analysis:

- **Over 56 percent of respondents indicated their organization has work to do in this area, while nearly 44 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 23: **Are the full identities of people of color (sexual orientation, gender identity and expression, immigration status, ability status, age, languages spoken, etc.) recognized, respected, and taken into consideration in the development of your organizational culture?**

Responses: **177**

Response Options:

- Red Light (The Organization Has Not Gone There): 20 (11.30 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 54 (30.51 percent)
- **Green Light (The Organization is Fully On Board): 103 (58.19 percent)**

Analysis:

- **Nearly 42 percent of respondents indicated their organization has work to do in this area, while over 58 percent indicated their organization is fully on board.**
- **There's a potential need for education in this area.**

Prompt 24: **Are your staff and board members trained in interrupting racism at organizational events and within your organization?**

Responses: **177**

Response Options:

- Red Light (The Organization Has Not Gone There): 48 (27.12 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 81 (45.76 percent)**
- Green Light (The Organization is Fully On Board): 48 (27.12 percent)

Analysis:

- **Nearly 73 percent of respondents indicated their organization has work to do in this area, while 27 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 25: **When your organization plans activities and events, do you consistently consider addressing basic needs such as childcare, interpretation/translation, healthy food, proximity to transit lines and activity and event time of day?**

Responses: **177**

Response Options:

- Red Light (The Organization Has Not Gone There): 32 (18.08 percent)
- Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 50 (28.25 percent)
- **Green Light (The Organization is Fully On Board): 95 (53.67 percent)**

Analysis:

- **Over 46 percent of respondents indicated their organization has work to do in this area, while nearly 54 percent indicated their organization is fully on board.**
- **There's a potential need for education in this area.**

Prompt 26: **Does your organization treat white culture as the norm?**

Responses: **174**

Response Options:

- Red Light (The Organization Has Not Gone There): 59 (33.91 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 89 (51.15 percent)**
- Green Light (The Organization is Fully On Board): 25 (14.94 percent)

Analysis:

- **Over 85 percent of respondents indicated their organization has work to do in this area, but only 15 percent indicated their organization is fully on board.**
- **There's a significant need for education and training in this area.**

Prompt 27: **Are Black, Indigenous and People of Color expected to assimilate into your existing organizational culture?**

Responses: 173

Response Options:

- Red Light (The Organization Has Not Gone There): 56 (32.37 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 76 (43.93 percent)**
- Green Light (The Organization is Fully On Board): 41 (23.70 percent)

Analysis:

- **Over 76 percent of respondents indicated their organization has work to do in this area, while nearly 24 percent indicated their organization is fully on board.**
- **There's a need for education and training in this area.**

Prompt 28: **Does your organization consistently communicate to your members, leaders, donors, allies and accomplices the Racial Justice values you maintain and the Racial Justice work you pursue?**

Responses: 177

Response Options:

- Red Light (The Organization Has Not Gone There): 24 (13.56 percent)
- **Yellow Light (The Organization Has Facilitated Conversations About This and/or Taken Initial Steps): 84 (47.46 percent)**
- Green Light (The Organization is Fully On Board): 69 (38.98 percent)

Analysis:

- **Over 61 percent of respondents indicated their organization has work to do in this area, while nearly 39 percent indicated their organization is fully on board.**
- **There's a need for education in this area.**

Prompt 29: **What is your gender identity?**

Responses: **177**

Response Options:

- **Woman: 140 (79.10 percent)**
- Man: 28 (15.82 percent)
- Gender Non-conforming: 1 (0.56 percent)
- Prefer Not to Respond: 8 (4.52 percent)
- Prefer to Self-describe my Identity: 0 (0.00 percent)

Analysis:

- **Over 79 percent of respondents identified as a woman, while nearly 16 percent identified as a man, less than 1 percent identified as gender non-conforming and over 4 percent preferred not to respond.**

Prompt 30: **Do you identify as Transgender?**

Responses: **176**

Response Options:

- Yes: 0 (0.00 percent)
- **No: 171 (97.16 percent)**
- Prefer Not to Respond: 5 (2.84 percent)
- Prefer to Self-describe my Identity: 0 (0.00 percent)

Analysis:

- **Over 97 percent of respondents did not identify as Transgender, while nearly 3 percent preferred not to respond.**

Prompt 31: **Do you consider yourself to be a member of the Lesbian, Gay, Bisexual and/or Transgender and Queer (LGBTQIA+) community?**

Responses: **176**

Response Options:

- Yes: 15 (8.52 percent)
- **No: 91 (51.70 percent)**
- No But I Consider Myself to be an Ally: 65 (36.93 percent)
- Prefer Not to Respond: 5 (2.84 percent)

Analysis:

- **Over 8 percent of respondents considered themselves to be a member of the Lesbian, Gay, Bisexual and/or Transgender and Queer (LGBTQIA+) community, while nearly 52 percent did not, nearly 37 percent considered themselves to be a LGBTQIA+ community ally and nearly 3 percent preferred not to respond.**

Prompt 32: **How long have you worked at your organization?**

Responses: **176**

Response Options:

- Fewer Than Six Months: 12 (6.82 percent)
- Six Months to a Year: 16 (9.09 percent)
- **One Year to Fewer Than Three Years: 40 (22.73 percent)**
- Three Years to Fewer Than Five Years: 23 (13.07 percent)
- Five Years to Fewer Than Seven Years: 18 (10.23 percent)
- Seven Years to Fewer Than 10 Years: 13 (7.39 percent)
- **Ten Years of More: 50 (28.41 percent)**
- Prefer Not to Respond: 4 (2.27 percent)

Analysis:

- **Nearly 39 percent of respondents have worked at their organization for fewer than three years, while nearly 31 percent have worked at their organization for between three and 10 years and over 28 percent have worked at their organization for 10 years or more.**

Prompt 33: **With what heritage group do you identify?**

Responses: **175**

Response Options:

- Asian or Asian American: 8 (4.57 percent)
- Black or African American: 8 (4.57 percent)
- Latinx: 49 (28.00 percent)
- Native American: 1 (0.57 percent)
- North African: 0 (0.00 percent)
- Hawai’ian or Other Pacific Islander: 2 (1.14 percent)
- Southwest Asian/Middle Eastern: 0 (0.00 percent)
- **White: 75 (42.86 percent)**
- Multi-racial or Multi-ethnic: 10 (5.71 percent)
- Prefer Not to Respond: 14 (8.00 percent)
- Prefer to Self-Describe: 8 (4.57 percent)

Analysis:

- **Nearly 43 percent of respondents identified white as their heritage group, while 28 percent identified Latinx as their heritage group. Eight (8) respondents self-described their heritage.**



Prompt 34: **At what level do you serve within your organization?**

Responses: **164**

Response Options:

- Volunteer: 12 (7.32 percent)
- Intern: 2 (1.22 percent)
- Technician: 2 (1.22 percent)
- Specialist: 9 (5.49 percent)
- Assistant: 2 (1.22 percent)
- Associate: 9 (5.49 percent)
- Clerical Staff: 0 (0.00 percent)
- Administrative Support Staff: 6 (3.66 percent)
- Receptionist: 0 (0.00 percent)
- Coordinator: 11 (6.71 percent)
- Manager: 22 (13.41 percent)
- **Case Manager: 24 (14.63 percent)**
- Social Worker: 5 (3.05 percent)
- Assistant or Associate Director: 3 (1.83 percent)
- **Director: 24 (14.63 percent)**
- Chief Executive Officer (Executive Director, President, etc.): 9 (5.49 percent)
- Board Member: 12 (7.32 percent)
- Prefer Not to Respond: 12 (7.32 percent)

Analysis:

- **Nearly 12 percent of respondents identified themselves as serving in a support staff capacity within their organization, while nearly 40 percent identified themselves as serving in a management position (below the CEO position), over 5 percent identified themselves as CEOs, over 7 percent identified themselves as Board members, over 7 percent identified themselves as volunteers and over 7 percent preferred to not respond. Seventeen (17) respondents provided more information concerning the level at which they serve within their organization.**

Prompt 35: **Do you work all or part-time within San Diego County?**

Responses: **177**

Response Options:

- **Yes: 161 (90.96 percent)**
- No: 16 (9.04 percent)

Analysis:

- **Nearly 91 percent of respondents indicated they work all or part-time in San Diego County, while just over 9 percent indicated they do not.**

Prompt 36: **Within what city or discrete geographic region is the bulk of your work conducted?**

Responses: **156**

Open-ended Response:

- Various San Diego County cities and regions were documented.

Analysis:

- **All respondents (save two “not applicable” responses) indicated that the bulk of their work is conducted in San Diego County. Nearly 86 percent (135) of respondents indicated the bulk of their work is conducted in North San Diego County.**

*The members of the Alliance for Regional Solutions Racial Justice Committee extend special acknowledgement and gratitude to the Oceanside Promise for the resources and other support the members of its Board of Directors provided to design and administer the Racial Justice, Equity and Inclusion Survey and the Racial Justice Assessment Tool, collect and analyze data and prepare this report. In addition to serving as a collective impact facilitator and backbone for its 70-plus partner organizations, data collection, analysis and reporting are core functions of the Oceanside Promise. The collective efforts coordinated by the Oceanside Promise are focused on inclusionary systems change and ensuring our marginalized communities have equitable access to educational, economic and life opportunities.*



## **RACIAL JUSTICE COMMITTEE MEMBERS**

Blayne Adams, Director of Child Development Partnerships, Easterseals of Southern California  
Simone Allen, Program Coordinator, North County Lifeline  
Fred Armijo, Chief, Oceanside Police Department  
Satia Austin, President, North San Diego County NAACP  
Amber Baggs, Lieutenant, San Diego County Sheriff's Department  
Nadia Moshirian Binderup, Community Inclusion Director, San Diego Sheriff's Department  
Bernabe Camacho Ventura, Complex Care Coordinator, Vista Community Clinic  
Keegan Cheleden, Housing Services Coordinator, ElderHelp of San Diego  
Priscilla Cortez, Community Liaison-San Diego Region, Innovation High  
Okiemute Esiekpe, Community Health Worker, Exodus Recovery  
Kaitlyn Feraco, Housing Navigator, Exodus Recovery  
Grace Fischer, Court Liaison, North County Lifeline  
Jaelyn Freeman, Case Manager, Access Inc.  
Lisa Garcia, Area Leader, Recovery International  
Elsa Gaytan, Counselor, Addiction (Substance Use Disorder), Mental Health Systems  
Kelley Grimes, Director Community Engagement, Leap to Success  
Brianna Guerrero, Program Coordinator, Youth Meals, Feeding San Diego  
Maria Adriana Gutiérrez Sosa, Community Development Coordinator, Aetna  
Sara Hernandez, Domestic Violence Case Manager, Community Resource Center  
Vicki Hines, Community Liaison, Helping Hands Senior Foundation  
Erin Hogeboom, Senior Director, San Diego for Every Child  
Beth Johnson, Minister, Palomar Unitarian Universalist Fellowship  
Greg Knoll, Executive Director, Legal Aid Society of San Diego  
Liz Kruidenier, Co-President, National Alliance on Mental Illness (NAMI) North Coastal San Diego County  
Leslie LaMay, Clinical Case Manager, North County Lifeline  
Esther Leal, Health Educator, Vista Community Clinic  
William Loftus, Director of Social Policy, League of Women Voters North County San Diego  
Alex Maitre, Chief Operations Officer, Duwara Consciousness Foundation  
Rebecca Mayeaux, Housing Navigator, Exodus Recovery  
Marylynn McCorkle, Collaboration Manager, Alliance for Regional Solutions  
Lily Mojdehi, Outreach Coordinator, Jewish Family Service San Diego  
Bryssa Montez, Youth and Young Adult Liaison, North County Lifeline  
Beatriz Palmer, Co-Chairperson, Alliance for Regional Solutions Racial Justice Committee and Service Learning Program Manager, MiraCosta College  
Latoya Patterson, Case Manager and Care Coordinator, Mental Health Systems  
Stephanie Phann, Project Manager, Health Equity & Community Engagement, Hospital Association of San Diego County  
Katie Ramos, Clinical Case Manager, California State University, San Marcos



Patrina Reed, Founder, Women of Promise Resource Center  
Edward Robles, Community Development Coordinator, Aetna  
Wanda Rogers, Owner, Construction Service Workers  
Enrico Rogers-Atkins, Case Manager, Legal Aid Society of San Diego  
Franco Saavedra, Program Manager, Access to Independence  
Graciela Sandoval, Counselor, Community Research Foundation  
Sharlene Santos, Administrative Coordinator, North County Lifeline  
Brooke Stance, Communications & Events Manager, North County Lifeline  
Cindy Taylor, Chairperson, Board of Directors, Operation HOPE-North County  
Sherry Titus, Director of Student Affairs, Palomar College  
Rafe Edward Trickey, Jr., President and Chief Executive Officer, Oceanside Promise  
John Van Cleef, Co-Chairperson, Alliance for Regional Solutions Racial Justice Committee and  
Chief Executive Officer, Community Resource Center  
Gabriela Vazquez, Family Support Specialist, Palomar Health  
Veronica Weber Nagao, Family Support Specialist, Palomar Health  
Maria Yanez, Housing Program Manager, Neighborhood Services Department, City of  
Oceanside

## **DATA ANALYSIS AND REPORTING SUBCOMMITTEE MEMBERS**

Fred Armijo, Chief, Oceanside Police Department  
Satia Austin, President, North San Diego County NAACP  
Grace Fischer, Court Liaison, North County Lifeline  
Erin Hogeboom, Senior Director, San Diego for Every Child  
Marylynn McCorkle, Collaboration Manager, Alliance for Regional Solutions  
Beatriz Palmer, Co-Chairperson, Alliance for Regional Solutions Racial Justice Committee and  
Service Learning Program Manager, MiraCosta College  
Rafe Edward Trickey, Jr., President and Chief Executive Officer, Oceanside Promise