		Outcomes:		
	Actions	Developing stage	Implementing stage	Sustaining stage
Normalize	<ul> <li>Establish clear vision and mission</li> <li>Develop &amp; deliver introductory RE training curriculum</li> <li>Develop a cadre of skilled internal trainers</li> <li>Create additional RE training &amp; modules</li> <li>Conduct biennial employee survey on RE</li> </ul>	<ul> <li>Clear vision &amp; mission about RE</li> <li>Improved understanding of govt's role in addressing RE among core team</li> <li>Improved knowledge of RE concepts among core team</li> <li>Identification of opportunities to integrate RE into routine operations</li> </ul>	<ul> <li>Improved knowledge of RE concepts among gov. employees (ability to identify root causes)</li> <li>Increased skills to deal with and communicate about RE among government employees</li> <li>RE is integrated into routine operations</li> <li>A cadre of peer trainers</li> </ul>	<ul> <li>Mechanisms are in place for continued and ongoing staff orientation and professional development about RE</li> <li>Mechanisms to track and gauge impact of RE efforts</li> </ul>
alize	<ul> <li>Create RE organizational structure, including Action Teams within and between depts and with community</li> <li>Conduct community RE survey</li> <li>Establish RE fund to build capacity to address structural racism</li> <li>Convene regional collaborations</li> </ul>	<ul> <li>Improved capacity of local gov't to implement RE Action Plan (knowledgeable &amp; skilled teams within department)</li> <li>Groundwork established for inclusive engagement</li> </ul>	<ul> <li>Partnerships are developed across departments to address cross-cutting issues</li> <li>Partnerships with CBOs to address RE</li> <li>Input is sought from communities</li> </ul>	<ul> <li>Mechanisms to collect data about RE from community</li> <li>Cultivated career pipelines to develop future candidates from communities of color</li> <li>Racial demographics of employees reflect community demographics</li> <li>Partnership development (internal and external) is ongoing</li> <li>Improved community capacity to address structural racism</li> <li>Leadership builds &amp; shares power with community</li> </ul>
Operationalize	<ul> <li>Develop RE Plans within &amp; across depts and in four areas (workforce, contracting, community engagement, communications)</li> <li>Develop RE Plans with community and external partners</li> </ul>	Accountability mechanisms begin to be established	Across departments, accountability mechanisms are in place to increase and sustain RE focus; to community outcomes are identified	In all departments and local government as a whole:  • Implementation of RE Tool  • Reputation for addressing RE  • Data-informed decision-making processes  • Community engagement mechanisms in place  • Work to improve community outcomes

**CONDITIONS** that affect outcomes in your city and/or region (e.g., political landscape, community incidents, local and state economy)