

Urban Affairs Coalition | Preliminary Report from the Ending Racism Partnership  
Phase I Summary Findings and Phase Action for 2021-2035+  
Summer 2021 | Revised for Web Fall 2022

## **Purpose**

Urban Affairs Coalition (UAC) retained Fairmount Ventures and The ROZ Group to design and facilitate a cross-sector engagement strategy to form the Ending Racism Partnership. The purpose of this report is twofold:

- (1) Provide summary findings and implications from the engagement of nearly 200<sup>1</sup> neighbors, leaders, and influencers across communities, corporations, government, and the nonprofit sector between Fall 2020 and Spring 2021.
- (2) Present preliminary recommendations based on these findings in order to advance the work in subsequent phases.

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<sup>1</sup> This figure excludes more than 3,400 participants in a public sentiment poll . Poll results can be found at <http://endingracismpartnership.org/data-analysis/>.

## I. Background

A Letter from the Co-Chairs

### **Help us be the generation that ends systemic racism**

by Sharmain Matlock-Turner, Stephen P. Fera, and Rev. Dr. Mark Tyler, for  
*The Philadelphia Inquirer*

Published Feb 19, 2021

“One voice can make an impact. Many can change history.” This tagline from the 2019 Voices of the Civil Rights Movement installation when it opened at [Chicago’s DuSable Museum of African American History](#) is as relevant to today’s turbulent times as it was in the ‘50s and ‘60s.

Indeed, many voices have risen in response to recent racial injustices. They say the names of George Floyd, Breonna Taylor, Walter Wallace Jr., and others killed by police, which led to calls for reform. They speak of ongoing pandemic-related disparities in virus prevalence, hospitalization, deaths, testing, treatment, and vaccination. They fear how the economic plunge and volatile political landscape topped by the insurrection at the Capitol will change us all. But there’s something different about these voices for social justice than in the past. Today we see collective outrage. Social media echoes with desire for knowledge and understanding across communities. We see among civic leaders and individuals that this is a movement, not a moment.

We’ve heard it among our own stakeholders in Philadelphia. Now is our chance to lift up this groundswell of voices for conversation that leads to tangible change.

In an [essay](#) on Black History Month, Laura Williamson, a senior policy analyst at “think-and-do” tank Demos, wrote: “When we heed the lesson offered by Black people throughout history — to abandon the ahistorical approach and learn the true history of our movements — not only do we uncover strategies and tactics directly relevant to our contemporary struggles for justice, we also draw hope that the future can be different and understanding that it is our organizing today, rooted in lessons from history, that will make it so.”

We are doing just that by “setting a table” at our Ending Racism partnership. All members of our community, from grassroots leaders to regional powerbrokers, are welcome and encouraged to share ideas for a more just and equitable society. Welcome to share their experiences with racism and its impact on their and others’ lives. Our resurgent movement for racial justice seeks opportunity, equality, and representation for all.

It’s time to turn on its head the notion that you can have opportunity and equality only if you’re in the “right” group. The divide of “us” and “them” does not fulfill the promise of America as a possibility for everyone. We offer a restorative approach to achieving our Founders’ vision of justice for all. Our table has room for everyone.

We understand that there are no hard and fast propositions to undoing deep-rooted racist systems and institutions in our country. We are not so naïve to think this process will be quick or easy. We are not confused. We know race-based inequities are foundational to life in America. We also know that now, on the momentum of a movement, we have a historic opportunity to level the playing field, eliminating

barriers and unfair processes. Specifically, we're looking to accelerate change across community-identified areas where systemic, embedded racism and implicit bias continue to harm our society in six key areas: education, jobs, housing, health care, criminal justice, and art and culture.

Key to turning a collection of conversations into transformative change is a framework structured around a clear vision of outcomes. Like any well-constructed business plan, it must be implementable. We all need to state measurable goals and who is accountable for them.

As we engage in this imperative dialogue through a series of roundtables, which began in January, we seek to first create a basis for healing. Then, our collaborative work of rebuilding begins.

In our model, the commonalities and themes emerging from our shared stories lead to coalition-building and concrete, actionable commitments from institutions and systems. On the initiative level, this includes tackling health inequities so that where you live doesn't dictate how long you live. On a broader level, it means eradicating systems of oppression and limitation and to create a new society. It means offering a more robust economic model that creates a bigger pie by, for example, spending less on incarceration and more on education, rather than just dividing up the current pie more equitably.

We are in an unprecedented time of uncertainty and despair. Yet there is hope for a reckoning. Historians see President Biden's early policy focus on racial equality — not seen since Lyndon Johnson — “as a unique opening” for change, as the New York Times [reported](#).

Black History Month is a call to remember the struggles of the past. It is also a reminder that we have been here before. Promises to change and do better have been made in previous generations. What will make this time different is a commitment to, as the young people say, walk it like we talk it.

More seasoned people might say talk is cheap. While we value the bedrock of our work being grounded in deep conversation, we will not end racism without changes in behavior. Help us be the generation to end racism once and for all by joining at <http://endingracismpartnership.org/>. It's time for Philadelphia to pledge to close the gap between the America promised to us, and the one we're living in now.

## About the Ending Racism Partnership: A Blueprint to End Racism

Launched amidst public protest and civil unrest in response to the murder of George Floyd in May 2020, Philadelphia's Ending Racism Partnership (ERP) was born out of collective outrage, exhaustion, righteous indignation, and, for some, an awakening to the realities and consequences of structural racism. Feelings of “*enough is enough*,” “*what can I do?*,” and “*we need to act now*” created a citywide sense of urgency and personal and organizational stakes to end racism. These sentiments and calls to action energized neighbors, executives, faith leaders, elected officials, and philanthropists to come together to leverage their experience and influence to form the Ending Racism Partnership, a diverse, cross-sector network and multiphase healing and action effort designed to culminate in a *Racial Justice Plan for Philadelphia*.

The concept of the ERP was developed through an initial collaboration of:

- **Urban Affairs Coalition.** UAC is the largest and oldest Black-led fiscal sponsorship organization in the U.S. and a founding member of the National Network of Fiscal Sponsors. A hub for 160+ nonprofit and grassroots partners in Philadelphia, UAC is trusted convener across context, from neighborhood settings to corporate boardrooms. UAC has more than a half-century of experience advancing equity and seeking racial justice by building capacity and driving investment to community-based, primarily Black- and POC-led organizations that are systemically disenfranchised from resources.
- **Mother Bethel African Methodist Episcopal Church.** Led by Rev. Mark Kelly Tyler, PhD, Pastor, Mother Bethel was born from protest in 1794 when Richard Allen led a walkout of Black congregants from a colonial church as a demonstration against racial segregation. Mother Bethel remains committed to advancing civil rights through voter mobilization, public education advocacy, and essential services.
- **Independence Blue Cross.** Independence Blue Cross (IBC) is Greater Philadelphia's largest health insurer. IBC is committed to eradicating racism as a threat to public health. IBC's Foundation is a philanthropic leader in the region, distributing \$4 million annually, and the first-stage funder of the ERP's launch in 2020.

## The ERP Organizing Structure

As currently conceived, the ERP will unfold over a decade or more of sequenced, strategic action and cross-sector collaboration. The ERP is organized around six racial equity priorities, or Pillars for Equity in Action, grounded in statistical indicators of the effects of structural racism on Black Philadelphians.

### Pillars for Equity in Action

1. Health
2. Education
3. Economic Equity
4. Housing
5. Criminal Justice and Police Reform
6. Arts & Culture

## Phase I Progress To-Date

To galvanize momentum and form a network of likeminded changemakers across Philadelphia, the first action taken collectively by ERP co-chairs UAC, Mother Bethel, and IBC was to form a cross-sector Steering Committee of leaders, influencers, and thought partners to serve as the strategic sounding board and accountability table for Philadelphia's Ending Racism Partnership.

From Fall 2020 through Spring 2021, the Steering Committee processed findings and emerging priorities from a series of 16 roundtables, 19 interviews, and public sentiment polls. These efforts were supported by advisors from The ROZ Group and Fairmount Ventures, who also produced this preliminary report.



These initial efforts, totaling almost 250 hours, engaged three key audiences to collect vital information and reflections to inform the ERP's foundational and ongoing work:

- Communities– Everyday Philadelphians who may or may not be organized to support the aspirations of their communities and are seeking ways they can engage and make change.
- Stakeholders– Philadelphians who are in a position of power, are engaged with or provide services to communities, have access to influencing decisions, policies and practices, but do not necessarily hold decision-making power.
- Steering Committee– Philadelphia leaders who hold positions of power, have access to resources, influence decisions, policies and practices, and hold decision-making power.

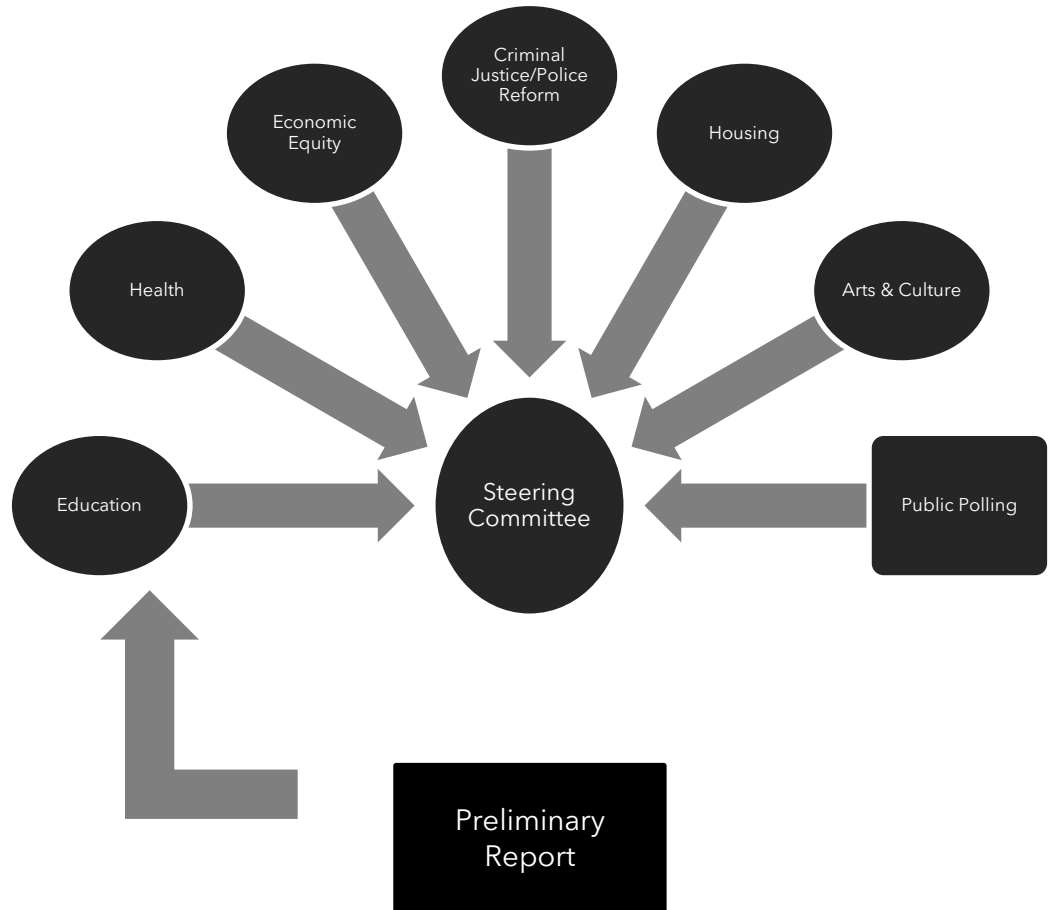
**Phase I / 2021-2022** Hold Space for Listening & Reflection: Overview of Progress To-Date

**More than 3,500 Philadelphians engaged between November 2020 to April 2021:**

- 19 individual interviews
- 16 roundtables with 127 people
- 3 meetings of the 25-member Steering Committee
- 3,400 Philadelphians reached through a public sentiment poll

**The ROZ Group and Fairmount Ventures:**

- Conducted interviews & roundtables
- Designed the Steering Committee and Roundtable engagement architecture
- Gathered data about racism in PHL
- Reviewed literature to establish preliminary norms and standards
- Conducted a scan of cross-sector racial equity initiatives in PHL and U.S.
- Developed this preliminary report, a synthesis of findings from these activities into core recommendations for the next phase of action



## II. Purpose & Principles

The following statements of purpose, goals, and values guided the initial phase of work documented in this report. They will evolve as the Ending Racism Partnership evolves.

### Purpose

The Ending Racism Partnership is a citywide, participatory network of Philadelphia residents, leaders, and influencers from community, business, government, and philanthropy to end racial injustice and economic inequity, starting with our city.

### Goals

The ultimate goal of the Ending Racism Partnership is an equitable Philadelphia, where laws, policy, and human interaction are governed by a common belief in our shared equality, irrespective of race, nationality, ethnicity, or color of skin.

To effect the systems change necessary to undo racism, the Ending Racism Partnership aims to change the hearts and minds of the people operating *in* the systems we seek to change. The fight to end racism is the fight to create a new cultural narrative where race is not the organizing principle for oppression, where our shared understanding of how racism operates is the key to unlocking the imaginations of the many to disrupt and rebuild these systems for our future.

Supporting goals include:

1. Center responsibility for racism with the structures, institutions, and people who enable and benefit from it.
2. Validate Philadelphians' lived experiences of racism.
3. Establish a shared understanding of lived experience and statistics as (a) effects or symptoms of racism and (b) drivers of the solutions.
4. Seek promising practices from other cities.
5. Determine priorities and metrics that will advance and measure progress towards ending racism.
6. Mobilize enthusiasm and investment in solutions.

### Values

The Ending Racism Partnership believes that, in order to undo and end racism, we must:

- Center anti-Black racism.
- Engage all Philadelphians, across identities and ideologies. Racism affects everyone and an equitable society for everyone cannot exist if racism exists.
- Target solutions to the systems, institutions, and people who enable and benefit from racism. We will not seek to “prove” racism’s existence but hold individuals, institutions, and systems of power accountable for driving systemic change.
- As a foundational practice, continuously hold space for everyone to share their experience. People’s lived experience of racism drives our understanding of racism and creation of solutions and they are the moral compass that helps us navigate societal blind spots.
- Understand how racism and white supremacy operate in conjunction with other oppressive “-isms” and “-phobias”.

### III. Summary Findings and Critical Success Factors

The following critical success factors are based on synthesized findings from the engagement of more than 200 community members and stakeholders in the Fall and Spring of 2021 and an environmental scan of: anti-racist approaches and principles, statistical analyses of the effects of racism, and cross-sector racial equity initiatives.<sup>2</sup> The bold statements below answer the question:

*What would it take for the Ending Racism Partnership to be entrusted to mobilize a coalition and move the needle on racism in Philadelphia?*

#### 1. More frequent, more honest, and more transparent dialogue.

*“We cannot end racism, but we must keep trying.” – Roundtable Participant*

Philadelphians are beyond ready to see a unified, anti-racist movement in the city. Participants vocally appreciated the space created by the Ending Racism Partnership’s early convenings and want more opportunities to share their experiences and talk solutions.

Participants also shared their skepticism. For many, ending racism is a naïve goal; few participants in the ERP believe racism can be ended as it is embedded in the structures and institutions of this country. And participants want action and change. As a Steering Committee member stated, *“I think many of us have had discussions on our experience with race thus far especially over the past nine months and are ready to dig in.”* It must be underscored that the “listening & reflection” conversations will continue to be well-received to the extent that participants can expect those in power to hear their stories and do something.

Participants advised that the ERP should acknowledge both the optimism and skepticism head on. Future communications regarding the ERP should recognize that the goal is intentionally audacious and infinite. It reflects the true necessity for all communities, especially Black communities, to have the space to imagine a new future. The ERP cannot just be against something; it must be for something. And this potential for shaping Philadelphia from the imaginations of Black communities across the city can serve as both a needed balm and opportunity for demonstrable change.

#### 2. Center accountability with the individuals and systems that benefit from racism to construct new systems and cultural narratives.

*“We are only as healthy as the sickest among us. Until Whites and other people in power grasp that, we cannot move the needle. We are all connected.” – Roundtable Participant*

Steering Committee, stakeholder group, and community members alike recognize that ending racism requires the participation of all Philadelphians, especially white Philadelphians. For many roundtable participants white people are not seen as wanting to be part of the solution. They are viewed as “*observing*” racism rather than recognizing it is a problem that they must lead on dismantling.

Participants in roundtable discussions also discussed the reality that people who hold positions of power, whether white people, City government, meds & eds, major employers, or police officers or the courts,

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<sup>2</sup> This section synthesizes perspectives offered over the launch phase of the Ending Racism Partnership for the purpose of creating an inclusive and action-oriented structure for the Partnership going forward. While quotes from roundtable discussions are provided throughout, the more detailed notes from the roundtables are provided in Appendix VII. Ending Racism Partnership Preliminary Report | Summary Findings and Phased Action Plan Summer 2021 | Revised for Web Fall 2022



are not appropriately accountable for racism. Philadelphians demand accountability of people and institutions in power and, the longer it takes, the greater the expectation that power is a finite resource that will only come from confrontation.

As the ERP continues to refine its approach and how it is communicated, the Partnership must take a clear stance on how it will pursue the goal of ending racism. At the center of the approach should be dismantling structural inequality, specifically uprooting the philosophical and historical underpinnings of contemporary racism, and the ways in which they operate in Philadelphia, and creating and enforcing accountability commitments from members of the Partnership.

### **3. A more diverse, multiracial, multigenerational Steering Committee and organizing structure.**

To gather the stories and ideas of nearly 200 Philadelphians in a season is no small feat on its own, and the ERP did as much during a global pandemic, public health crisis, and movement for social justice. Progress to-date underscores UAC's unique position in Philadelphia and the ERP: a convener and bridge between government, business, the nonprofit sector, and communities. UAC mobilizes cross-sector collaboration to solve problems and the Steering Committee brings broad influence across sectors.

That said, diverse and inclusive participation of individuals or organizations who must play a role in ending or testifying to their experience of racism is a critical success factor for the ERP going forward. As many roundtable participants advised, the ERP must grow the Steering Committee and evolve the organizing structure to shared leadership and greater diversity of race and age, gender, and intersectionality. A particularly important demographic is youth and young leaders, whose engagement will be critical to ensure the ERP is structured to support the leadership of the next generation of Philadelphians. The Steering Committee must partner with people and organizations with competency in:

- a. Community building and community organizing
- b. Anti-racist or anti-oppressive facilitation and leadership development
- c. Racial literacy
- d. Youth engagement
- e. Social impact assessment
- f. Research and development and social impact incubation

### **4. Shared knowledge of the historic and structural origins of race and racism. Shared lexicon and ground rules for dialogue, co-creating solutions, and mitigating and repairing harm.**

*"When were you first racialized?"*

This was a question posed to the ERP Steering Committee by organizers from the People's Institute for Survival and Beyond, a national, multiracial, anti-racist collective of organizers and educators dedicated to the undoing of racism and other forms of oppression. Responses to this question and other conversations within the Steering Committee and roundtables illuminated that there is much work to be done to educate Philadelphians and mitigate the harm to Black and BIPOC members of the ERP. Committee conversations were *"moving"* or *"powerful"* for some, *"traumatizing"*, *"demoralizing and dehumanizing"* for others. Often, participants observed that it was as if white and Black members were *"speaking a language the other didn't understand"*.

This is not merely a manifestation of divergent opinions. Racism operates on the continuous, systemic erasure of the history, impact, and cultural context of race in nearly every venue of American life. A shared understanding of this truth, and of power and privilege, is essential to achieving the goals of the Ending Racism Partnership. Actionable strategy must be aligned with true root causes.

**5. Amplify lived experience, changing the hearts and minds of participants through conversations and leveraging qualitative insights to inform culture change.** ERP members are ambivalent about the burgeoning racial equity initiatives across the city. They expressed optimism to see the growth of such initiatives, and that more dialogue is happening; they expressed a desire to know the full extent of racial equity initiatives in Philadelphia and how they differ; and they expressed frustration that none, that they were aware of, had resulted in measurable, effective action. They noted that many of these efforts:

- a. “*Set the table*” without tangible change. Participants cited companies’ statements or commitments towards racial equity: “*Emails from leaders this summer are not matched by actions.*”
- b. Do not reflect their views or experiences.
- c. Do not acknowledge the history of racist policies and practices in the city of Philadelphia, in turn sowing doubt that any change will result.

In other words, communities seek change that is informed by their voices and is ongoing, transparent, and informed by history.

Publicly available information about racial equity initiatives in the city, coupled with input from the Steering Committee and Pillar roundtables, suggests that there are few that embrace cross-sector collaboration and still fewer that are inclusive of both “grassroots and treetops”. Further, there are undoubtedly efforts underway that are unknown to current members of the ERP. Taken together, this lacking is where ERP’s potential to be different and make a difference resides. The ERP should hear this as its purpose and call to action, to undertake a field scan of racial equity initiatives and their success, and to focus future efforts on amplifying Philadelphians’ perspectives on race and racism.

**6. To be an authentic and trusted convener of the Ending Racism Partnership, UAC and the Steering Committee must reposition themselves with communities and program partners.**

Interviews and roundtables revealed a skepticism about UAC’s credibility and authenticity to truly partner with and drive resources to program partners, communities, or grassroots organizations already doing racial equity and anti-racist work; a common perception is that UAC’s primary motivation is to secure more corporate relationships for UAC itself. Participant skepticism extends to some members of the Steering Committee, seen to be the “*usual suspects*”. If UAC and the Steering Committee do not address the skepticism or build an inclusive organizing structure for the ERP, the Partnership will be susceptible to the risks of recreating yet another initiative led by those that need to follow.

The institutions represented by the Steering Committee are accustomed to this criticism and must resist cynicism as a response. This is not a hopeless cause but an opportunity. As the sociopolitical landscape shifted following the murder of George Floyd, organizations across private and public sectors began to seek guidance from Black-led, Black-serving organizations regarding how they can best take part in a movement towards racial justice. This shift continues to be monumental—and requires UAC and the Steering Committee to take a different stance towards corporate and other partners.

Acknowledge the skepticism, and embrace transparency. Engage nonprofit partners, leaders in the Black community, youth, and ask directly, are we a trusted partner? And if not, how can we rebuild trust? Rather than ask, how can UAC and the Steering Committee engage corporate partners, the ERP should proactively set an agenda their corporate partners cannot ignore and support these partners in delivering on the agenda (i.e., “UAC and the ERP Steering Committee are accountable and here is what we, your colleagues, are doing. Join us in making these significant commitments”). Be clear that the ERP represents the interests of communities. A partnership with UAC as the convener should signal to communities that institutions are taking their concerns seriously and should signal to institutions that they have a partner to support them, reputationally and literally, in ensuring they are fulfilling their commitment to racial equity.

## **7. The Steering Committee must model accountability to all other member organizations of the ERP. In other words, go first.**

True accountability requires trust, and trust is built through example and action. The Steering Committee must be the model accountability table for the ERP. The organizations represented on the Committee, beginning with UAC, should be the first to develop, implement, measure, and publish their adherence to accountability commitments to racial justice. The Steering Committee organizations should be prepared to use time and resources to become racially literate and, when there are initiatives to be prototyped, such as an organizational scorecard for racial justice, publicly show their performance on the scorecard first. This will help to solidify the Committee as a trusted partner in the fight towards racial justice.

## **8. Capacity and capital.**

*“Invest in communities of color as if all of our survival depends on it.” – Roundtable Participant*

The ERP is a monumental, 10+ year effort that can’t be shy on the capacity and capital requirements needed to ensure this effort is a success. A focus on financial sustainability and capacity will be critical as an immediate next step for the ERP.

In 2020, Bridgespan and Echoing Green released a report, *Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table*, that revealed that Black-led organizations receive less money and are trusted less to make decisions on how to spend their funds than groups led by white leaders. This is a fact that UAC has known and has worked towards changing since its founding.

UAC must leverage this moment by positioning the ERP as the investment of choice for any philanthropy or investor seeking to support racial equity and Black-led, Black-serving social change in the city of Philadelphia.

The ERP is an attractive investment for the following reasons:

- a. A differentiated investment in supporting racial equity in Philadelphia, focused on the root causes of racism rather than the outcomes.
- b. Exponential impact by supporting a Black-led organization with a strong track record of supporting Black communities and Black social change.
- c. A differentiated initiative which centers communities and their needs.
- d. A de-risked investment by emphasizing growth through collaboration and partnership; the goal is to efficiently distribute capacity, rather than concentrate it.

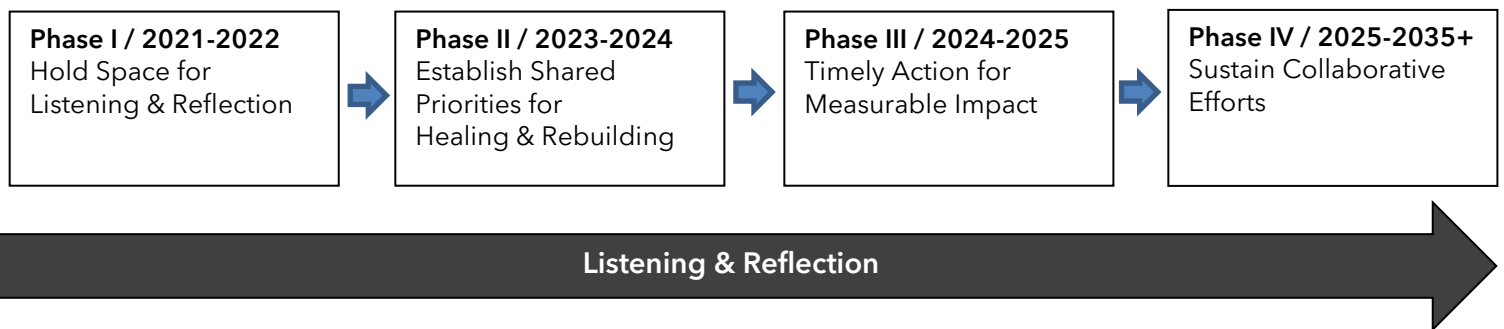
- e. Strong leadership team with strong track records in social change in the public sector.
- f. High potential for scale given the digital platform.

#### IV. Action Plan: Recommendations for Phased Action 2021 - 2035+

The Ending Racism Partnership will unfold over a decade and more of sequential, phased activities. The phases of action are designed to build momentum, forge a cross-sector coalition of committed changemakers, and, ultimately, support a sustainable and impactful long-term organizing and network structure that can be replicated and adapted in communities across the nation. The overarching goal: dismantle the systems, structures and narratives that preserve a cultural narrative that privileges whiteness; replace them with community-defined approaches to health, economic mobility, education, housing, criminal justice and police reform, and arts and culture.

The work began with, and will be sustained by, activities centered on listening & reflecting, learning & engagement. Informed by best practices for anti-racist community dialogue grounded in personal lived experiences, the ERP's approach facilitates racial healing and advances real impact.

What follows are core recommendations for each phase of action for the ERP. See below for a visual representation of the Phases of Action comprising the ERP. This section focuses first, and in most depth, on *Phase I: Hold Space for Listening & Reflection*, as this phase of action is: 1) currently underway, 2) planned to extend through the life of the partnership, and 3) essential and foundational to the design of subsequent phases of action. Recommendations on subsequent Phases can be considered preliminary or subject to change, as each Phase informs the next.



## **Recommendations/Phase I: Hold Space for Listening & Reflection, 2021-2022**

### **Purpose**

The purpose of Phase I is to validate the lived experiences of Philadelphians experiencing racism and racial inequities. The means for accomplishing this are: facilitated community roundtable discussions, quantitative measurements of the impact and experience of racism, and public opinion polling. Through Phase I, the ERP is engaging an ever-widening coalition that includes communities, stakeholders, and Philadelphia's power class towards co-identifying priorities for change and marshaling resources and influence to build out a network and enact change.

### **Outcomes**

The ERP will Hold Space for Listening & Reflection throughout the life of the Partnership, as a commitment, core value, and fundamental framework for all planning and action efforts.

The recommendations in this report focus on Holding Space as a discrete phase through the end of 2021. Through this period, strategies and activities serve to:

- Engage a larger, more expansive, and more representational pool of Philadelphians towards capturing a fuller qualitative picture of the lived experience of racism in the city,
- Generate momentum towards assembling a coalition of committed changemakers, and
- Lay the foundation for robust organizational and community infrastructures as the ERP grows and evolves.

### **Action #1: Continue to Hold Space for Listening, Reflection, and Broader Engagement**

The ERP was conceptualized as an initiative that would center the voices and perspectives of diverse communities across Philadelphia. Through community roundtable discussions, interviews and other dialogue-based engagements, the ERP has created an effective platform for facilitating racial healing and forging unlikely bonds.

The ERP-facilitated roundtable discussions have been well-received by participants and described as both “healing” and as a meaningful channel for conveying personal lived experience to people in power. Further, these community-based Listening and Reflection activities, aligned with the Pillars for Equity in Action, serve as the entry point for the ERP, and thus are the essential means by which the ERP builds an ever-expanding coalition of committed changemakers. To that end, holding space for listening and reflecting will continue to be a critical and necessary practice of the ERP.

The ERP must encompass and represent the diverse identities and perspectives characteristic of the city's demographics, and strategies must be in place to support inclusive outreach and engagement. For instance, the impacts of COVID-19 created a difficult environment in which to engage Philadelphians, in particular those who do not have access to technology or the internet, replicating the racial and economic inequities of the digital divide. Moving forward, the ERP must develop adaptations to ensure the broadest, most inclusive, and representational coalition is assembled. As such, listening and reflection sessions should extend at least through 2023 as in-person gatherings become safer and more common.

Further, the ERP must devise methods for rebuilding trust and addressing widespread skepticism that change is possible. Philadelphians do not trust the institutions that are supposed to serve their interests. The pandemic has exacerbated contentious relationships between communities and healthcare institutions, communities and educational institutions, and communities and the police. The ERP must create space to engage with and acknowledge these concerns responsibly.

Supporting activities under Action #1 include:

➤ **Expand reach intentionally & design engagement that is responsive to community interest:**

- Facilitate additional roundtables to engage at least 800 more Philadelphians. Ensure the roundtable conversations are reflective of the diversity of Philadelphia to include increased representation of white, youth and young adults between the ages of 14 and 25, immigrant, Asian, Latinx, and LGBTQ communities.
- Acknowledge the power of collaboration and partner with organizations already implementing collective action aligned with the ERP's Pillars for Equity in Action. Approach this outreach as a "prospective helper," not a "recruiter." i.e. *"How can the ERP advance, support, strengthen your group's agenda? Here's what we have to offer"* vs. *"Your perspective/expertise/experience will strengthen our work, please join the ERP"*
- Convene roundtables and other engagements around core concerns voiced through community feedback, to include topics or discussion frameworks such as:
  - *How might we ensure Philadelphians have the space and time to heal from a year of devastation?*
  - *How might institutions begin to economically repair communities in Philadelphia, and how can communities shape and determine the distribution of resources in the city?*
  - *How might we rebuild trust between communities and institutions in Philadelphia?*
- Develop and implement a request for commitments (RFC) process to nonprofit agencies, community groups, and other like-minded initiatives already underway in Philadelphia and other regions to:
  - Grow the ERP network
  - Establish a foundational equity audit to better understand existing goals and commitments and, over time, measure their success and challenges
  - Strengthen existing peer exchange networks for anti-racist movements and action
  - Nurture & build a cross-region peer exchange network to support collaboration, transfer of best practice and community learning for anti-racist movements and action. In subsequent phases, this Philadelphia-regional network will seed the development of a national network.

➤ **Further integrate efforts to support healing:**

- Engage a transformative justice practitioner to infuse healing strategies into roundtable conversation. Use storytelling, art, and other forms of engagement.
- Provide opportunities for communities to use art to help people heal and express feelings.

➤ **Stay in touch:**

- Facilitate a survey of all roundtable participants in June 2021 to gather feedback on the content and experience of roundtable conversations. Leverage survey data to inform future roundtable conversations.
- Ensure all participants of the ERP receive updates, milestones, and additional information about the ERP to ensure transparency.

**Action #2: Increase Philadelphians’ racial literacy, beginning with leaders across the city.** The impacts of COVID-19 on communities of color combined with the social uprising advocating for Black lives in the Summer of 2020 revealed the painfully obvious and damaging gaps in Philadelphians’ (and Americans’), understanding of race and the ways in which racism functions in the United States.

Given that the key objective for this phase of the ERP is to develop an adequate picture of racism and structural inequality in Philadelphia, it is essential to define a common language and common interpretation of the history of racial oppression—a shared racial literacy. A shared lexicon is required to ensure when terms like diversity, equity, inclusion, and anti-racist, among others, are used, all Philadelphians understand their use and meanings, such that semantics do not distract or detract from progress.

The activities supporting Action #2 are focused first on enhancing the racial literacy of the ERP’s Steering Committee. As the representational and influential body of leaders in Philadelphia with access to and positions of power within the corporate, healthcare, and education sectors, committed to strategic oversight of the ERP, it is critically important that this body understand how historical amnesia and collective cultural blind spots undergird and preserve structural inequality. This early buy-in will help lay the groundwork for launching a public-health campaign centered on improving racial literacy across Philadelphia.

Supporting activities under Action #2 include:

- **Engage a racial literacy educator(s) for the ERP in order to:**
  - Engage the Steering Committee in a racial literacy education program.
  - Develop a shared Glossary of Norms, Principles & Basic Definitions & Histories to be shared for all participants in the ERP.
  - Require all Steering Committee members to agree to an accountability commitment wherein they commit to racial literacy education and building their capacity to be racially literate.
  - Seek resources and guidance through peer-network of anti-racist practitioners and initiatives to inform the above activities, as well as to disseminate learnings.
- **Launch a city-wide racial literacy<sup>3</sup> campaign**, grounded in the history of racism and white supremacy in the U.S. and in Philadelphia, a shared understanding of racism and how it operates in society, and a shared lexicon citywide.

**Action #3: Develop an Anti-Racist, Network Organizing Structure for the ERP.**

Ending racism in Philadelphia is a herculean undertaking. Regardless of whether the ERP is ultimately or entirely successful, progress towards achieving racial justice will only be forged through ambitious, herculean undertakings. The ERP is aspirational by design and capitalizes on shifting public sentiment to ignite bold, decisive action to move beyond incrementalism toward structural accountability and lasting change.

In line with the ERP’s goal to dismantle existing structures of oppression and rebuild equitable systems

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<sup>3</sup> Stevenson. H.C. (2014). Promoting racial literacy in schools: Differences that make a difference. New York: Teachers College Press.



in their place, the organizing structure of the ERP must serve as a model for nurturing and sustaining equity, inclusion, diversity, collaboration, etc. The ERP requires a structure wherein there are multiple pathways for communities to voice their concerns, multiple pathways for those in positions of power to listen to and act upon those concerns, and multiple ways for communities to build power. The ERP's organizing structure must embrace and uphold anti-racist principles in its design and operation.

Currently, the ERP is led by a Steering Committee comprised of influential or powerful Philadelphians, overseeing ground-level activities that engage community members. This structure replicates existing cultural and societal power imbalances. To challenge the existing societal power structures that reinforce racism, the ERP must embrace non-hierarchical methods of organizing, wherein all contributors add value through their unique role, contributions, and perspectives. The ERP should devise a flat organizing structure with protective measures in place to avoid covert power alliances and to engender accountability, transparency, and collaborative action.

Preliminarily, the ERP should focus first on expanding its coalition of committed changemakers to assure it has ample connection and communication with community partners across the city. Special attention should be paid to efforts, initiatives, and collective work already underway, and alliances should be forged carefully and responsibly, leveraging the ERP's unique value proposition – its scale and access to power and influence. Additionally, the ERP should draw on the expertise within the peer-exchange network to identify successful and proven models for adaptation in Philadelphia.

Over time, community alliances can fortify an ever-widening coalition that includes representation and expertise across each Pillar for Equity in Action. To establish and reinforce its identity as distinct from founding member, the Urban Affairs Coalition, and to ensure long-term viability, the ERP may evolve into a separate, guiding backbone organization that provides structure for coordination of strategy, shared measurement, and centralized responsibility for mobilizing funding across this disparate and flat coalition of content experts, community leaders and movement makers.

Supporting activities under Action #3 include:

- **Define the vision for a network structure** which emphasizes the unique contributions of each participant, and iterate on the specific model, structure and roles and responsibilities as part of the coalition building process, drawing on experience and expertise available through the peer- exchange network
- Require every current and new member of the ERP to **sign on to an accountability commitment which would include:**
  - Committing to unlearning racism and sharing that knowledge with members' respective organizations, communities or networks
  - Committing to the shared principles of the ERP to include valuing lived experience, not engaging in defensiveness, and serving as an active listener in all spaces.
  - Embracing organizational vulnerability
  - “Skin in the game” or a personal or organizational investment that is meaningful and demonstrates commitment to, and belief in, the common purpose.
- **Expand the ERP Steering Committee intentionally to include:**
  - At least three (3) community leaders with expertise in community organizing.
  - Youth engagement expertise.
  - Representation from community organizations, social movement groups, direct service providers, and others to align with each of the 6 Pillars for Equity in Action. Consider the

role of UAC's Program Partners to provide specialized insight and technical expertise.

## Recommendations/Phase II: Establish Shared Priorities for Healing & Rebuilding, 2023-2024

### Purpose

With a more robust organizing structure in place at the close of Phase I, the ERP will be well-positioned to establish a shared set of priorities for change through authentic community dialogue, insight, and participation. Activities during Phase II will focus on defining priorities and ideating possible solutions, to be published in a *Racial Justice Plan for Philadelphia*.

### Outcomes

The end of the second phase will be marked by the publication of a *Racial Justice Plan for Philadelphia*, the priorities and proposed tactics for action aligned across the six Pillars of Equity in Action. The plan will collect, synthesize, and define the emerging co-defined priorities for broad public consumption and provide the substance for a comprehensive public information campaign aimed at energizing and mobilizing Philadelphians to act to end racism. The plan will draw from neighborhood-level conversations and think tanks across the city wherein neighbors, policymakers, spiritual leaders, and CEOs connect to jointly define concerns and design solutions.

### Actions:

- Seek partners already engaged in racial equity work in Philadelphia and identify avenues for ERP to support and advance that work.
- Develop emerging priorities drawn from the insights of Philadelphians through series of inclusive neighborhood-based conversations structured around each Pillar for Equity in Action.
- Establish the research, prototyping, and evaluation framework that will measure success.
- Facilitate think tanks between Philadelphians who hold positions of power and privilege, in particular white Philadelphians, alongside neighborhood-based organizations to ideate potential solutions.
- Secure actionable commitments from the ERP's leading stakeholders and most visible and influential participants. Commitments should be tied to clear measures to dismantle institutional and systemically racist practices and policies. Use these commitments to demonstrate early wins, and to attract other influencers and powerbrokers.
- Formalize an inclusive, community-led process for iterating and drafting the *Racial Justice Plan*. Invite UAC's Program Partners and ERP members to vote on the most critical priorities to be pursued and secure the endorsements of Philadelphia leaders with power and influence.

## Recommendations/Phase III: Timely Action for Measurable Impact, 2024-2025

### Purpose

Phase III of the ERP launches with a growing coalition of committed changemakers; a networked organizing structure; backbone and convening functions to resource and staff ERP's strategies and coalition work; and a broadly disseminated *Racial Justice Plan*. With these components in place, the ERP will be poised to mobilize resources effectively towards launching initiatives, campaigns, and other strategies to enact change.

### Outcomes

Using the Philadelphia *Racial Justice Plan* as a guide, the ERP will define a pipeline of neighborhood-specific program efforts, partnerships, and investments that can be aligned with capital, to include private philanthropy, corporate giving, public funding, and other impact-oriented sources. Key amongst these resource generating efforts will be establishing a pooled fund to increase the amount and efficacy of charitable resources to advance the ERP's agenda. The ERP's pooled fund will be managed by an intermediary to accelerate resource distribution by way of grants and micro-grants to neighborhood level partners. The ERP will establish targets for community investment, metrics for partnerships, and collaboratively designed initiatives that focus time, resources, and effort, all to foster rapid prototyping of initiatives for maximum social change.

Phase III will culminate with demonstrable, measurable early impact across multiple concurrent strategies and actions across each of the six Pillars. Tangible outcomes will be defined, quantified, and validated as part of an *Ending Racism Toolkit* designed for dissemination across the ERP's peer-exchange network and prospective power partners. The *Toolkit* will define the ERP's approach and preliminary impacts to be used as guide for implementation in other settings and communities.

In Philadelphia, action will continue, administered by the ERP's backbone agency, with all partners advancing a common agenda and working towards achieving the goals and measuring the impact as outlined in the Racial Justice Action Plan.

### Actions:

- Continue to implement a "living" action plan for racial justice in Philadelphia organized by the Pillars for Equity in Action.
- Prototype potential solutions from the action plan. Solutions could include a racial justice scorecard for organizational partners or a Racial Justice Youth Corps that offers youth anti-racist leadership development skills.
- Define and measure preliminary outcomes.
- Disseminate approach and outcomes as part of the *Ending Racism Toolkit*.

## **Recommendations/Phase IV: Sustain Collaborative Effort, 2025-2035+**

### Purpose

The fourth and final phase of the ERP will be sustained, on-going, evolving work that continues to track, evaluate and demonstrate impact. This will be built through long-term commitments of all partnership members, including time, financial contributions, and institutional involvement. A five-year action plan will provide guideposts to assure sustained commitment to core principles and overarching mission. Further, at this stage of the ERP, supporting and sustaining initiatives taking place in other communities will become a central focus.

### Outcomes

During Phase IV, the ERP will focus on continuing to iterate on prototypes across multiple settings, learning through the implementation of solutions, and developing scale through expanding partnerships, collaboration, influence and accountability. By the conclusion of this phase, the ERP will have created an infrastructure in which communities, institutions, and individuals in power are in conversation, collaboratively developing concrete and actionable solutions towards ending racism.

Closure for the ERP will be effectively marked with an ellipsis rather than a period. We present these recommendations with the understanding that the ERP's work will be ongoing, and that the learnings collected throughout these key foundational phases will inform the essential future work to come.

### Actions:

- Assess prototypes and determining which solutions have long-term potential for sustainable impact.
- Develop ERPs with national peers in an effort for sustained learning.
- Develop a national advocacy agenda, informed by what is happening in communities on-the-ground.

## V. The Roz Group Summary Report of Roundtable Discussions

Rosalyn McPherson – April 9, 2021

### ENDING RACISM SUMMARY REPORT

*“It is not your responsibility to finish the work of perfecting the world, but you are not free to desist from it either. Rabbi Tarfon, Pirke Avot 2:21 (from the Talmud)*

*“... What makes hope radical is that is directed toward a future goodness that transcends the current ability to understand what it is. Radical hope anticipates a good for which those who have the hope as yet lack the appropriate concepts with which to understand it.” Jonathan Lear, Radical Hope: Ethics in the Face of Cultural Devastation.*

*“That which has been done can be undone.”* ERP Roundtable Participant

#### Executive Summary

The Urban Affairs Coalition, in partnership with Independence Blue Cross, has created the Ending Racism Partnership, an inclusive collaboration of community, business, civic leaders, and government to end racial injustice and economic inequality in Philadelphia. The racism, discrimination, and marginalization that are the underpinnings of racial and economic inequities in the City of Philadelphia are buoyed by a series of horrific current events coupled with a long history of injustices toward people of color, especially people of African descent. During 2020, the murder of George Floyd by a police officer with his knee on Floyd’s neck was captured on social media. Because so many people witnessed this murder either directly or through social media, public outrage erupted, reaching global proportions as voices from around the world protested in recognition of racism. The Urban Affairs determined that the people of Philadelphia had reached both a breaking point and tipping point and it was time to hear the voices of communities, hold space for reflection and healing, and take measurable action.

The Ending Racism Partnership seeks to develop that response, beginning with a city-wide convening of experts along with Philadelphia community residents, civic stakeholders, and commerce leaders. However broadly these issues are understood across Philadelphia, it is also the case that Philadelphians have not seen a coordinated response that has moved the needle of racial inequities across health and health care, education, employment, or criminal justice.

The ROZ Group facilitated discussions with more than 150 people beginning in November 2020 and ending in February 2021.

*Access to power, relinquishing power, great skepticism, mistrust, fear, heartbreak, anger, embarrassment, white fragility, powerless, voiceless* are among the adjectives and phrases that describe the general feedback about the current situation in PHL that The ROZ Group received in a series of roundtable discussions.

#### Approach

One-on-one interviews and group discussions

First two group discussions were general and covered topics from all pillars.

*Six pillars for action:*

- Multi-topic (2)
- Healthcare (2)
- Education (2)

- Employment & Wealth Gap, Workforce Development (added as a result of feedback from the first two groups) (2)
- Housing (2)
- Police Accountability and Criminal Justice (2)
- Arts & Culture (added as a result of feedback from the first two groups) (2)

*Two additional multi-topic roundtables were added:*

- Students (1)
- LGBTQ+ (1)

### **Roundtable Highlights**

Note: Statements made by a particular person are captured in quotation marks. Yet those statements capture the essence of the discussion and as such are not a one-off.

#### ***Consistent Themes from Each Pillar***

- Five years is too short a time frame for this project
- Language is important and can be a challenge
- “Ending Racism” may not be the right title
- Pillars are interconnected
- Youth are facing barriers of all kinds at too early an age in all pillars
- Whites in power do not understand
- Black & Brown people lack power
- Spirituality and Faith are important variables in generating hope
- Still a lot of “box checking” going on
- “The system” (on so many fronts) is a barrier

#### ***Housing – Amryl Ward***

- Gentrification. Note: Gentrification is a recurring theme in all conversations facilitated by ROZ Group, no matter the core topic.
- People expressed the need for the city’s political leaders to be more involved in the “solution-based conversations.”
- Lack of jobs for low wage earners and homelessness are inextricably combined. The lack of human services that include workforce development, mental health, crime, under-performing schools are all part of the complexities associated with the multi-layered pillar of housing.
- Communication gaps that prevent homeowners from becoming knowledgeable about options and special programs, including those to address repairs and restoration, is also a source of suppression and frustration.
- There is significant tension about the actions of developers who in the eyes of residents are adding to density and gentrification, rising rents, and conflict between “old and new” neighbors. Residents believe that developers should include them in meetings and discussions about what is being planned for their neighborhoods. *Cultural displacement.*
- Conflicts between *new* residents and *long-term* residents
- Long term tax abatements benefit new construction, not existing properties that are in disrepair.
- Aging housing stock does not qualify for assistance
- Positive comments were cited in both discussions about the work of the Strawberry Mansion CDC

- There was an overall expression of “hope” especially given that developers of color are entering the playing field.

### ***Education – Amryl Ward***

- Worth and value of the individual was a determining factor, in other words the determination of who is worthy of a quality education may be the root cause of bias in decision-making that is often based on zip code.
- In a city that is strongly “eds and meds”, young people of color are not being trained to take on the jobs in those fields.
- Students are still being taught with methodologies that are from industrial/agricultural eras.
- The value and worth of individuals have been diminished ... the result is bias in decision making and allocation of resources
- So many issues adversely impacting education including mental health, lack of funding, homeless students, pandemic, hunger, toxic buildings, lack of black and brown educators
- Educators were unprepared to meet the challenges of virtual learning
- The need for children to have the social interactions that come with physically being in school.
- Teacher salaries are not competitive.
- Teachers, many of whom are not people of color, are seen as a part of the problem.
- Many school buildings are either dilapidated or toxic or both.
- The pandemic exposed the deep divide between those who have and those who have not. As many as 40% of students have been missing from online instruction. This factor has serious implications for future achievement.
- The pandemic has also contributed to the social and emotional challenges faced by children.
- Students are scared and confused by mixed messaging of the social unrest. *Note:* This fear is a consistent expression in other student conversations conducted by ROZ Group outside of *Ending Racism*.
- Police unions and the PFT are seen as having a negative impact on education.

### ***Criminal Justice – Amryl Ward***

*Participant Quote – “Society follows culture, and the law follows culture.”*

*Participant Quote – “The crushing weight of mass incarceration is a national catastrophe.”*

- The criminal justice system in Philadelphia reflects a system that embraces all the barriers to equity and quality in education, job attainment, housing, healthcare, just to name a few. The system as it exists prevents the rehabilitation of offenders whether deliberate or not. More exasperation than hope was expressed in the session.
- Criminal justice may be the most difficult pillar to address given the needs for equitable and humane policies.
- To have meaningful conversations around the topic of criminal justice will require a platform that allows for the release of anger, passion, and desire
- There is no “one thing,” instead there are layers of problems, many of which prevent people from overcoming barriers
- The challenges of criminal justice reform are so complex with no real structure for reform, upward mobility, and success. Families are broken by the system.
- People returning home from incarceration remain excluded from society and face insurmountable barriers.



- Cash Bail is designed to make sure that men cannot return to their families without damaging the family unit. Women are denied public assistance if returning citizen is in the home.
- A significant number of children are living on couches in the homes of non-relatives.
- “There is a sub-economy that doesn’t exist to the real economy (i.e. panhandlers, sellers of weed and other substances.)”
- “How do we make the unemployable employable.”
- “The system is not broken ... it is working the way it was designed to work.”
- Information is not widely communicated so offenders remain uninformed about removal of offenses from their records. One such example, adjudication of delinquency can be expunged but most are not aware.
- Plans and programs require significant funding.
- Best way to affect public safety is through prevention.
- Multi-generational issues cannot be fixed with short term solutions
- Language is a challenge
- With respect to youth sentencing, many misdemeanors are comparable to life sentences.

### ***Workforce/Entrepreneurship – Caralyn Spector***

Note: Questions about wealth and the wealth gap were added upon recommendation from initial sessions.

- Many Black & Brown people are stuck in lower-level jobs
- Lack of access to meaningful networks
- School debt compromises the chances of building wealth
- Many companies “talk the talk” but are not truly invested in change ... CEOs have to be part of the call for action
- Political leaders rely heavily on support from union leaders
- Black businesses have to be encouraged to ask for help
- Need Black and Brown people on corporate boards and in the C-suite
- Little leadership from funders and little leadership support from community foundations
- Skepticism related to the ability of the “usual suspects” (United Way, Chamber, UAC) having the power to make change
- Lack of transparency and the dynamics of power are key obstacles
- Language is a challenge.
- Lack of access to social capital
- Difficulty that established black and brown businesses have in securing funding and working capital ... focus tends to be on start-ups
- Perception that minority and women-owned businesses have to demonstrate capacity for getting minority certification. Other businesses do not.

### ***Health/Healthcare – Caralyn Spector***

*Participant Quote: “We are only as healthy as the sickest among us. Until Whites and other people in power grasp that, we cannot move the needle. We are all connected.”*

*Participant Quote: “We cannot end racism, but we must keep trying.”*

*Participant Quote: “We cannot create safe spaces to discuss racism because racism is too safe.”*

- Example of disparity – at suburban doctor’s office, patients experience “red carpet” treatment ... in the city, patients can wait four or five hours to be seen.
- Patients are not given proper education about their conditions ... healthcare professionals are not often listening to patients of color based on the erroneous assumption that they don’t understand.
- Distrust of healthcare professionals and workers, most of whom are not Black or Brown
- Healthcare professionals are not connecting with their patients
- Miscommunication
- No real campaign to inform communities about Covid-19
- City’s declaration that racism is a public health issue is one indicator that the needle is moving in the right direction.
- Access to healthcare is a barrier (i.e. work hours, lack of access to internet for telehealth, difficulty in securing timely appts)
- System fosters overuse of Emergency Room
- Language barriers
- Challenges that prevent Black & Brown people from attending medical school
- Need for Black & Brown mentors for the medical field
- Leadership in most hospital systems is White and biased
- Health equity is so intertwined with housing, food insecurity, and lack of good educational opportunities.
- Health insurance provider policies are made unilaterally without understanding of the needs of the Black & Brown people in communities.
- COVID: The people with the fewest opportunities for upward job mobility are the workers putting themselves at risk ... They don’t have the option of working from home.
- COVID: Need for an infra-structure to support community organizations like churches.
- COVID: Not enough transparency about what the City is doing.

### ***Arts & Culture – Caralyn Spector***

*Participant Quote – “Invest in communities of color as if all of our survival depends on it.”*

- Philadelphia has a long history of music and specifically jazz. Many believe that the artists have been exploited and commoditized. How does Philadelphia help its artists of color reclaim what is theirs?
- Participants discussed that when the Philly Orchestra went bankrupt that the “whole world stepped up. Freedom Theater was in trouble and had to close.” These are perfect examples of how racism has decimated arts and color from people of color.
- Philanthropy in Philadelphia is toxic and discriminatory.
- The networking hub in philanthropy is all white. People of color have limited access to the hub.
- Whites and philanthropists are often judging work by Black & Brown people who they do not understand, nor do they make an effort to understand the work
- Black led organizations have not been supported in dreaming big or building capacity. How can these organizations go from scarcity to abundance?
- There are differences in artistic expression that vary from culture to culture. White people in philanthropy or the art market often bring their narrow perspectives to judge art from diverse cultures.

- Storytelling allows people to talk about their dreams and visions. It is also viewed as a way toward healing and building trust
- Language of this initiative has to change
- The discussion of power is crucial to the conversation on arts
- Arts is a way to claim space and voice
- City does not truly value artists and the arts
- Black arts organizations and artists are constantly being asked to do things that stretch their human and financial capacity without compensation
- The emails from leaders this summer are not being matched by actions.
- Racism and capitalism are so intertwined ... How do we separate the two?
- Everyone needs to be given the same freedom that Whites have to think and disagree without losing something.

### **LGBTQ+ -- Caralyn Spector**

- Communities have cynicism - will this effort lead to real positive outcomes?
- Must be more inclusive of the work that has been done by NAACP, Urban League, OIC, BBWC, North Broad Renaissance, and progressive churches. The history of prior related the work has to be acknowledged as part of ERP. How will this work be different? We cannot make progress unless there are partnerships and collaborations across the city.
- Will ERP address intersectionality and the diaspora of people of color? African American, Latinx, Caribbean, Chinese, Vietnamese, etc.? Focus is too narrow if we are just talking about white oppression of Black people.
- We are gay more than 30 days of June – Gay Pride Month.
- Trans people of color are being killed in every state and they are wildly underemployed.
- In the state of Pennsylvania, it is difficult and complicated to change your name
- Racism within LGBTQ+ community must be part of the conversation.
- There were some discrimination issues (dress codes for Black LGBTQ+ by bar owners) taking place a couple years ago in the gay bars and across the city. The city placating folks with a training for just gay bar employees – but it was a one and done kind of thing and did not reach enough people. Did not go far enough or address the deeper issue.
- PHL LGBTQ folks are particularly practiced at having the tough conversations about race and sexual orientation, more so than in other cities.
- LGBTQ+ is not a monolith - it's a microcosm of the rest of the world. There is plenty of racism within the LGBTQ+ community.
- The LGBTQ+ voice, influence, the ability to contribute to the conversation around racism has evolved since 1991. A voice that wasn't there before is now stronger than ever.
- The gay pride parade in Philly is much bigger than it used to be and the community at times has come together to work together to make change happen.
- There is some hope there and through education create change - like with LGBTQ
- The police right under the police commissioners - the folks who have been in the force 20+ years, have to be a part of the conversation.
- Be sure to include the following representatives: City's LGBTQ Office, LGBTQ liaisons to the police force, LGBTQ elected officials, Corporate, academic, arts and culture, non-profit leaders
- Racism against the Black-trans community must be addressed. Another trans-woman was recently murdered in Germantown.
- White folks need to be a part of most of the difficult conversations.

- Racism is too intertwined with Capitalism.
- Those who are enforcing racism should also be at the table – like the Proud Boys.
- The real focus needs to be on education and getting mostly white folks in Philly to understand that racist systems is different than racist acts.
- White people's instinct is to go back to status quo – especially now that the social unrest has quieted for the moment. How can we keep the heat really high and not move into “*Oh good - that’s over – let’s sink into our comfortable spots from before.*”
- We cannot end racism until we also address gun violence, transphobia, and mental health – repetitive trauma.
- Need more geographic diversity - CDC - too many folks from Center City
- Also need more information about what the field work will look like in order to determine the right partners.
- Human Rights Campaign in DC
- The folks who signed the Executive order in Philly around equity

*Specific Industry response to racism addressed in the LGBTQ+ roundtable*

- Hospitality and tourism - horrible history of historic racism. He signed a letter with other Black leaders in the industry against racism
- Minimal representation – out of 900 organizations like Visit Philly across the country, only 10 run by people of color.
- In Philadelphia very few GMs in hotels are BIPOC

**Student Roundtable – Laura McPherson**

- **ERP** is well thought-out **and** inclusive (systemic AND interpersonal racism, focus on anti-racism rather than one group)
- Education is the pillar we should discuss first since everyone starts out in school, that’s where we learn. All the pillars start with education.
- Education would be less important if schools had a more comprehensive curriculum.
- Wealth gap:
  - Pownomics: the National Plan to Empower Black America (book)
  - What do reparations look like?
  - Schools need to teach financial literacy and investing
- Public schools don’t receive same amount of funding and support as private/white schools
- There is a “school to prison pipeline”
- Black and white schools physically segregated, glass wall in between the two schools (Science Leadership Academy)
- Philly is a very historical city and people tend to focus on that more than racism
- Blatant forms of racism are emphasized, subtle forms (ie. Micro-aggressions) are ignored.
- “What’s your advice to teens who are overwhelmed and need help dealing with pandemic/racial tensions/life in general?”
- Media represents Black people in negative light. Representation is critical. We have to hold these systems accountable.
- Philadelphia government leadership is diverse but there has been little to no change.
- Kendra Brooks doing a lot
- People need to know who to vote for; Philly should do a better job at providing resources to help with this.

- Arts & Culture: Want more than just stories about Black trauma. These kinds of stories inform non-Black people's views of Black people which affects their implicit bias and opinions
- Colorism! Little to no dark skin women in media

#### *Student Suggestions*

- Black vs. African discourse; Black people should learn more about African culture and heritage.
- Voting (how to do it, how to know who to vote for, etc.) needs to be taught in school!
- Amendments to the constitution need to be made.
- Capitalism needs to go.
- Hold government accountable.

#### *Students will you know when change is taking place:*

- When there's less talk and more action
- Schools being funded (less of a prison environment more of an actual school environment)
- More mental health centers, more drug rehab centers

#### *Additional issues to cover:*

- How the Black community views itself -- colorism, homophobia, toxic masculinity, mental health
- White systems

#### ***General Additional Points from Roundtables***

- There is great concern among those who are raising Black sons.
- Asset based approach, in other words build strengths from communities.
- Racism cannot be ended by using the tactics of racism.
- Racism and capitalism are so interlinked.
- While racism might not end, it is believed that public policy can change to impact the quality of education offered to Black and Brown children. There is a perception that *since Whites don't fully believe that racism exists*, the conversation around education must continue.
- White people need to embrace talking about race.
- White people need to relinquish power.
- The need for mental health services and the trauma being experienced by people at so many different levels and from many different environments.
- Many have been traumatized by attending predominantly white schools. Racism and bias impact people in very different ways depending upon socio-economic level.
- Pillars should include hospitality and tourism -the 3rd largest employer in the city. Visit Philly, Airport, Convention Center, Restaurants

#### ***General Questions Spurred by Roundtable Discussions***

- "Can we end racism" may not be the right question.
- How do we get to mutual value creation?

- How do we empower Black and Brown folks to bring their full selves and feel comfortable with disagreeing without losing something? White people are allowed to think and disagree. People of color are not given that same freedom.
- What does life look like in the future, 2030, with or without action?
- What is the impact of courts costs and probation fees on Brown and Black defendants? CJ
- Describe the changes you envision in the juvenile justice system that would impact the school to prison pipeline? CJ
- What is it like for Black and Brown people to secure mortgages from key lending institutions? Housing
- How do special education programs contribute to racial bias in schools? Educ
- How does the budget perpetuate challenges for the SDP? Educ

### ***Concepts for Further Consideration***

- Need versus Power
- Diversity versus Undoing Racism
- Transformational versus Transactional
- Pathology of racism: Superior versus Inferior
- Well-meaning versus Lip Service
- Wealth enforces Racism & Power
- The Sin of Racism requires Repentance (Lee Huang)
- Circles of *influence* are needed in order to progress to the next level
- Space for sharing ... the power of listening ... Story Corp ... Lenfest ... Community Journalism ... Mobile Story told through street teams ... sending letters.
- How paid boards use a process that supports racism
- Racism often keeps some of the best minds from the table.
- A lot of people are fine with the way things are.
- Racism within the Black community
- Making the uncomfortable conversation more normal.

### **Recommendations**

- It is important to establish ongoing feedback with the people who participated in the interviews, roundtable discussions, and steering committee meetings. People are so accustomed to “one and done” and “all talk and no action” that it would add to the skepticism if frequent and ongoing milestones were not attained.
- Members of the Steering Committee need to go through DEI training. In several instances, well intentioned individuals added fuel to the fire by making statements that served as “lightening-rods” due to their lack of understanding and a lack of cultural empathy and competency. Members of the Steering Committee must be in alignment with a shared understanding of the issues, whether they agree with those issues or not. Otherwise, the perception, quietly expressed by several stakeholders, that *Ending Racism* is designed to appease corporate types could become a growing challenge.
- It may be prudent to form a sub-committee of the Steering Committee that allows for a think tank that encourages the expression of raw emotion that is experienced by people of color. The results could become a part of the training for the committee overall.
- Create additional opportunities for young people to speak and share their voices. The students who participated in the roundtable discussion were impressive, poignant, and fully attuned to the

variety of issues around racism, social injustice, and economic disparity. We have found this to be the case in other similar sessions conducted by the ROZ Group with other clients. A critical goal of *Ending Racism* may very well be an initiative that shapes cohorts of young people for future civic leadership.

- There is a need to prioritize which of the many issues will be among the first to be addressed with a comprehensive plan that will result of measurable successful outcomes. As suggested by Kevin Harden, it may be prudent to identify one thing to tackle as opposed to taking on the “whole thing.”
- DA Larry Krasner suggests that the real change is at the level of culture and recommends reading Bryan Stevenson’s book, *Just Mercy: A Story of Justice & Redemption*. He offered to host further conversations in his office. The criminal justice topic will require an investment in time and resources as a series and possible think tank.
- Review practices of youth sentencing
- Review expungement practices
- Engage new and young voices in a highly visible way (Juwan Z. Bennett, a PhD candidate at Temple whose area of research is juvenile justice.). He recommends *The Cost of Incarceration* as a book to read.
- Arts & Culture was not one of the original pillars. Yet based on input from the first two sessions, UAC quickly pivoted to add the pillar. The discussion of arts & culture as part of the needed healing is major. Artists are front and center in the emotional and artistic expression of what is happening in the nation as a whole.
- The “wealth gap” and “lack of power” were added to the employment and workforce pillar after receiving feedback from during the first two sessions.
- Benchmarking and relationship building with leaders in other cities that may be on similar paths in terms of an organized and concerted effort to *end racism* should be a strategic imperative. Philadelphia may wish to organize a symposium or think tank at the National Constitution Center that can call national attention to the *Ending Racism Partnership*.
- Storytelling as an expressive activity, one that allows for documentation and shared experience, should be considered in partnership with a consortium of media partners including WHYY, Comcast, and the networks.
- Communities of color have long standing sophisticated cultural healing practices that should be explored as an element of the *Ending Racism Partnership*.
- Gentrification is of major concern. Yet there does not appear to be a concerted effort to address the situation in a very public way. The concern about gentrification is a recurring undercurrent in any community discussion. The exodus of many from the suburbs back into the renewed city is challenging and the appearance of insensitivity on the part of developers has to be considered. Attention to this problem might be one of the ways that *Ending Racism* signals that it is truly ready for implementing solutions. Housing and workforce development are inextricably linked to gentrification.
- UAC should consider a more comprehensive calendar that demonstrates phases in a long-term project. Concern was expressed that the “two-year” time frame that was part of the session introduction was too short. Determine a long-term phased vision so that people understand that there is no intention of ending such an important initiative.

## **Action and Accountability from Roundtables**

### *Education*

- Invest in developing caregivers at home who can support educational development.

- Create 21<sup>st</sup> century global child by building confidence, strengthening communication skills and promoting collaborative interaction.
- Provide or improve extensive DEI training for educators.
- Focus on a recruitment/retention strategy to gain and keep the best educators.
- Include funders, elected officials, and educators at both K-12 and Higher Ed to develop solutions.
- Continue the conversations with racially mixed participants
- Strengthen the collaboration between Higher Ed, Community Colleges and K-12
- Train more people of color as professional educators for Philly's school system
- Review and enhance compensation strategies

### *Housing*

- City should be involved in solution-based conversations
- Acknowledgement that some of the City's programs are headed in the right direction
- City policies need to be reviewed and changed
- Address the appraisal gap
- New Orleans and Baltimore were cited as cities that are "getting it right." (This needs to be unpacked to determine what actions "make it right." Examine what is working in New Orleans and Baltimore.
- Encourage more Black & Brown developers to enter the playing field.
- Benchmark against other states and countries to identify and examine models for consideration.

### *Criminal Justice*

- DA Larry Krasner would like to host more roundtable discussions in his office.
- The extensive conversations needed around social justice will require the platform to release anger, passion, and despair around the issue.
- Engage the talent of Juwann Bennett, a PhD candidate at Temple whose research revolves around Black men and criminal justice reform. Supporting him an effort to structure a framework could result in more of his peers becoming integral parts of the discussion on solutions and their implementation.
- It was suggested that the Black community have a conversation around *wealth and assets*. This could be an undertaking for a consortium of banks or one bank in particular to address. (JPMorgan Chase)
- Consider research and a case study on dismantling structures
- As suggested by Steve, there is a need for a broader and more diverse group among leaders ... they have to propel the change
- Incubators for Black & Brown businesses that support dreaming and sometimes failing
- Demystifying the process and path to success through education, modeling, and exposure

### *Workforce/Entrepreneurship/Wealth*

- Black & Brown business owners need to develop closer relationships with banks ... banks need to respond with actions
- Encourage stronger engagement and support from Eds & Meds
- Establishing partnerships (i.e. Economy League)
- More pressure should be applied to CEO's



### *Healthcare*

- Asset mapping for Public Health Issues
- Free medical school tuition
- Smaller clinics with holistic services
- Establish flat fee services
- Funding for organizations to hire more “on the ground” people to connect with people in communities
- More community-based town hall meetings
- Determine how the City’s efficiencies around Covid can be maintained
- Whites need to own this problem and take the lead in order to affect change

### *Arts & Culture*

- Use an asset-based approach to build from strength within communities
- Use art to help people heal and express fear
- The funding conversation has to be changed from one of scarcity to one of abundance
- An arts tax that is not “Mayor-dependent”
- Tax forgiveness for artists

## VI. Steering Committee Membership

1. Andrea Agnew, Vice President of Diversity, Equity & Inclusion, Comcast Spectacor
2. Ryan Boyer, Business Manager, Laborers' District Council of Metropolitan Philadelphia & Vicinity
3. Jeff Brown, Founder & CEO, ShopRite
4. Uva Coles, Founder & CEO, Inclusiva
5. Tina D'Orazio, Chief of Staff, Philadelphia Eagles
6. Stephen Fera, SVP Public Affairs, IBX, Steering Committee Co-Chair
7. Cynthia Figueroa, Deputy Mayor, Office of Children and Families, City of Philadelphia
8. David Gould, Chief Diversity Officer, Philadelphia Sixers
9. Kevin Harden, Jr., Attorney, Ross, Feller, Casey
10. Tom Henneman, Founder, Federal Doughnuts
11. Lee Huang, Senior Vice President & Principal, Econsult Solutions, Inc
12. Sue Jacobson, CEO, Jacobson Strategic Communications
13. Sharon Jean-Baptiste, Vice President Mid-Atlantic Growth and Sales, Jacobs
14. Michele Lawrence, Market Expansion Business and Community Leader, J.P. Morgan Chase Bank
15. Keith Leaphart, Founder & CEO, Philanthropi
16. Lisette Martinez, EVP, Diversity, Inclusion & Community Engagement, Jefferson Health
17. Sharmain Matlock-Turner, President & CEO, UAC, Steering Committee Co-Chair
18. Marshall Mitchell, Pastor, Salem Baptist Church
19. Liz Murphy, Vice President of Governmental and External Affairs, PECO
20. Arun Prabhakaran, EVP, UAC
21. Sulaiman Rahman, CEO, DiverseForce
22. Pedro Ramos, President, Philadelphia Foundation
23. Rev. Mark Kelly Tyler, Pastor, Mother Bethel AME Church, Steering Committee Co-Chair
24. Aaron Walton, President, Cheyney University

*Additional consultation provided by:*

25. Fairmount Ventures
26. People's Institute for Survival and Beyond
27. The ROZ Group