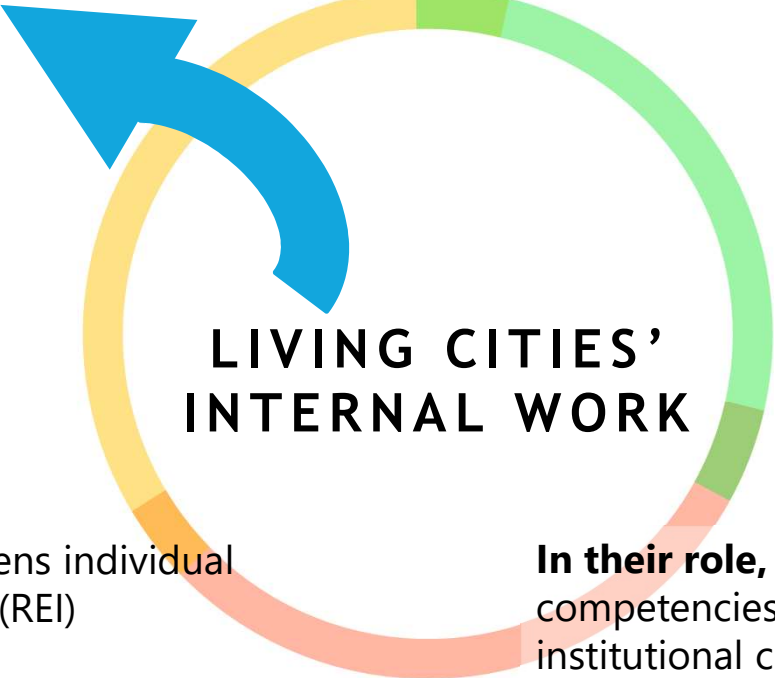


SYSTEM



Living Cities transforms into an anti-racist, multicultural institution...

- Uses its power and privilege to shift Public, Private, Non-Profit and Philanthropic gatekeepers' beliefs around people of color
- Supports communities' power to hold gatekeepers accountable to changing their relevant systems to be more just, equitable, and racially inclusive



PERSON

Living Cities Staff deepens individual racial equity & inclusion (REI) competencies...

- Awareness of self and others
- Foundational knowledge and core concepts
- Empathy and compassion
- REI Practice and analysis

ROLE

In their role, staff applies REI competencies to dismantle white institutional culture in our organization and partnerships...

- Develop transformational relationships within our network
- Build trust with local partners across sectors
- Support communities of color through Living Cities procurement dollars



SYSTEM

- Public, Private, and Philanthropic gatekeepers publicly commit to changing systems to be more just, equitable, and racially inclusive
- **Racial gaps are closed across all systems**

ROLE

...Public, private, and philanthropic gatekeepers' in their role beliefs & behavior shift

- PPP commits to REI and Narrative Change work
- PPP uses their power and influence to implement practices, processes, policies that advance the safety and power of people of color

PERSON

LIVING CITIES' EXTERNAL WORK

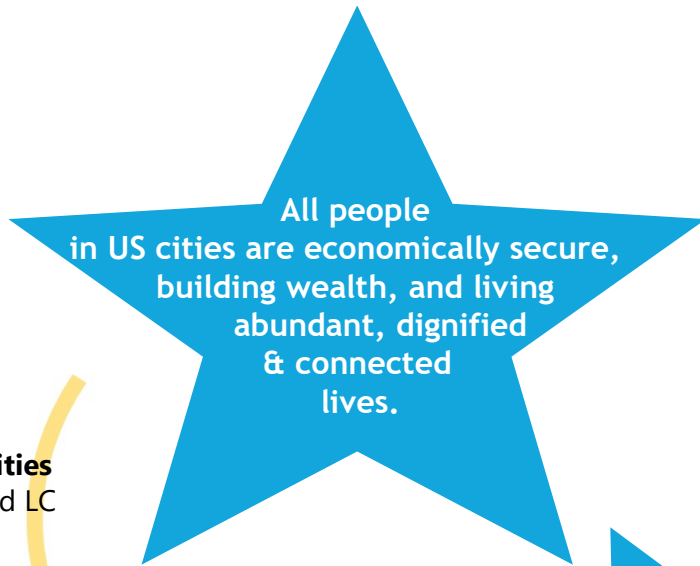
...Living Cities in our role, influences individual Public, Private & Philanthropic (PPP) gatekeepers

- Uses its organizational power and privilege to shift gatekeepers' beliefs & behaviors about people of color and deepen their racial equity and inclusion (REI) competencies
- Provides national cover, technical assistance, and a network to embed REI lens into gatekeepers' day to day work
- Supports communities to hold PPP gatekeepers accountable to changing their relevant systems to be more just, equitable, and racially inclusive



...Communities of color hold Living Cities accountable

...Living Cities continues its journey to become an anti-racist, multicultural institution to close racial gaps in income and wealth



...Communities of color hold LC accountable

SYSTEM

...Racial income and wealth gaps are closed across systems

ROLE

...Public, private, and philanthropic gatekeepers' beliefs & behavior shift

SYSTEM

...Living Cities continues its journey to become an anti-racist, multicultural institution

LIVING CITIES' EXTERNAL WORK

LIVING CITIES' INTERNAL WORK

PERSON

...Living Cities in our role, influences Public, Private & Philanthropic (PPP) gatekeepers

PERSON

Living Cities Staff deepens individual racial equity & inclusion (REI) competencies...

ROLE

Living Cities Staff applies REI competencies to dismantle white institutional culture in our organization and partnerships...

LIVING CITIES' FULL THEORY OF CHANGE

February 2020



All People in US cities are economically secure, building wealth, and living abundant dignified and connected lives

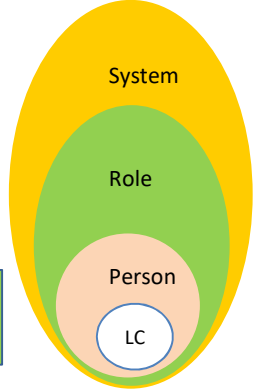


D1. Public, Private, and Philanthropic systems are increasingly just, equitable, and inclusive

H1. Communities hold Public, Private, and Philanthropic gatekeepers accountable to changing their relevant systems to be more just, equitable, and racially inclusive

F1. Public, Private, and Philanthropic gatekeepers publicly commit to and held accountable by community changing their relevant systems to be more just, equitable, and racially inclusive

D2. Public, Private, and Philanthropic gatekeepers work together differently to collectively impact people, programs, systems



G1. Public, Private, and Philanthropic gatekeepers' beliefs around POC shift

F2. Public, Private, and Philanthropic gatekeepers' BEHAVIOR shifts: use roles to implement pro-POC practices, processes, policies

G2. Public, Private, and Philanthropic gatekeepers understand root cause, history, and destructive consequences of racism

H2. LC staff uses their REI competencies to introduce Public, Private, and Philanthropic gatekeepers to new narratives and consequences of racism

G3. Public, Private, and Philanthropic gatekeepers are exposed to new narratives around POC (NC)

G4. REI competencies of Public, Private, and Philanthropic gatekeepers increases

H5. LC supports communities to have the power to hold Public, Private, and Philanthropic gatekeepers accountable to changing their relevant systems to be more just, equitable, and racially inclusive

H3. LC uses its organization's power and privilege to shift PPP sectors' beliefs around POC

H4. Public, Private, and Philanthropic partners commit to REI and Narrative Change work with LC

H6. LC staff uses their REI competencies to identify partners in cities and begins to develop transformational relationships and build trust with local Public, Private, Non-Profit and Philanthropic partners

H7. LC has knowledge of how to support the disruption of local power structures based on that city's/region's unique reconciliation needs

H8. Living Cities' journey to be an anti-racist organization – staff deepen individual REI competencies, transformation from white institutional culture to multicultural institution

H9. Living Cities has knowledge of the current Public, Private, and Philanthropic individuals, organizations and networks that influence decisions and resources within a city/region

Gatekeeper: Anyone in an institutional / organizational role or position who can grant or deny access to institutional resources or equity. **Gatekeepers** are, by structural design, accountable to the institutions they work for, and not the people they serve.