

Northern CA Advancing Racial Equity

The Role of Government

May 12, 2016

Government Alliance on Race and Equity
Center for Social Inclusion

Melissa Jones

Nora Liu

Dwayne S. Marsh

Julie Nelson

Getting Started

8:30 to 9:15

Welcome, warm-up, a look ahead

9:15 to 10:30

Organizational change theory

10:30 to 1:45

Break

10:45 to 12:30

Breakout Sessions

Leadership skills for advancing racial equity

Using the Racial Equity Tool

Getting Started

12:30 to 1:15

Lunch

1:15 to 3:00

Developing a Racial Equity Action Plan
Creating a Team for Implementation

3:00 to 4:30

Action planning within teams

4:30 to 4:45

Closing

A Look Ahead

June

Advancing Racial Equity speaker series: Rinku Sen, Race Forward

July

Homework, networking, problem solving and strategizing [Virtual Peer Exchange] (half-day)

August

Putting Concepts into Action - Racial Equity Action Plan, Racial Equity Tool (one day) [Train the Trainer]

September

Advancing Racial Equity speaker series: “Tools and Tactics” (TCE Crossover)

October

Report on homework, networking, problem solving and strategizing (half-day)

November

Communications and strategic planning (one day)

December

Report on homework, networking, problem solving and strategizing (half-day)

January

Advancing Racial Equity speaker series: “Celebrating our Success, Facing Challenges”

Government Alliance for Race and Equity

Washington

Seattle
Tacoma

Oregon

Portland
Multnomah County

California

Alameda County

Minnesota

Metropolitan Council
Minneapolis
Minneapolis Park Board
St. Paul

Iowa

Dubuque
Iowa City

Wisconsin

Dane County
Madison

Michigan

Ottawa County

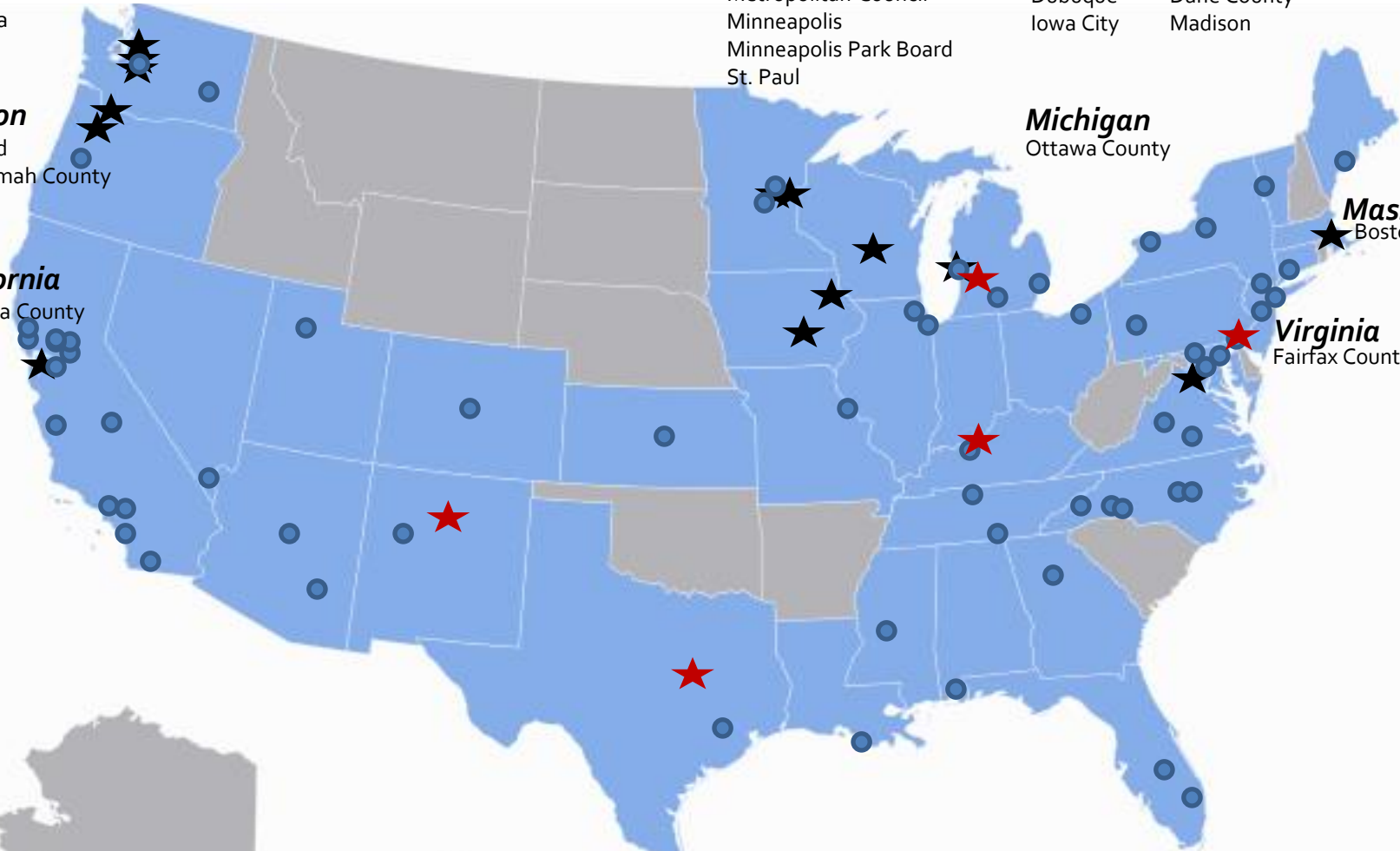
Massachusetts

Boston

Virginia

Fairfax County

- ★ = Active GARE Members
- = Current GARE Engagements
- ★ = Racial Equity Here Participants



Homework Review

- **One-on-ones** – Continue to build relationships
- Research the **racial history** of your jurisdiction
- As a team, complete the **full assessment** and refine your **racial equity statement**
- Begin to size up preliminary action steps emerging from the assessment

Today's Objectives

- Gain understanding of organizational change theory, as applied to racial equity
- Develop skills for moving organizational changes, including the importance of leadership for racial equity, developing skills of an expanded set of employees, and using a racial equity tool in routine decision-making processes
- Begin to develop a racial equity action plan

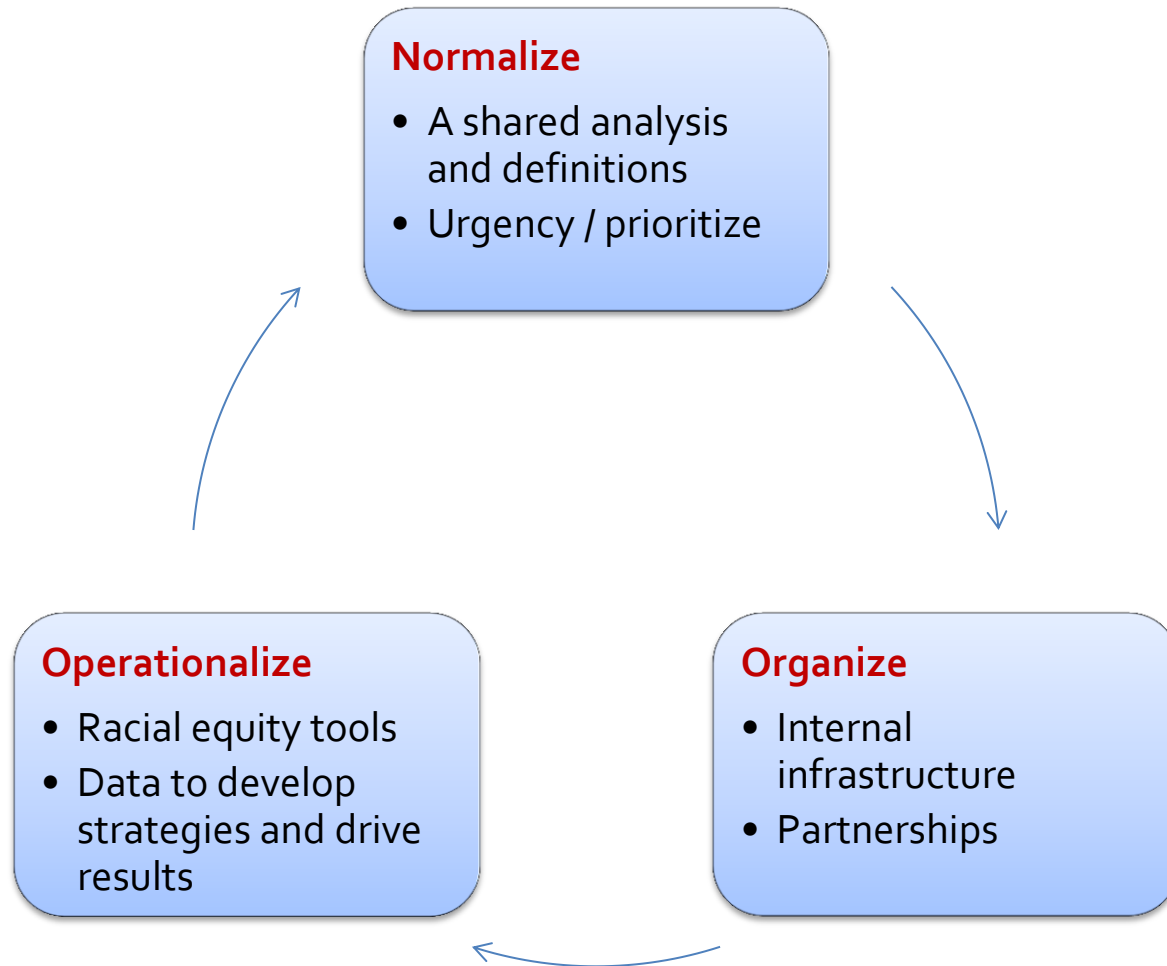
Organizational Change Theory

Advancing Racial Equity and Transforming Government

A Resource Guide to Put Ideas into Action



National best practice



Building Infrastructure to Create Change

- Change happens when people recognize both why the change is needed and the potential of the proposed solution
- System change requires
 - Powerful advocates for change
 - Interaction – advocates with the apathetic
 - Environment that supports change



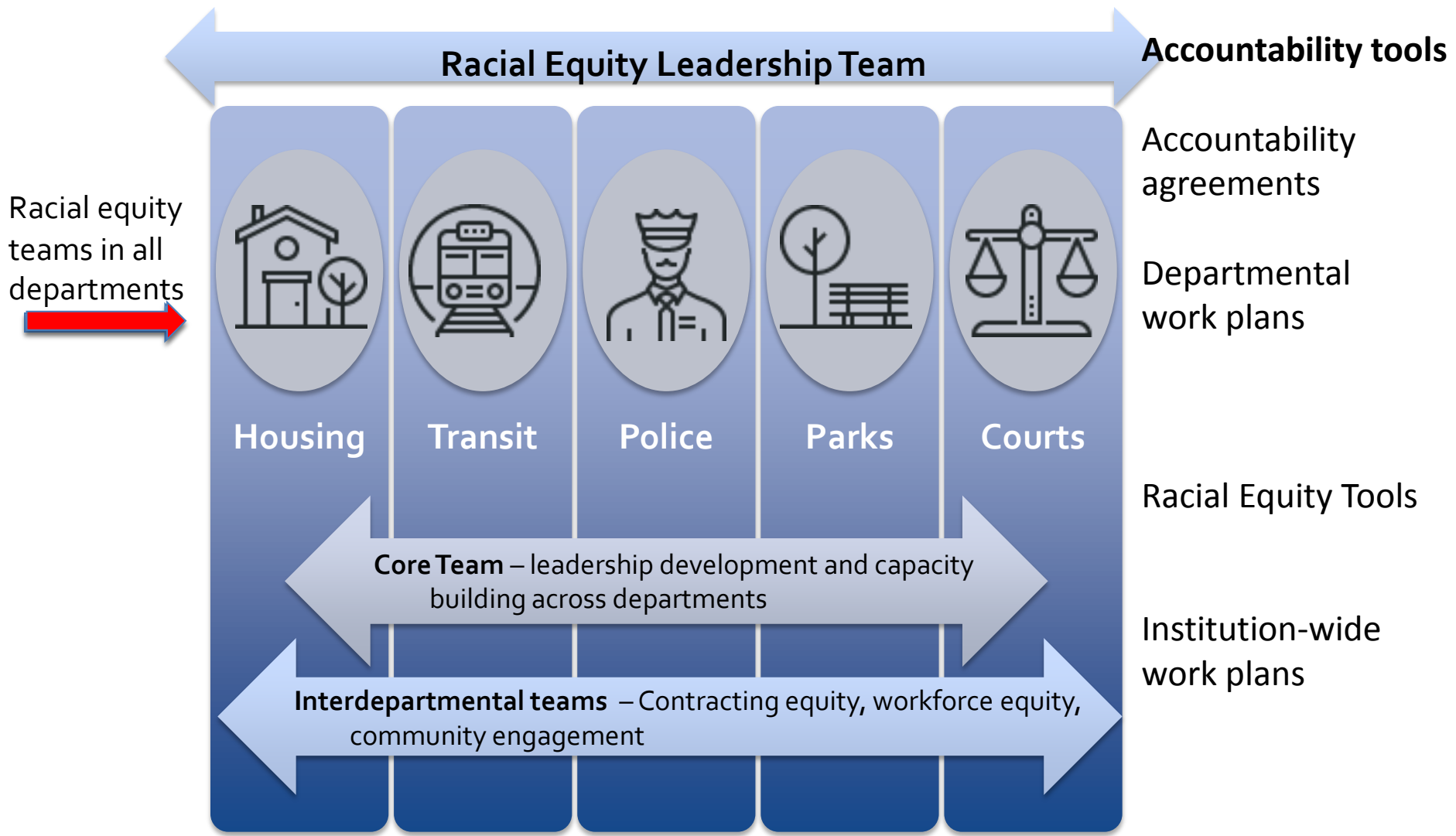
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Building Infrastructure to Create Change

- Racial equity held in the depth and breadth of the organization
- Structured to advance racial equity
- Coordinated and interdepartmental
- Power is mapped



Building Infrastructure to Create Change

1. Mass Exposure
2. Personal Contact
3. Resistance
4. Expertise
5. Infrastructure
6. Leadership
7. Accomplishments

The Seven Levels of Change

GET THE WORD OUT

1. Mass exposure
 - E-newsletter
 - Workshops for all employees
2. Personal contact
 - Train the trainer
 - Maximize contact between racial equity advocates and others

The Seven Levels of Change

MOVE PEOPLE

3. Resistance
 - Listen carefully

4. Expertise
 - Internal advocates across functions and at varying levels of hierarchy

Building Infrastructure to Create Change

FOSTER A SUPPORTIVE ENVIRONMENT

5. Investing in infrastructure
 - Tools and processes

6. Recognizing the role of leaders
 - Make a clear case for change
 - Use change data for decision making
 - Set example and expectations

7. Rewarding and recognizing accomplishments

Overcoming Resistance

Tipping Point

Need a critical mass to create organizational change

- Advocates
- Apathetics
- Skeptics
- Active Resisters

Government Leadership

- Normalize conversations about race
- Learn from those bearing the burdens of racial inequity
- Set new expectations for equity and back them with resources
- Align internal structures
- Operationalize solutions, take action
- Assess, refine, sharpen

Four Key Principles

- Consciousness with Action
- Focus on Change
- Actionable Plans
- Assess, Refine, Sharpen

Five Key Ingredients

- Alignment of Key Leaders
- Clear Goals
- Resourced Plan of Action
- Key Skills
- Solid Base

Six Steps to Success

- Know what you are hoping to change
- Identify potential allies
- Powermap decision points and decision makers
- Identify opportunities for education
- Measure change
- Pinpoint short-term wins

Leadership Skills for Advancing Racial Equity

Large Group Discussion

1. Why is leadership important to advancing racial equity?
2. What are the challenges you've been confronted with?
3. How did you address these challenges?

Leadership

On the Ground

- Create awareness
- Create sense of urgency
- Build momentum

Government

- Create shared vision
- Change policies, practices, programs
- Establish accountability

Government Leadership

- Normalize conversations about race
- Learn from those bearing the burdens of racial inequity
- Set new expectations for equity and back them with resources
- Align internal structures
- Operationalize solutions, take action
- Assess, refine, sharpen

Using the Racial Equity Tool

an opportunity to operationalize equity in
government



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Racial Equity Tools

- Proactively seeks to eliminate racial inequities and advance equity.
- Identifies clear goals, objectives and measurable outcomes.
- Engages community in decision-making processes.
- Identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences.
- Develops mechanisms for successful implementation and evaluation of impact.

Racial Equity Tools

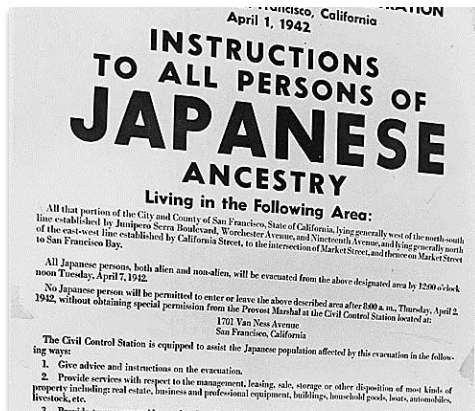
The Racial Equity Tool is a simple set of questions:

- **Proposal:** What is the policy, program, practice or budget decision under consideration?
- What are the desired results and outcomes?
- **Data:** What's the data? What does the data tell us?
- **Community engagement:** How have communities been engaged? Are there opportunities to expand engagement?
- **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
- **Implementation:** What is your plan for implementation?
- **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?



Why should government use a Racial Equity Tool?

Initially explicit



Government explicitly creates and maintains racial inequity.

Became implicit



Discrimination illegal, but “race-neutral” policies and practices perpetuate inequity.

Government for racial equity



Proactive policies, practices and procedures that advance racial equity.

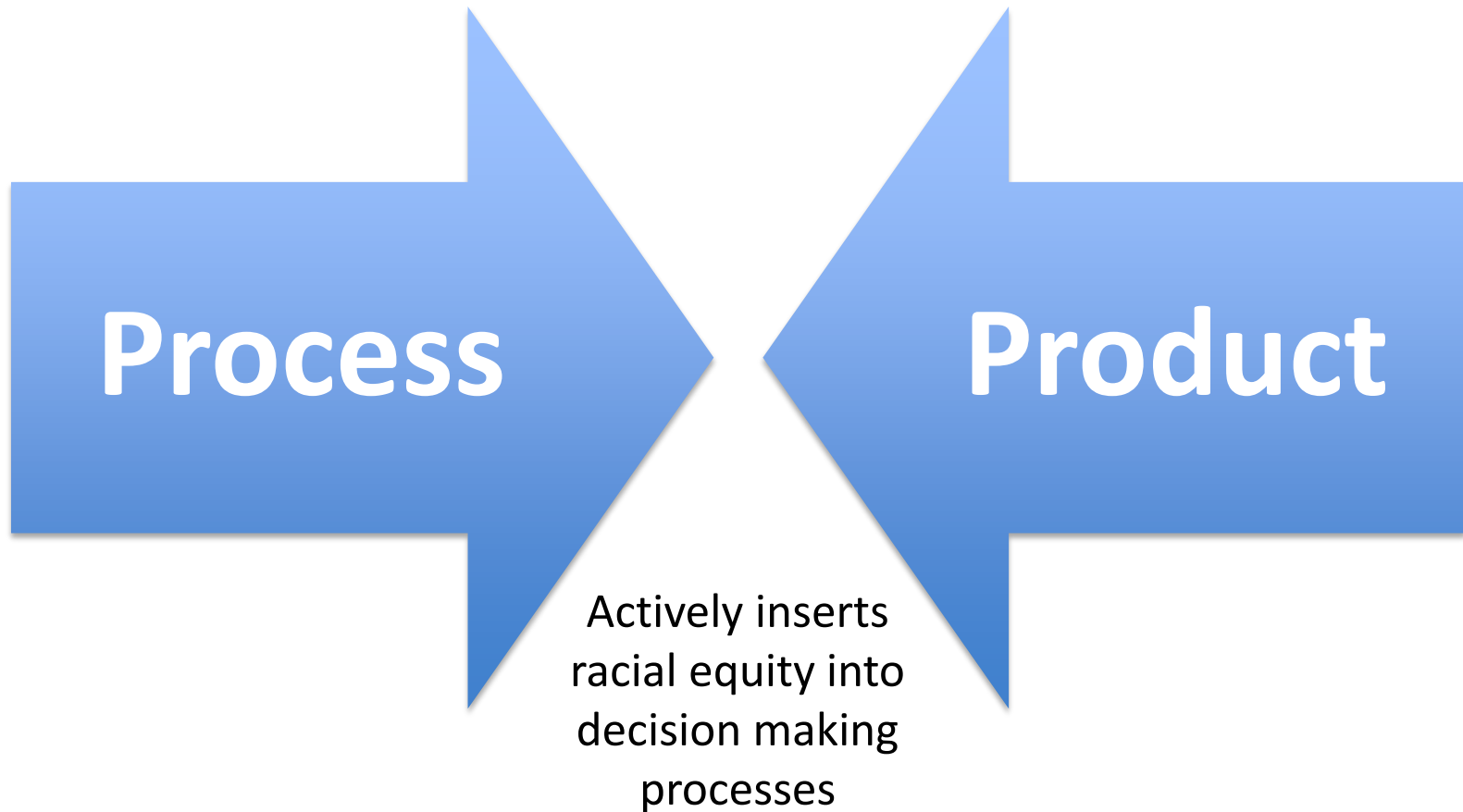


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What is a Racial Equity Tool?



Who should use a Racial Equity Tool?



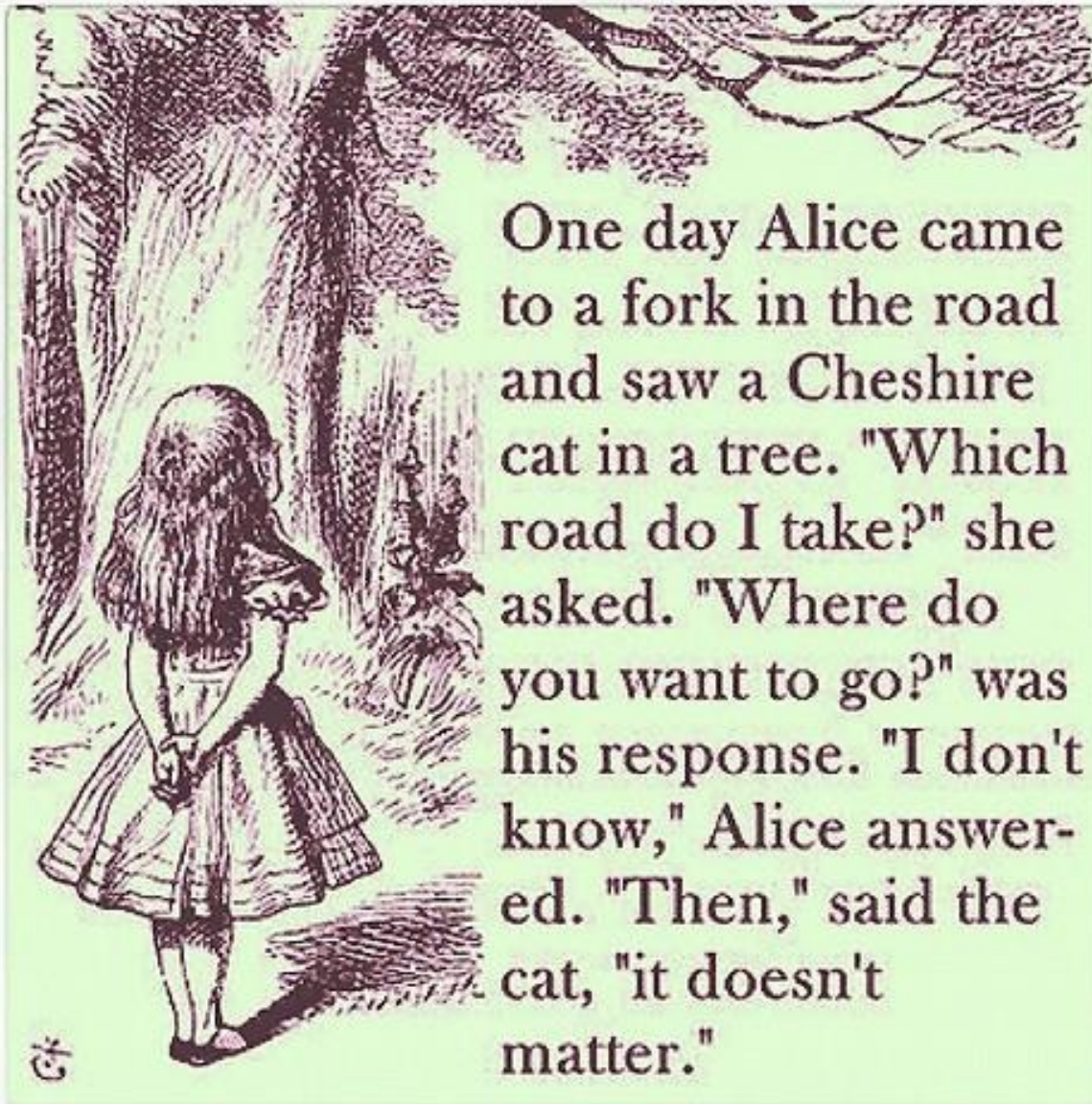
Elected officials



Government staff



Community



One day Alice came to a fork in the road and saw a Cheshire cat in a tree. "Which road do I take?" she asked. "Where do you want to go?" was his response. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

THE THINGSWE SAY.COM



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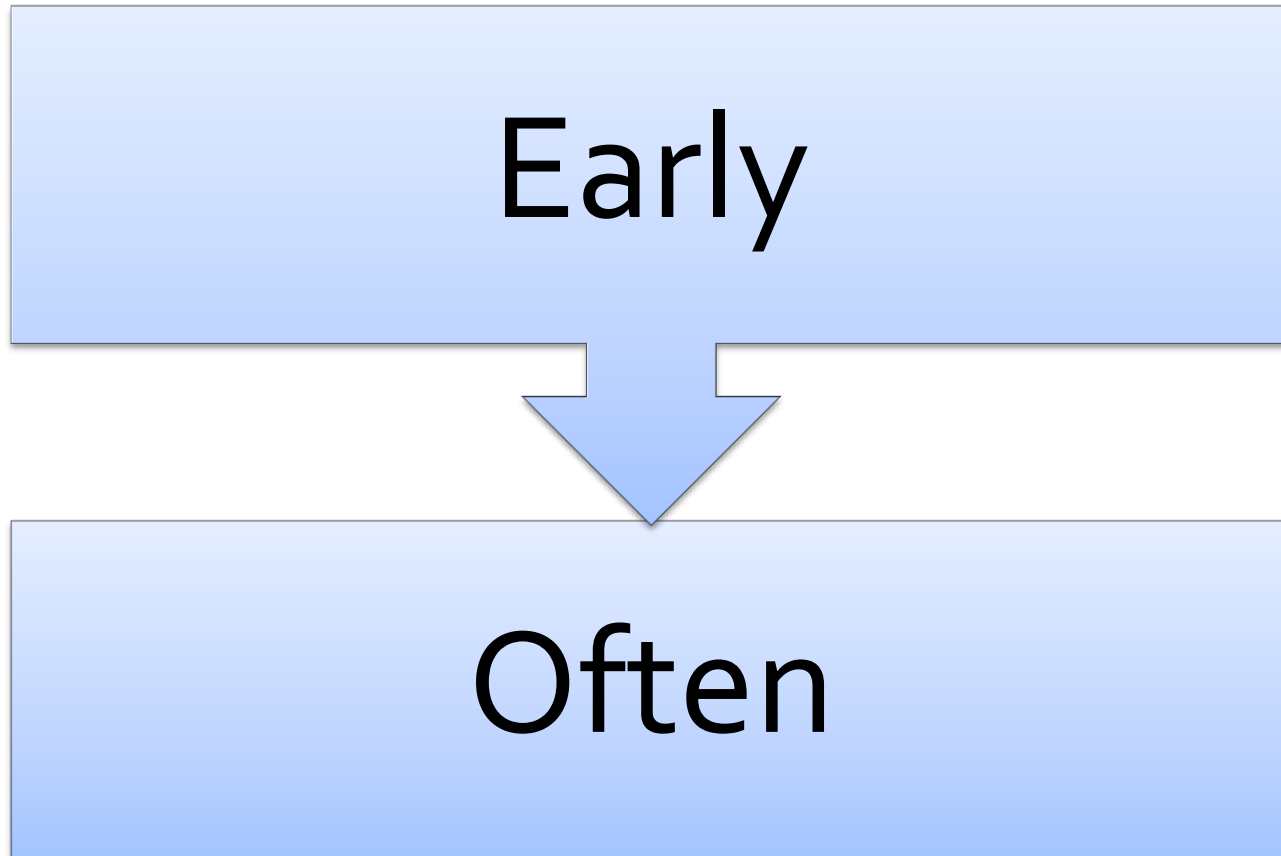


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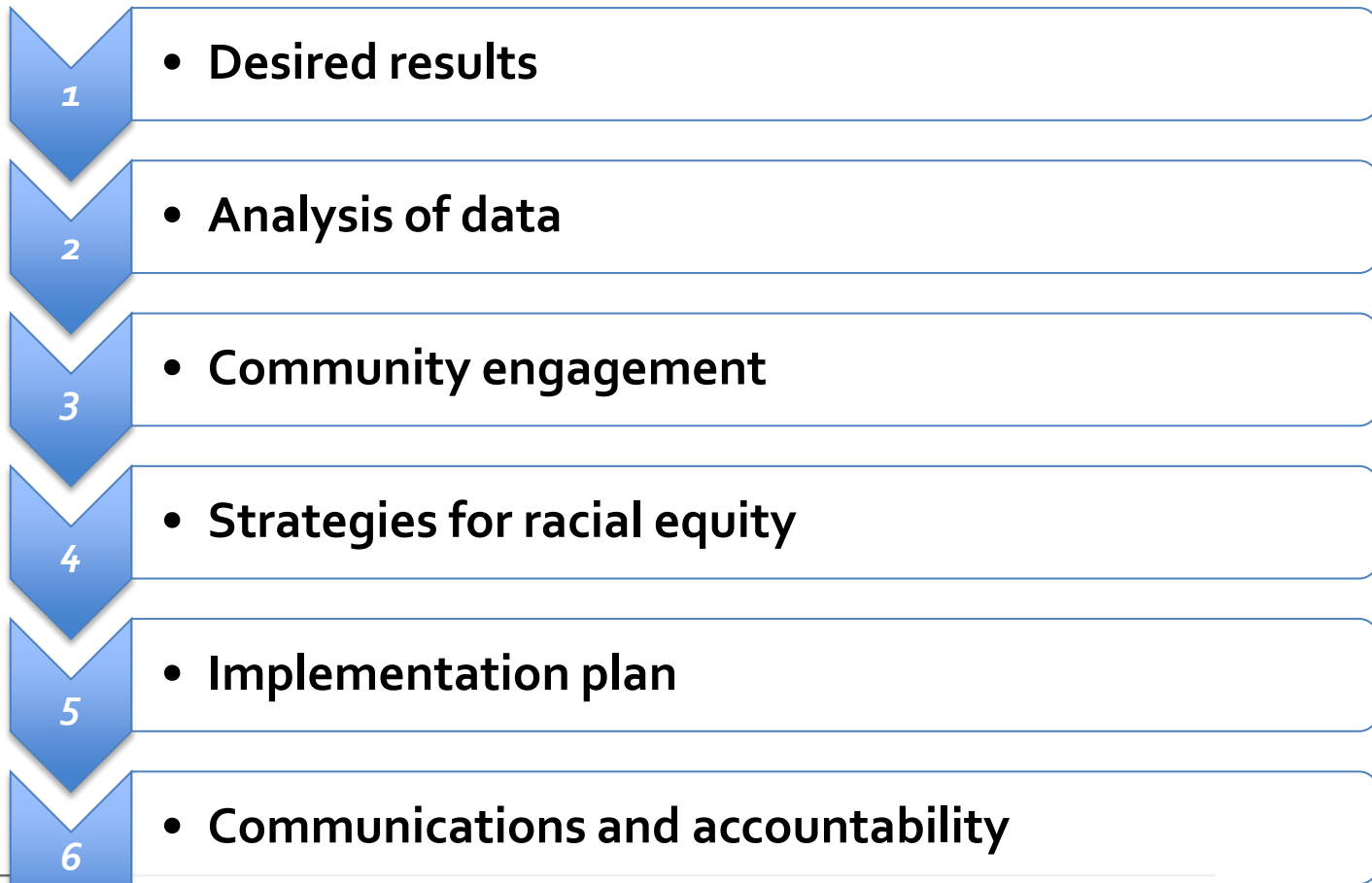
Choice Points

- Key decision-making opportunities that influence outcomes.
- Cumulative impacts of many small choices can be as significant as the impacts of big decisions.
- Less likely to replicate the status quo.

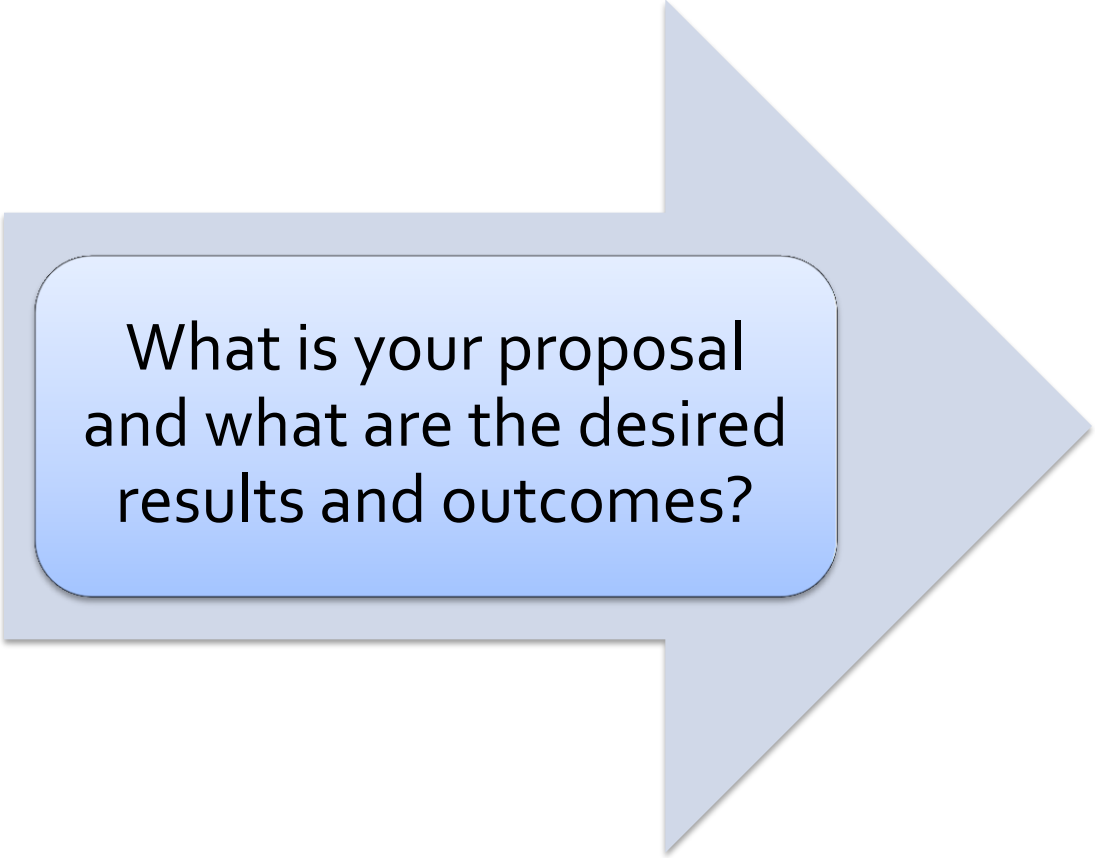
When to use a Racial Equity Tool?




What is a Racial Equity Tool process?




#1



What is your proposal
and what are the desired
results and outcomes?



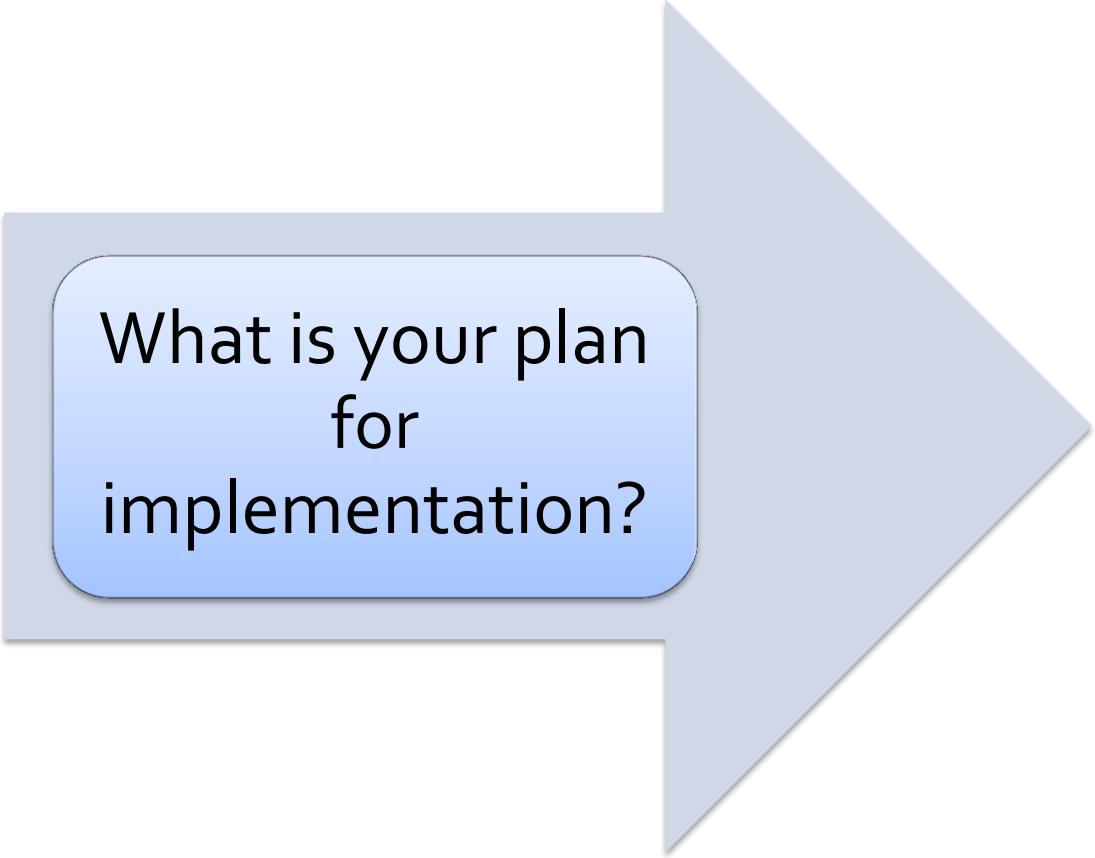
What's the community
and performance data?
What does the data tell
us?



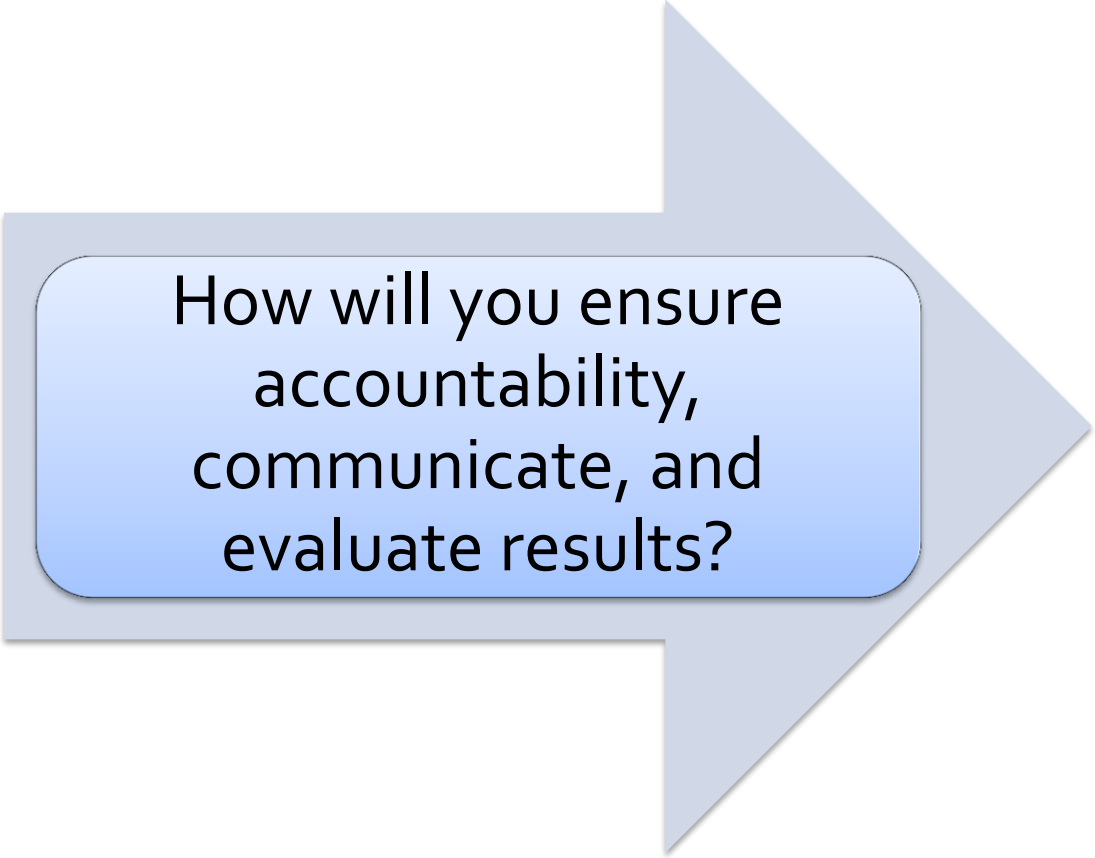
How have communities been engaged? Are there opportunities to expand engagement?

Who will benefit from or be burdened? How are you advancing racial equity or mitigating unintended consequences?

#5

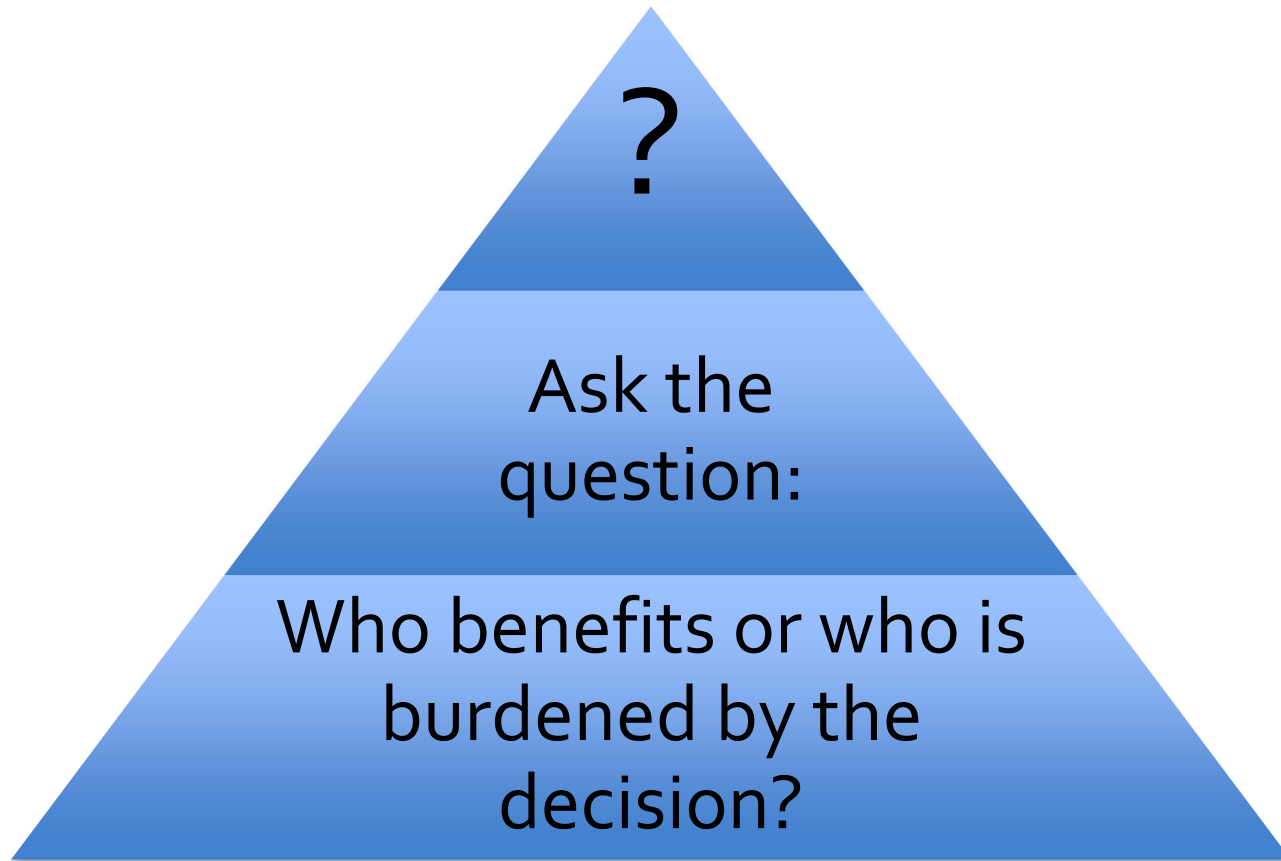


What is your plan
for
implementation?



How will you ensure
accountability,
communicate, and
evaluate results?

What if I don't have enough time?



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What challenges should I be aware of?

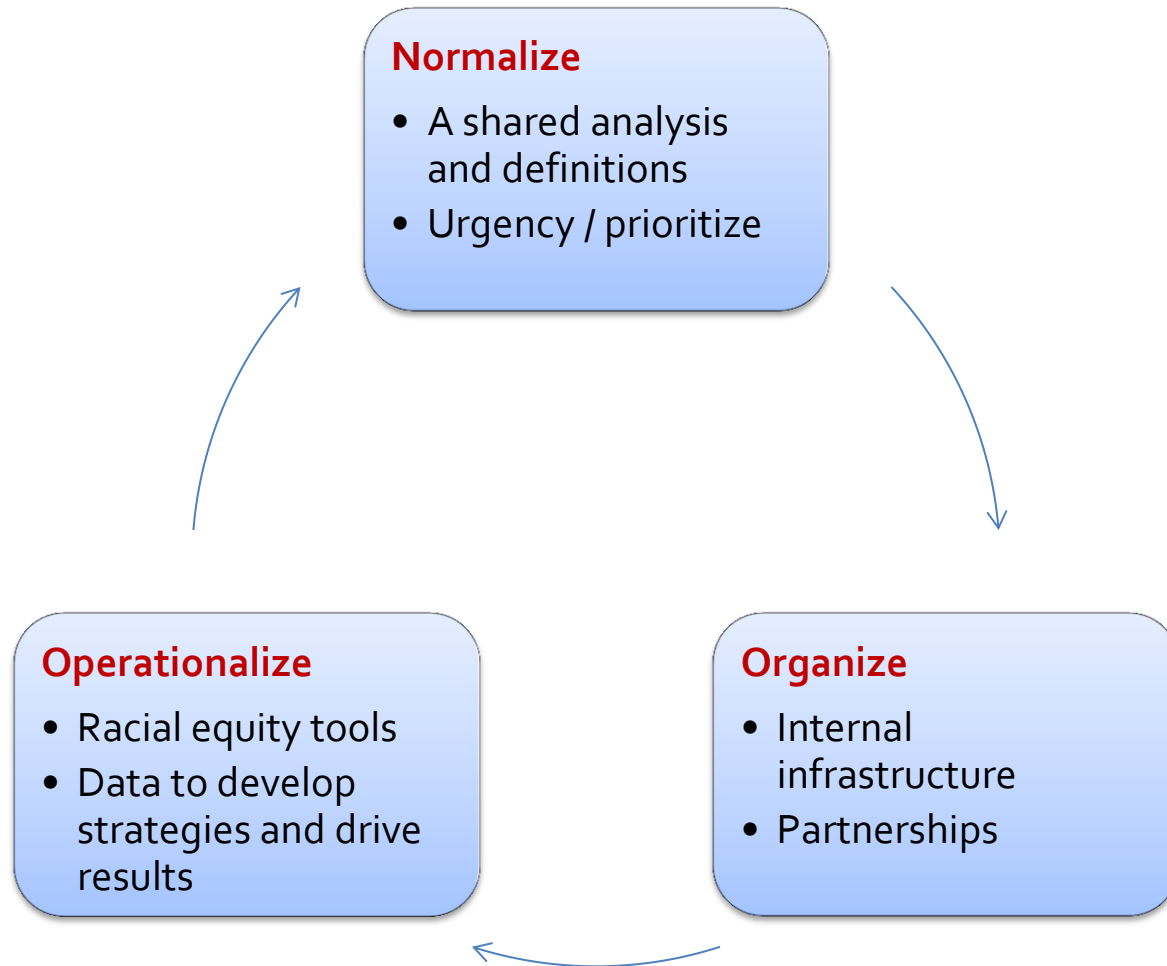
- Organizational buy-in
- Engagement
- Commitment to:
 - ✓ Implementation
 - ✓ Removal of barriers
 - ✓ Evaluation

Transactional / transformational change

“The single biggest failure in change initiatives is to treat adaptive challenges like technical problems.”

Racial Equity Action Plans

National best practice



Racial Equity Action Plans

Preparation

Research and
Information
Gathering

Research Findings

Develop Plan

Implementation,
Reporting, and
Evaluation



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Step 1: Preparation

Are you ready enough?



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Transactional approaches

- Issue-based
- Help individuals negotiate existing structures.
- Solutions “transact” with institutions
- Short-term gains for communities, but leave the existing structure in place

Transformative approaches

- Cut across multiple institutions
- Focus on policy and organizational culture
- Alter the ways institutions operate
- Shifting cultural values and political will to create racial equity



Step 2: Research and Information Gathering

Review Primary Source Documents

Interview Key Individuals and Facilitate Group Discussions

Administer Survey(s)

Compile Data and Synthesize Results

Report on Findings



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Community Engagement



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Questions for discussion:

- Who are your community partners to advance racial equity?
- What sort of engagement do you currently do?
- What works well?
- What needs to be improved?

Step 3: Report on Findings



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Step 4: Develop a Plan

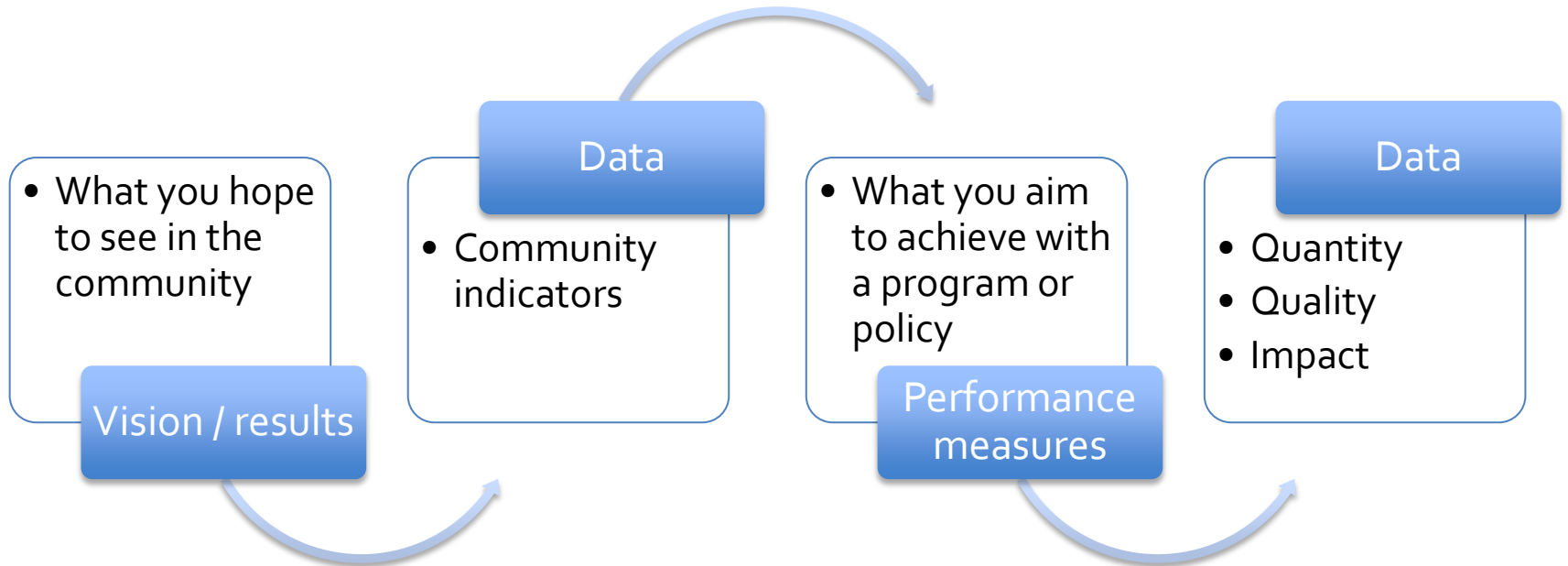


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Key Measurement Principles



Definitions

RESULT

A condition of well-being.

i.e. Babies Born Healthy, Economically Self-Sufficient Communities, Safe Communities, Clean Environment

INDICATOR

A measure which helps quantify the achievement of a result – always disaggregated by race

i.e. Rate of low-birth weight babies, unemployment rate, crime rate, air quality index

PERFORMANCE MEASURE

A measure of how well a program, policy, agency, or service system is working.

1. **Quantity** How much did we do?
2. **Quality** How well did we do it? = **Participant Results**
3. **Impact** Is anyone better off?



Start with the end...

Population Accountability

About the well-being of whole populations

RESULT

A condition of well-being for children, adults, families or communities

INDICATOR

A measure which helps quantify the achievement of a result

- % of youth participating in 60 minutes of physical activity per day (disaggregated)
- Unemployment rate

Population
Accountability



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Ask Effective Questions

“Turn the curve” on the population

- What condition of well-being do we want for our community (results)?
- Why do these conditions exist differently for people of color than whites?
- What would these conditions look like if we achieved them?
- What measures can we use to quantify these conditions (indicators)?
- Who are the partners with a role to play?
- What works to “turn the curve” of the baseline?
- What do we propose to do?

Work backwards toward means...

Performance Accountability

About the well-being of participant populations

DEPARTMENTS / PROGRAMS

Implemented programs, policies, initiatives, systems, and services that have a reasonable chance of influencing indicators and contribution to results.

PERFORMANCE MEASURE

A measure of how well a program agency, service system, policy or initiative is working.

- Three types:
1. **Quantity** How much did we do
 2. **Quality** How well did we do it?
 3. **Impact** Is anyone better off? = *Participant-level Results*

PERFORMANCE
ACCOUNTABILITY



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Ask Effective Questions

“Turn the curve” in performance

- Who are your participants, disaggregated by race?
- How can you measure if your participants are better off?
- How can you measure the quality of service, policy, initiative you provide?
- How are you doing on these measures?
- Who are the partners with a role to play?
- What works (practices, processes, and/or policies) to turn the curve of the baseline?
- What do you propose to do, in what timeline and in what budget?



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Ask yourself “WHY?” 3-5 times

Why are there racial disproportionalities?

Why else?

Why else?

Why else?

Why else?

Example – obesity rates

What are the explanations at an individual, institutional and structural level?

Example

Result – Increase healthy life outcomes

- **Indicator** – Overall rate of obesity decreases from 18% to 5% in ten years, and the disproportionality by race is eliminated (currently ranges from 11.6% of Asians to 22% of Latinos)
- **Indicator** – Disproportionality in life expectancy is eliminated (current gap – is 10 years)

Strategies – what you are going to do to achieve the result

- Increase access to healthy foods, parks and open space in neighborhoods where access is lacking

Performance measurements – how you measure your success

- Pass “healthy retail” legislation
- Increase “safe routes to school” % of students walking to school



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Look for cross-departmental strategies and structural issues

- Contracting
- Workforce
- Education
- Criminal justice
- Community engagement

Step 5: Review, Rollout, Implement, and Evaluate



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Discussion

Questions:

- What are the challenges and opportunities to creating and using a plan?
- What are the assets you have in place to support a process and plan?

Racial Equity Action Plans: Seattle

RACE & SOCIAL JUSTICE WORK PLAN Working for racial equity in the community For the Period January 1 to December 31, 2014

Department:

Director:

RSJI Work
Plan Lead:

Change Team Lead(s):

EQUITY AREA: EDUCATION

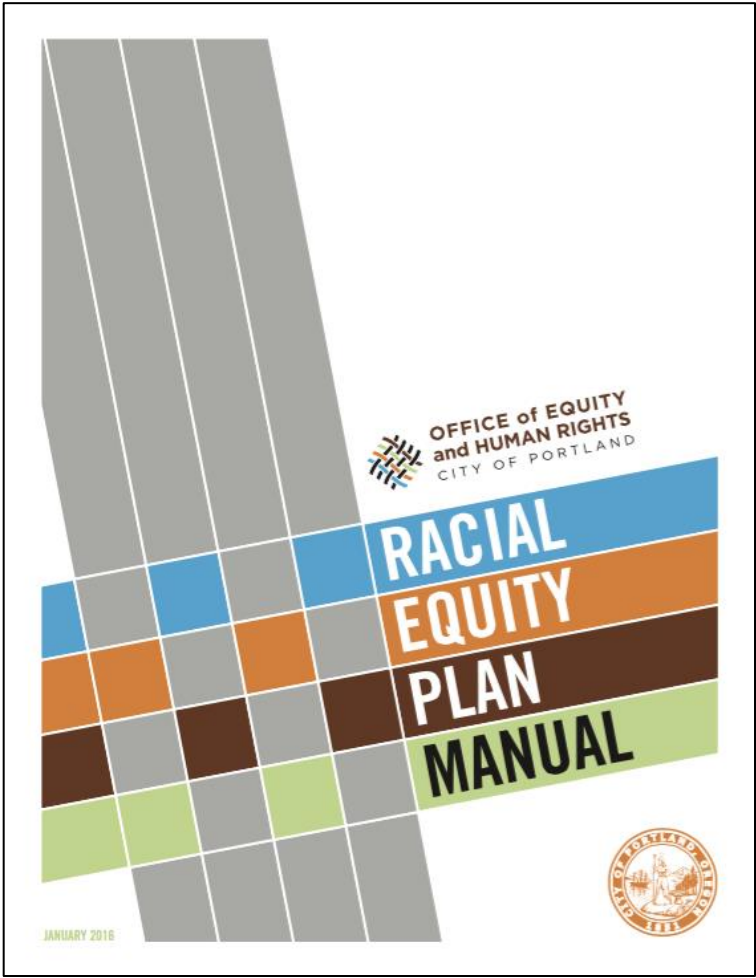
Community Outcome	Strategies, Actions and Measures	Lead Staff	Due Date(s)	Neighborhood	Equity Area Secondary Impact
Click here to select an outcome from the list.	Strategy 1: Use departmental programs and projects to eliminate racial inequity				
	•			Click here to select neighborhood.	Click here to select the opportunity area that will be secondarily impacted.
	Strategy 2: Build racial equity into departmental policies				
Click here to select an outcome from the list.	•			Click here to select neighborhood.	Click here to select the opportunity area that will be secondarily impacted.
	Strategy 3: Partner with City departments, the community and other institutions to achieve racial equity in the community				
	•			Click here to select neighborhood.	Click here to select the opportunity area that will be secondarily impacted.
Click here to select an outcome from the list.	Strategy 1: Use departmental programs and projects to eliminate racial inequity				
	•			Click here to select neighborhood.	Click here to select the opportunity area that will be secondarily impacted.
	Strategy 2: Build racial equity into departmental policies				
Click here to select an outcome from the list.	•			Click here to select neighborhood.	Click here to select the opportunity area that will be secondarily impacted.

Racial Equity Action Plans: Dane County

Dane County Template for 2016 Departmental Racial Equity Action Plans
 Department:

1. Dane County employees understand and are committed to achieving racial equity.				
Outcomes and Actions	Department Performance Measure	Timeline	Person responsible	Progress report
A. Dane County employees understand, are committed to, and have the infrastructure needed to advance racial equity. 1) Leadership – Department director or designee assigned to participate on the Countywide Racial Equity Strategic Leadership Team.	Assignment made	Dec 2015		
2) Racial Equity Plan – Plan is developed and progress reports take place twice a year.	Plan developed Progress reported	Dec 2015 July 2016		
3) Racial Equity Team – Team is convened and assists departmental leadership with the development and implementation of the Action Plan.	Team is convened	Dec 2015		
4) Training leads – Identify employees to lead Introductory Racial Equity Training for their colleagues. Participate in a countywide “train-the-trainer” session.	Trainers identified and participate in train-the-trainer session	Q1		
5) Training for all employees – Conduct Introductory Racial Equity Training for all employees.	Percent of departmental employees who have	2016		

Racial Equity Action Plans: Portland



Small group discussion

- What strategies/actions are you currently using to advance racial equity?
- Are they transactional in nature? What would allow them to be more transformative?



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Examples of interdepartmental strategies and actions

- Contracting equity: [Seattle, WA](#)
- Workforce equity: [Multnomah County, OR](#)
- Education: [City of Saint Paul](#)
- Criminal justice: [Maplewood](#)
- Community engagement: [all of you](#)

From this morning – identify a topic from one of the breakout session.

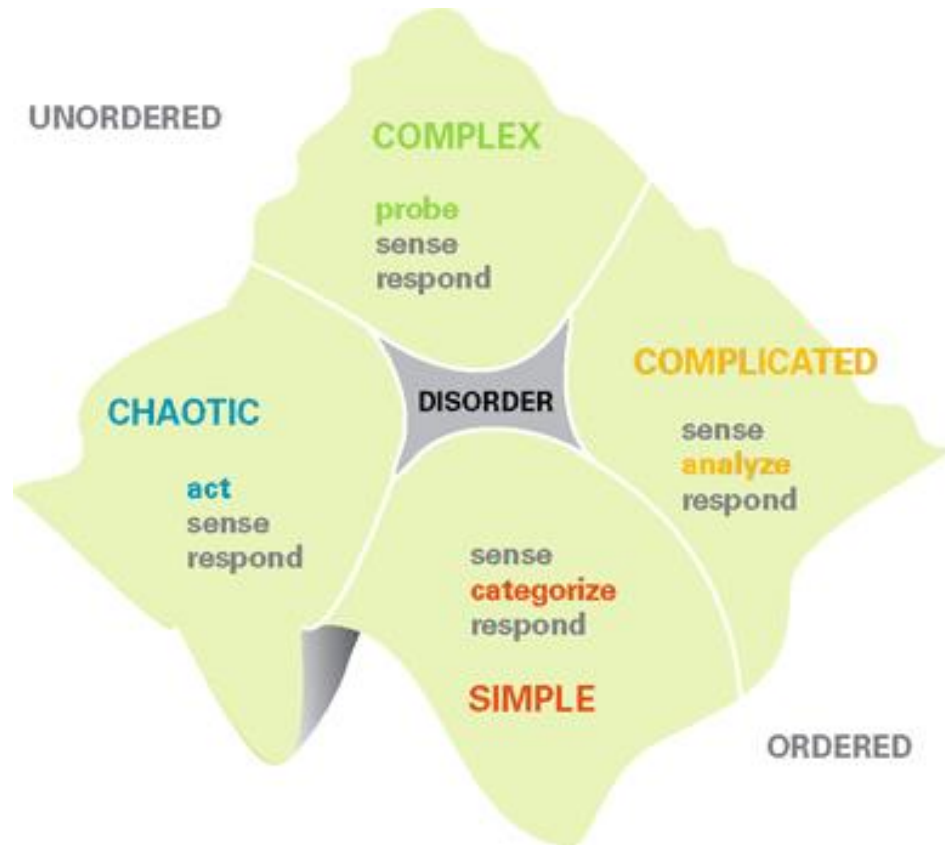
- Pick a cross cutting goal
- Identify two or three key strategies or actions that your jurisdiction could take on

Development and implementation of your work plan

- Identify two or three key strategies or actions that your jurisdiction could take on
- Who in your department needs to be consulted to develop your plan?
- What resources are needed for plan development?
- How can you ensure accountability for implementation? Which roles and responsibilities will need to be clearly assigned?

Homework: Part 1

Read : "A Leaders Framework for Decision Making"



Harvard Business Review – A Leader’s Framework for Decision Making
<https://hbr.org/2007/11/a-leaders-framework-for-decision-making/>

Homework: Part 2

Development of your Racial Equity Action Plan

- Identify the next layer of racial equity leaders in your jurisdiction
- Develop strategies to engage and/or train other key stakeholders
- Identify key strategies and actions that you would like to begin implementing
- How can you ensure accountability for implementation? Which roles and responsibilities will need to be clearly assigned?

Homework: Part 3

Sign on to the Platform!



GARE California Cohorts Network

Unlisted • 50 members

Manage

Member



Start a conversation with your group

Enter a conversation title...

Conversations Jobs



Phil Arnold

EEO D&I Outreach Consultant at Contra Costa County

3w

Media Relations

What have been best practices for responding to media inquiries and/or interview requests about GARE and our activities? Those who are actual jurisdiction employees are bound by existing media policies however those of us who represent the community... Show more

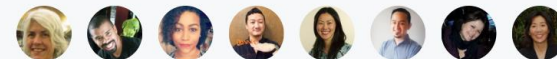
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ABOUT THIS GROUP

Welcome! This LinkedIn Group will support the 2016 GARE Learning Year for the California Cohorts. In addition to providing a place to share ideas, raise questions, and solicit feedback amongst participants from our 16 jurisdictions, 2 state agencies,... Show more

MEMBERS

50 members



Invite others

Get help with hiring ...or getting hired. Follow

Contact information

Nora Liu

Dwayne S. Marsh

Julie Nelson

Government Alliance on Race and Equity

dmarsh@thecsi.org, nliu@thecsi.org, jnelson@thecsi.org

Melissa Jones

Bay Area Regional Health Inequities Initiative

mjones@barhii.org

www.racialequityalliance.org

<http://www.barhii.org>