REAL Action: Advancing Racial Equity in Local Government
2016 City Summit

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November 17, 2016
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REAL Director

#NLCU
To strengthen local leaders’ knowledge and capacity to eliminate racial disparities, heal racial divisions and build more equitable communities.
REAL Today

Key Strategies

- Training & Technical Assistance
- Resources & Networks
- Supporting cities and NLC staff

Current Projects

- White House Community Conversations
- Men and Boys of Color
- Truth, Racial Healing, and Transformation
Cities Taking a REAL Lead

Building More Equitable Communities

- Community Conversations
- Supporting Specific Populations
- Focusing on key city issues
- Taking a holistic approach
Good Governance and Racial Equity

• Strategy to help meet key city goals
• Prosperity
• Health
• Safety
• Accountable government
Connect with REAL at City Summit!

Leadership Training

REAL Workshops

Building Trust with Police and Community

My Brother’s Keeper

REAL Action for Racial Equity
REAL Action: Advancing Racial Equity in Local Government

November 17, 2016
Julie Nelson and Dwayne Marsh
Government Alliance on Race and Equity
Center for Social Inclusion
Government Alliance on Race and Equity

A national network of government working to achieve racial equity and advance opportunities for all.
✓ Supporting jurisdictions at the forefront
✓ Expanding jurisdictions – in 30 states and more than 100 cities – all levels of government
✓ Providing tools and resources to put theory into action

Center for Social Inclusion

The Center for Social Inclusion’s mission is to catalyze grassroots community, government, and other institutions to dismantle structural racial inequity.
Values and realities

- All men are created equal
- With liberty and justice for all
- Government of the people, by the people, for the people, shall not perish from the earth
History of government and race

Initially explicit

Government explicitly creates and maintains racial inequity.

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

Became implicit

Proactive policies, practices and procedures that advance racial equity.

Government for racial equity

INSTRUCTIONS TO ALL PERSONS OF JAPANESE ANCESTRY
Living in the Following Area:

Government explicitly creates and maintains racial inequity.

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

Proactive policies, practices and procedures that advance racial equity.
Current context of race:
National best practice

Normalize
- A shared analysis and definitions
- Urgency / prioritize

Operationalize
- Racial equity tools
- Data to develop strategies and drive results

Organize
- Internal infrastructure
- Partnerships

Visualize
Normalizing
Equity? Equality?
What’s the difference?
Racial inequity in the U.S.

From infant mortality to life expectancy, race predicts how well you will do...
Racial equity means:

• “Closing the gaps” so that race does not predict one’s success, while also **improving outcomes for all**

• To do so, have to:
  ✓ Target strategies to focus improvements for those worse off
  ✓ Move beyond “services” and focus on changing policies, institutions and structures
Explicit bias

- Expressed directly
- Aware of bias / operates consciously
  - Example – Sign in the window of an apartment building – “we don’t rent to _____”

Implicit bias

- Expressed indirectly
- Unaware of bias / operates sub-consciously
  - Example – a property manager doing more criminal background checks on African Americans than whites.
What to do with bias?

• Suppressing or denying biased thoughts can actually increase prejudice rather than eradicate it.

• Openly acknowledging and challenging biases allows us to develop strategic interventions.
What creates different outcomes?
Institutional / Explicit

Policies which explicitly discriminate against a group.

**Example:**
Police department refusing to hire people of color.

Institutional / Implicit

Policies that negatively impact one group unintentionally.

**Example:**
Police department focusing on street-level drug arrests.

Individual / Explicit

Prejudice in action – discrimination.

**Example:**
Police officer calling someone an ethnic slur while arresting them.

Individual / Implicit

Unconscious attitudes and beliefs.

**Example:**
Police officer calling for back-up more often when stopping a person of color.
**Individual racism:**
- Pre-judgment, bias, or discrimination by an individual based on race.

**Institutional racism:**
- Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

**Structural racism:**
- A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.
Scenario, part 1
Operationalizing
Race in governmental policies

Federal Housing Administration

Location of city facilities

Streetlighting
What is a Racial Equity Tool?

Process

Product

Actively inserts racial equity into decision making processes
What is a Racial Equity Tool process?

1. Desired results
2. Analysis of data
3. Community engagement
4. Strategies for racial equity
5. Implementation plan
6. Communications and accountability
Who should use a Racial Equity Tool?

- Elected officials
- Government staff
- Community
Scenario, part 2
## Racial Equity Action Plans

### 2016-17 Racial Equity Plan

*(template that can be customized depending on your jurisdiction’s self-assessment and priorities)*

### 1. Jurisdiction’s residents understand and are committed to achieving racial equity.

<table>
<thead>
<tr>
<th>Community Indicator</th>
<th>Outcomes and Actions</th>
<th>Timeline</th>
<th>Accountability</th>
<th>Performance Measure</th>
<th>Progress report</th>
</tr>
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</table>
| *Percent of population who believe advancing racial equity should be a priority of government* | A. Jurisdiction’s employees understand, are committed to, and have the infrastructure needed to advance racial equity.  
1) Racial Equity Strategic Leadership Team – Jurisdiction’s leadership convenes a Racial Equity Strategic Leadership Team responsible for high-level accountability and oversight of implementation. Department directors of large departments should serve as team members on a permanent basis, and directors of small departments on a rotating basis.  
2) Infrastructure to advance racial equity – The Strategic Leadership Team designates and supports a Racial Equity Core Team, including teams focused on Racial Equity Capacity Building, Inclusive Engagement, Workforce Equity, Contracting Equity, Criminal Justice, and Health Equity. The Advancing Racial Equity Cohort Team provides leadership on these teams.  
3) Departmental Racial Equity Plans – Racial Equity Strategic Leadership Team provides department directors with a template for development of Racial Equity Plans (template includes a combination of cross-departmental strategies and department-specific strategies unique to their own line of business). Reporting on accomplishments should occur at mid- and end-of-year.  
4) Departmental Racial Equity Teams – Racial Equity Strategic Leadership Team directs department and office directors to organize Racial Equity Teams responsible for leading implementation of the plans.                                                                 | Leadership (as identified by the jurisdiction) | Racial Equity Strategic Leadership Team convened | Infrastructure in place to implement the Racial Equity Action Plan | Racial Equity Strategic Leadership Team and department directors | Percent of departments that have a Racial Equity Action Plan | Racial Equity Strategic Leadership Team and department directors | Percent of departments that have a Racial Equity Team within their department |
Racial Equity Action Plans: Portland
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
Tipping Point

Need a critical mass of advocates to create organizational change

- Advocates: Strategies to support
- Apathetics: Strategies to convert
- Skeptics: Strategies to minimize or move
- Active Resisters: Strategies to minimize or move

CSI

LOCAL AND REGIONAL GOVERNMENT ALLIANCE ON RACE & EQUITY
The Seven Levers 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 Levers of Change

MOVE PEOPLE

3. Resistance
   • Listen carefully

4. Expertise
   • Internal advocates across functions and at varying levels of hierarchy
The Seven Levers of 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
Change Infrastructure

Accountability & Sustainability

Review, Approval, Alignment

Planning & Development

Implementation

Leadership

Steering Committee

Core Team

Workgroups

Unit Equity Teams
Racial Equity Leadership Team – senior leadership

- Accountability agreements
- Departmental work plans
- Performance reviews
- Racial Equity Tools
- Institution-wide work plans

Core Team
- leadership development and capacity building

Interdepartmental Teams
- contracting equity, workforce equity, community engagement
Changing minds

• Most importantly, the best way to change attitudes is to change behavior.

• Attitudinal change tends to follow behavior change.

• Requires both short and long-term approaches.
Communicate
What we learned:

• Messages that specifically name race and dismiss the race wedge are more successful with the general public.

• Talking about race does not elevate individual implicit bias. In fact, it allows people to check their biases.

• Multiracial cast of spokespeople are better received than White-only cast of spokespeople.
Communicating about race
It’s more than just talk – ACT

Affirm
• Start with the heart
• Explain why we are all in this together

Counter
• Explain why we have the problem
• Take on race directly

Transform
• Reframe winners and losers
• End with heart and a solution
It’s more than just talk – ACT

Affirm
• All our children deserve high quality, public education.

Counter
• Currently, only about 50% of African-American, Latino and Native American students graduate from high school on time.
• Harsh, punitive discipline based on subjective infractions drive that outcome.

Transform
• We need to remove the subjectivity from the policy and implement after-school programs that use a restorative justice approach to disciplinary challenges.
• These changes will benefit all of our children.
Scenario:

Your colleague says: “I don’t understand why we’re focusing on race. Shouldn’t we focus on making sure everyone has what they need, instead of being divisive by calling out race? That’ll probably be the most effective way to bringing about change.”
Scenario:

Your supervisor says: “I really like the work your Racial Equity Team has been doing, and I know it is super important. I just know that we have a lot of other priorities right now. I think it might be better to hold off on the plan until 2018.”
Leadership Skills for Advancing Racial Equity
Leadership

In community
- Create awareness – normalize
- Create sense of urgency
- Build momentum

Within government
- Create shared vision
- Change policies, practices, programs
- Establish accountability
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?
Identify key implementation strategies

Test Early Actions
build momentum with the small successes and pilots

Targeting Interim Stages
envision a set of outputs that can have broad ownership

Conquering Fear of the Perfect
build a stronger product through experimentation

Prioritizing (and Investments)
focus on areas – and leaders – that can be influenced
Advancing racial equity

Effective, inclusive democracy
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