

August 28, 2019

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Thank you for your interest in working with the Government Alliance on Race and Equity (GARE). We have appreciated talking with you over the past few weeks. This letter includes background information on GARE and a proposed scope of services designed to build employee racial equity awareness and the capacity of the City of Bainbridge Island to proactively advance racial equity. GARE is standing by to help the City of Bainbridge Island embark on and sustain a racial equity effort. We have discussed a process that:

- engages City of Bainbridge Island leadership including the Race Equity Task Force to build awareness and support for integrating racial equity into city operations.
- provides the Advancing Racial Equity workshop to leadership including the Race Equity Task Force to build comfort, aptitude and skills for normalizing conversations about race and incorporating racial equity into their work.
- provides the Using a Racial Equity Tool and Organizing for Racial Equity workshop to build skills using an assessment to inform policy, procedures and programs to drive racial equity.
- offers additional workshops that we recommend to build the foundation, practices and partnerships needed to be able to advance racial equity over the long term.

#### **I. How we work with jurisdictions**

GARE has worked with more than 150 jurisdictions in 30 states to begin embedding racial equity in to the local government practice. We are very familiar and experienced with providing the services desired by the City of Bainbridge Island, and we deliver them with care, expertise and full appreciation of the challenges encountered and support needed when doing organizational change.

#### **BACKGROUND**

The [Government Alliance on Race and Equity](#) (GARE) is a core project of [Race Forward](#) and the [Haas Institute for a Fair and Inclusive Society](#) at the University of California Berkeley. We are a national network of government working to achieve racial equity and advance opportunities for all. We employ three emphases to frame our work:

1. We are a membership organization that supports national and regional networks of jurisdictions that are at the forefront of work to achieve racial equity
2. We offer pathways for new jurisdictions to begin doing racial equity work, including contractual technical assistance and year-long learning cohorts
3. We support and build local and regional collaborations that are broadly inclusive and focused on achieving racial equity

Government has the potential to leverage significant change and set the stage for achieving racial equity in our communities. GARE is building a national movement for racial equity; we share and expand best practices, tools and resources. If government is to advance racial equity, we must recognize its legacy of having created and maintained racial inequity, explicitly from the founding of our country, and implicitly for the past half century. We work with government because achieving racial equity will not occur unless government serves as an agent for creating an inclusive multi-racial democracy.

GARE has effective approaches for building the capacity of organizations and institutions to eliminate institutional and structural racism and advance racial equity. We offer training and organizational development, either in introductory workshops, specific topics or via an extended learning curriculum.

Our workshops include:

- **Interactive and experiential components.** Adult learning styles vary. We use varied forms (including exercises and small group discussions) to share information to ensure learning objectives are met.
- **Explicit conversation and facilitation to illuminate the connection between individual, institutional and structural racism.** Our training methodology allows participants to make connections between individual experiences and the broader societal and structural ways in which race is constructed. We focus on institutional and structural strategies, as those are most effective for leveraging change.
- **Strong, expert facilitation.** Conversations about race can sometimes be difficult. We have a team of expert facilitators who not only are prepared to lead and guide conversation but to re-design activities in the moment to ensure participants' time and experience is maximized.
- **Applied learning.** Racial equity concepts can, at times, be abstract. Our workshops focus on the application of learning in the work place. *Doing* is often the best teacher.

GARE recognizes the importance of responding to unique situations. Context matters. We tailor workshops and learning activities to best meet the needs of participants and organizations. Our workshops are informed by context setting to understand how best to tailor content and exercises and interviews with key stakeholders to ensure design meets needs and expectations of participants.

## II. What Creates Change: National Best Practice

Leadership, community and staff must *normalize* racial equity as a key value and have clear understanding and shared definitions, *operationalize* equity via new policies and by transforming the underlying culture of our organizations, and finally, *organize*, both internally and in partnership with other institutions and the community. The elements and actions are based on our understanding of your desired direction.

## III. SCOPE OF WORK

### *Context setting*

GARE recognizes that this project will benefit from additional context setting in the form of an understanding of the training that some employees have already taken. We will work with you to confirm the informal and formal leaders who are positioned to work on this project. We will also work with you to identify a set of key leaders who will form a "Core Team" for this project, leading

efforts to operationalize racial equity in Bainbridge Island. We would be happy to assist with this selection process.

### *Normalize*

Normalizing conversations about race includes developing and sharing a racial equity framework as well as operating with urgency and accountability. GARE will provide one workshop for City leadership including the Race Equity Task Force.

### *Operationalize and Organize*

After the initial workshop, GARE will work with Bainbridge Island leadership including Race Equity Task Force members to identify key initiatives / pilots to operationalize racial equity. GARE will lead a workshop for the Core Team to build skills using a racial equity tool and provide tools for communicating effectively about race.

If desired GARE can provide one, or possibly two additional sessions, thereby creating the foundations of a racial equity action plan and the infrastructure needed to operationalize and organize to drive and hold accountability for racial equity work across the institution. At the culmination of all the workshops, the Core Team will be early adopters by piloting the use of a racial equity tool, using data to develop and track racial equity strategies and developing racial equity action plans. The sessions will take place over the course of approximately four months with additional work and guidance (as needed) from the GARE staff team between sessions. The content of the sessions will again be informed by the context setting phase. The GARE curriculum will be used to support the Core Team's work.

### Workshop 1 (late fall 2019)

- ***Advancing Racial Equity: The Role of Government:*** This workshop provides an orientation to the role, responsibilities and opportunities for government to advance racial equity. We focus on normalizing racial equity as a core value with clear definitions of key terminology, operationalizing racial equity via new policies and institutional practice, and organizing, both internally and in partnership with other institutions and the community. Participants gain increased understanding of racial equity terminology, including implicit and explicit bias and individual, institutional, and structural racism; gain skill at identifying and addressing institutional and structural racism; and increase capacity to advance racial equity in the work place.
- ***Using a Racial Equity Tool:*** This workshop provides an overview on how to use a racial equity toolkit to inform policy, program and budget decisions; and effective internal infrastructure and external partnerships to create lasting institutional transformation to advance racial equity.

### Workshop 2 (in early 2020):

- ***Using a Racial Equity Tool:*** This content provides information on how to use a racial equity toolkit within policy, program and budget decision-making processes. Team members will gain skills by using the tool with their own lines of business that they would like to assess from a racial equity perspective.
- ***Communicating for Racial Equity:*** Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This content provides tools for both interpersonal communication and communicating with the media and broader outside audiences.

### Workshop 3 (2020)

- ***Developing a Racial Equity Action Plan:*** Introductory training is not enough; the City of

Bainbridge Island will want to put ideas and understanding into action, including strategies that are designed to advance racial equity.

- ***Leading for Racial Equity:*** This workshop provides a common language and explores the tensions that racial equity leaders must address to be effective in working for race and social justice, including adaptive / technical, transactional / transformational, and formal / informal leadership. Participants focus on increasing understanding of key racial equity terminology, motivating change, developing skills at effectively communicating about race, and developing concrete action steps.

#### Workshop 4 (2020)

- ***Inclusive Outreach and Public Engagement:*** This workshop uses discussion and hands-on activities on how to implement inclusive outreach and public engagement policies, apply an equity framework to outreach materials and strategies, and deepen understanding of culturally inclusive dynamics.
- ***Tools for Organizational Change:*** This workshop provides hands-on exercises to discuss moving organizational change within government, including building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy). Content is tailored to meet participants' needs, and will include topics such as stakeholder analysis, power and politics, and tipping point theory.

The total cost and timeline for the city's work with GARE is \$47,300. (summary below).

#### **IV. Next Steps**

This project, in its totality, will support the creation of deeper shared understanding among leadership, a Racial Equity Action Plan and greater staff capacity for implementation of racial equity across key departments. Our approach incorporates proven practices and replicates success, changing the norm of what is expected and possible from government.

We have appreciated your leadership and are excited about the possibility of moving this work forward. Please contact Nora Liu at [nliu@raceforward.org](mailto:nliu@raceforward.org) with questions or to discuss next steps.

Sincerely yours,



Dwayne S. Marsh  
GARE Co-Director & Race Forward Vice President of Institutional and Sectoral Change

<b>Context Setting</b>			
	Preliminary work required to establish specific parameters of GARE engagement.	<b>12 hours</b>	\$3,000
<b>Workshop 1 – late fall 2019</b>			
	<b>Advancing Racial Equity: The Role of Government / Using a Racial Equity Tool</b> This workshop introduces the role, responsibilities and opportunities for government to advance racial equity. We introduce a racial equity tool that can be used in decisions relating to policies, practices, programs and budget and share effective internal infrastructure and external partnerships to create lasting institutional transformation to advance racial equity.	<b>Full day</b>	\$10,000
<b>Workshop 2 – early 2020</b>			
	<b>Using a Racial Equity Tool / Communicating for Racial Equity</b> This workshop provides instruction and practice on how to use a racial equity toolkit within policy, program and budget decision-making processes and tools for effectively communicating about race.	<b>Full day</b>	\$10,000
<b>Workshop 3 – 2020</b>			
	<b>Developing a Racial Equity Action Plan / Leading for Racial Equity</b> This workshop provides instruction and hands on practice creating a racial equity action plan to drive implementation and accountability of the city’s racial equity work. It will also provide tools and skills to develop racial equity leadership.	<b>8 hours</b>	\$10,000
<b>Workshop 4 – 2020</b>			
	<b>Inclusive Outreach and Public Engagement / Tools for Organizational Change</b> This workshop provides strategies and skills to implement effective inclusive public engagement leading to community partnerships as well as tools to create the internal infrastructure needed to continue to advance racial equity over time.	<b>8 hours</b>	\$10,000
		Sub-total	\$43,000
		Admin (10%)	\$4,300
		<b>Total</b>	<b>\$47,300</b>
	NOTE: there is a 10% cost reduction available for GARE members		