



Building the Capacity of Government to Advance Racial Equity

The [Government Alliance on Race and Equity](#) (GARE) is a national network of government working to advance racial equity and increase opportunities for all. We use a three-prong approach:

- 1) We are a membership-led, membership-driven network of governmental jurisdictions that are committed to advancing 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

GARE is a joint project of the new [Race Forward](#) (recently merged with the [Center for Social Inclusion](#)) and the [Haas Institute for a Fair and Inclusive Society at UC Berkeley](#) (HIFIS).

Government's proactive work on racial equity has the potential to leverage significant change, setting the stage for the achievement of racial equity in our communities. GARE is building a national movement for racial equity; we share and expand best practices, tools and resources.

GARE's work is underpinned by the knowledge that we will not be able to advance racial equity without the transformation of government into an effective and inclusive democracy. For government to advance racial equity, we must recognize the historical legacy of government having created and maintained racial inequity, explicitly from the foundation of our country, and implicitly for the last half a century. Within our cities and counties, we must normalize racial equity as a key value, operationalize racial equity via new policies and institutional practice, and organize, both internally and in partnership with other institutions and the community.

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. GARE, [Race Forward](#), the [Center for Social Inclusion](#), and the [Haas Institute for a Fair and Inclusive Society](#) (HIFIS) frequently offer joint workshops. We also partner with racial equity experts from across the country including via our [Technical Assistance Advisory Committee](#) and peer-to-peer experts from our members.

All of 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.



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- **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.
- **Applying 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. All of our workshops are informed by:

- Context setting to understand how best to tailor content and exercises,
- Background research to ensure content is relevant and focused on connections between institutional and structural change, and
- Interviews with a selection of participants to ensure that program design meets the needs and expectations of participants.

Costs

Costs for workshops depend on the composition of the training team, location, and number of sessions (for general planning purposes, a half day workshop is \$6k, a full day workshop is \$12k, and an extended curriculum that implements an organizational or sectoral change strategy and introduces new topics on a monthly or quarterly basis, with technical assistance between workshops, ranges from \$25k to \$200k). Workshop fees include prep time, a collaborative design meeting, all related travel expenses, and a debrief meeting. GARE member jurisdictions receive a 10% reduction on any contractual capacity building support.

Workshops

- ***Advancing Racial Equity: The Role of Government (4 to 16 hours)*** – This workshop provides an introduction 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 awareness of the history of race and of implicit and explicit bias and individual, institutional, and structural racism and how it impacts the workplace; gain skill at identifying and addressing institutional and structural racism; and increase capacity 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 communications strategies. This workshop includes facilitated discussion, exercises and video.
- ***Leading for Racial Equity (4 or 8 hours)*** – This workshop provides a common language and explores the tensions that RSJI 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.

- ***Using a Racial Equity Tool (8 hours)*** – This workshop provides instruction and practice on how to use a racial equity toolkit within policy, program and budget decision-making processes. Participants will gain skills by using the tool with their own topics they would like to assess from a racial equity perspective.
- ***Communicating for Racial Equity (4 to 8 hours)*** – Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This training provides tools for both interpersonal communication and communicating with the media and broader outside audiences.
- ***Developing a Racial Equity Action Plan (4 to 8 hours)*** – Developing a Racial Equity Action Plan means putting ideas and understanding into action. This entails building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy), using a Racial Equity Tool, and developing and implementing strategies, including both within and across departments.
- ***Cross-sector Organizing to Advance Racial Equity (8 hours)*** – Eliminating racial inequity and increasing results for all requires multiple organizations to be addressing institutionalized racism within their own institutions and partnering with others to eliminate structural racism. This rigor and focus will ultimately maximize impact in the community.
- ***Building Racial Equity Expertise: Train-the-Trainer (8 hours)*** – Learn racial equity facilitation and training skills that will support transformational change within institutions. This workshop includes an introductory 4-hour curriculum that you can use in your own organization, as well as specific exercises, and strategies for dealing with challenging situations. You will develop skills to take difficult conversations about race, and equity to a deeper level and develop strategies for working through challenging situations.
- ***Inclusive Outreach and Public Engagement (4 to 8 hours)*** – 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 (4 hours)*** – This workshop provides hands-on exercises to discuss moving organizational change within government. Content is tailored to meet participants' needs; it includes stakeholder analysis, power and politics, and tipping point theory.
- ***Workforce Equity (4 hours)*** – Talk about racial equity within institutions will not have credibility if the organization is not “walking the talk” as an employer. This workshop highlights best practices for human resources and hiring, with a focus on developing a work force that reflects the diversity of the community, across the breadth (functions) and depth (hierarchy) of the organization.

Making a Commitment: Implementing an Extended Learning Curriculum

GARE's extended learning curriculum is based on our effective approaches that not only introduce ideas, but build and sustain long-term commitments. Over the past decade, cities, counties and communities across the country have developed and are implementing racial equity initiatives or agendas and using racial equity tools. Our extended learning curriculum recognizes that single workshops are good for introductions, but a commitment to advancing racial equity and transforming government will require a longer-term commitment. We incorporate proven practices and replicates success, changing the norm of what is expected and possible from government and increases our collective impact.

Our extended learning curriculum can be customized for individual jurisdictions or offered in regional cohort models where a group of three to fifteen teams join to learn together. For example, see the [2018 Minnesota Advancing Racial Equity Cohort](#) or the national [Racial Equity Here](#) project, supported by Living Cities. Multiple jurisdictions joining together create alignment and synergy that can dramatically align efforts to eliminate institutional and structural racism and result in advances in racial equity and a more effective and inclusive democracy.

As a result of participating in an extended learning curriculum, teams receive tools and resources, including:

- A racial equity training curriculum, and a training for in-house trainers to implement the training with other employees,
- A Racial Equity Tool to be used in policy, practice, program and budget decisions,
- A capacity building plan and organizational structure to institutionalize equity within their own jurisdiction,
- Example policies and practices that help advance racial equity, and
- A Racial Equity Action Plan

The core curriculum can be customized to meet the unique environment of individual organizations or regions, but will consistently result in these key components.

Regular learning sessions focus on skill building and strategy development, with technical assistance, peer-to-peer networking and problem solving taking place between sessions. This will allow time for implementation of action steps before a new topic is introduced.

We welcome the opportunity to work with you. While the challenges in achieving racial equity are great, so too are the opportunities. It is clear from our momentum that we are building toward a future in which government works collectively with their communities to achieve racial equity. Positive change is already afoot in many parts of the country. By learning from and expanding our field of practice, GARE is strengthening strategies and increasing institutional resolve to achieve racial equity.

For more information, please contact one of the co-Directors of GARE, Dwayne S. Marsh (dmarsh@thecsi.org) or Julie Nelson (jnelson@thecsi.org).