CITY OF
BAINBRIDGE ISLAND

RACE EQUITY TASK FORCE
SPECIAL MEETING/STUDY SESSION
THURSDAY, AUGUST 15, 2019
6:30 PM – 8:00 PM
CITY HALL
COUNCIL CONFERENCE ROOM
280 MADISON AVENUE NORTH
BAINBRIDGE ISLAND, WA 98110

AGENDA

1. **CALL TO ORDER / ROLL CALL / ACCEPT OR MODIFY AGENDA / ACCEPT OR MODIFY MINUTES / CONFLICT OF INTEREST DISCLOSURE** – 6:30 PM

   MEMBERS: JAMES FRIDAY, SUSAN WILMOT, KIAN ASHABI, BRENDA FANTROY-JOHNSON, JANNA CHAN, SAVANNA ROVELSTAD, PEGGI ERICKSON

   COUNCILMEMBER LIAISONS: JOE DEETS, RASHAM NASSAR

2. **GOVERNMENT ALLIANCE ON RACE EQUITY PROPOSAL DISCUSSION**
   The current plan is to request Bainbridge Island becomes a member of GARE and invest in additional services from GARE.

   a. Does the document capture the needs discussed at task force meetings?
      i. What is missing?
      ii. What needs more attention/less attention?
   b. The proposal focuses mainly on workshops. Does this format still work as a next step?

   Draft Proposal Schedule:
   - Draft proposal: Week of August 5
   - RETF Study Session: August 15
   - Feedback on Draft 1: August 23
   - Final draft: August 30
   - Prepare for City Council presentation: September 5 RETF business meeting
   - **Aim to present to City Council on October 1**

3. **CITY COUNCIL PRESENTATION**
   a. Have we answered "why" this investment is critical right now?
      i. What data can we share highlighting the need?
         1. Growing population of POC (youth?)
         2. BISD – bus incident
      ii. What are the consequences of not approving the proposal?
      iii. Who are prominent stakeholders in the community we can request an "endorsement" and quote from?
         1. Reach out to neighboring jurisdictions partnered with GARE for quotes
   b. How does this proposed investment compare to requests from other committees?
   c. How does this investment connect/bolster/support other initiatives?
      i. Comprehensive Plan
      ii. "Welcoming City" commitment
   d. Why are the reasons this proposal would *not* be approved?

4. **COMMENTS FOR THE GOOD OF THE ORDER**

5. **ADJOURNMENT** – 8 PM

1. Develop a series of events through the end of the year designed to promote awareness and raise the community's level of engagement around race and to encourage a dialogue between Bainbridge Islanders and its elected officials on this topic.
2. Task Force will invite the Government Alliance on Race and Equity (GARE) and the People's Institute Northwest to first come and meet with the task force and then we will have a study session discussion.
3. Task Force to provide a series of recommendations to City Council on ways in which the City can help the community become a more inclusive and responsive community when it comes to addressing racial inequities.

For special accommodations, please contact Roz Lassoff
206-780-8624 or at rlassoff@bainbridgewa.gov

CITY OF
BAINBRIDGE ISLAND

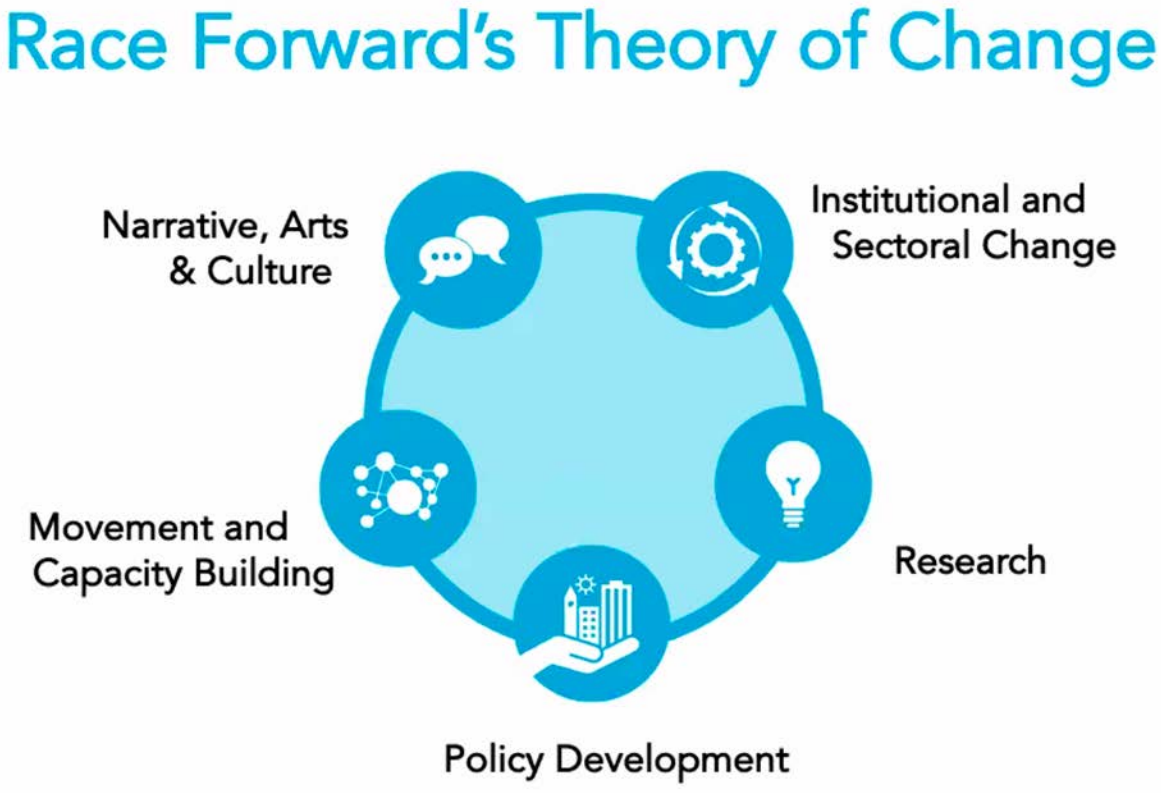
RACE EQUITY TASK FORCE
SPECIAL MEETING/PRESENTATION
FRIDAY, JUNE 7, 2019

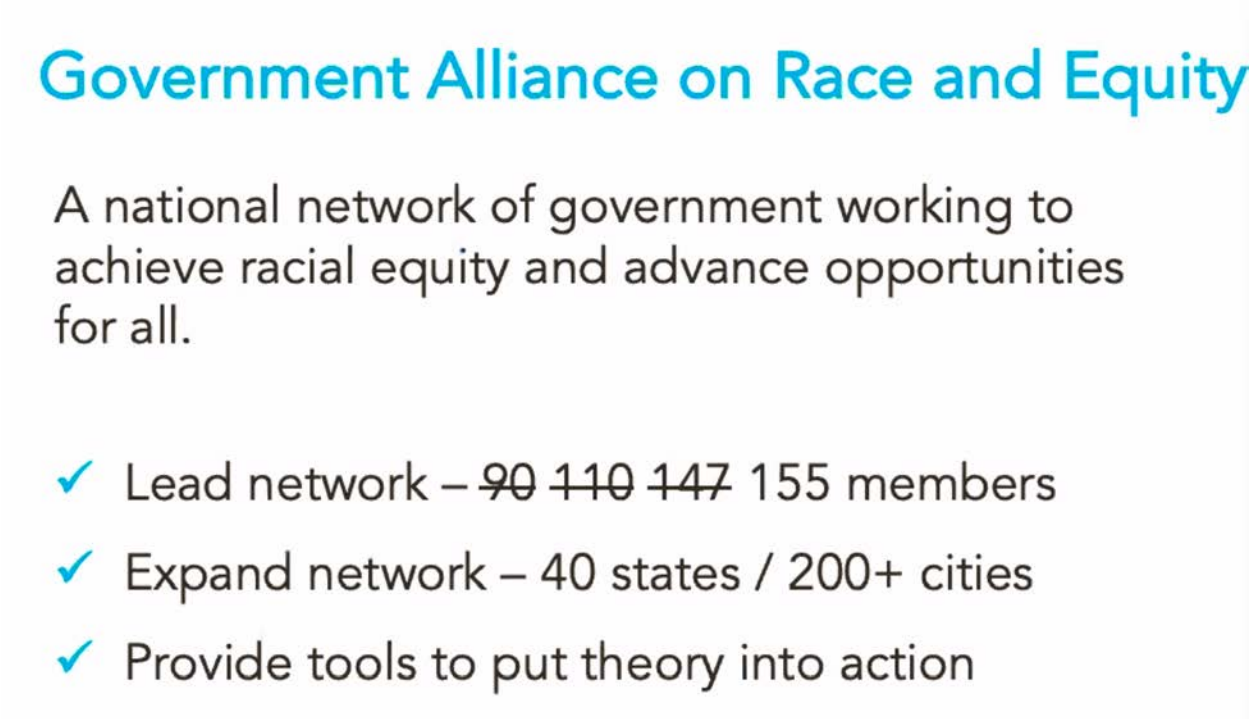
Government Alliance on Race Equity

Nora Liu, 3 - 5pm

RETF Action Steps:

- Make a recommendation to the city council on how to implement a toolkit for the city government and island wide.
- Make ourselves known at various public events.
- By end of December, make a recommendation to the city council on how to move forward.
- GARE is the largest racial justice org in the country - 75 people, working in 40 states
- Produces *Colorlines* - reaches 6 million people
- Goal is to dismantle racial inequity - democracy is when everyone can participate and is included
- Need tools and practices to dismantle racial inequity
- Support community power to change institutions





- This is a field of practice that is growing - network of governments is leading this and creating the new roles for the profession
- 155 members: entire governments that have committed to GARE's process and are creating new tools, practices, and policies that are shared with the full network
- Washington has 26 members
- In addition to full jurisdictions, GARE also does contractual work to identify specific pieces of work.

- Just started a NW regional cohort learning community (180 people) - 9-month commitment. Build foundational info and skills to do work in jurisdiction, build leadership cohort, build collaboration across different jurisdictions working in the NW.

GARE NW

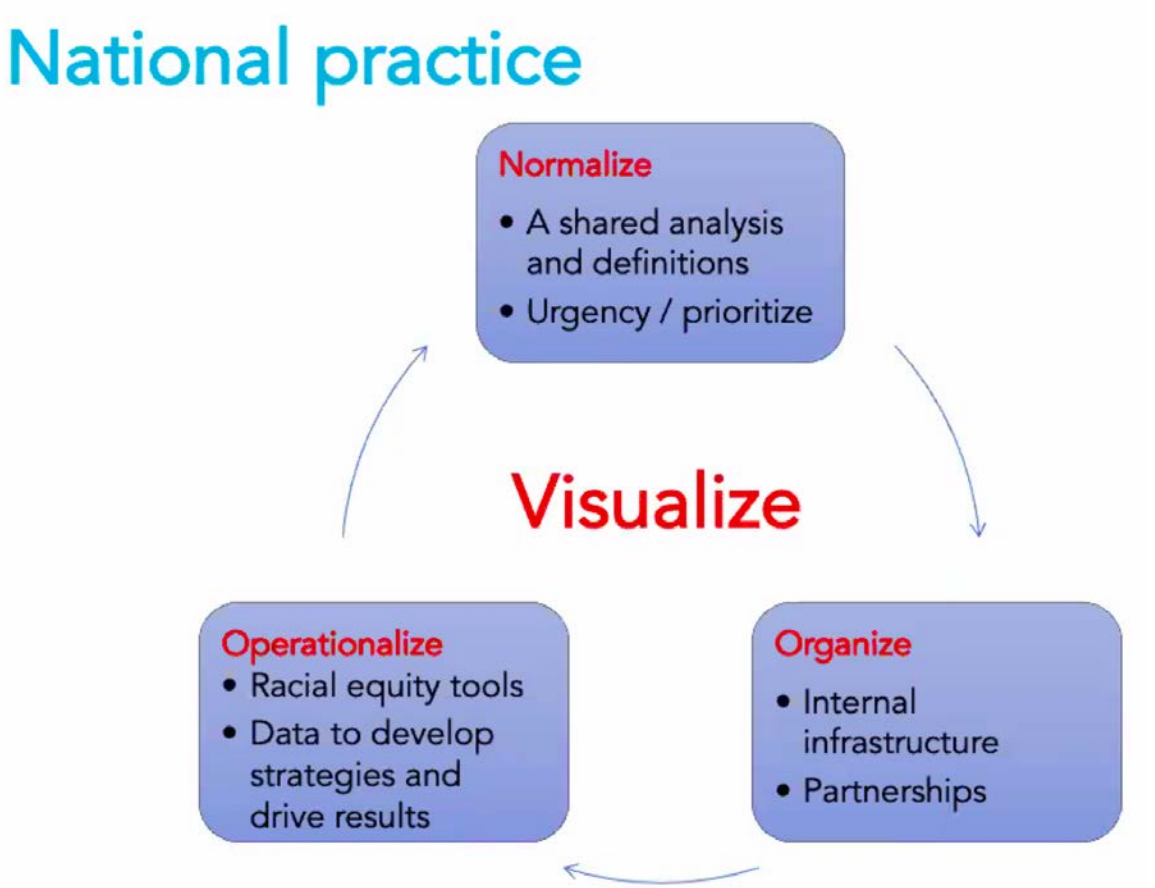
1. Lane County
2. City of Eugene
3. OR Housing & Community Services
4. OR Governor's Office
5. OR Youth Authority
6. City of Portland
7. Multnomah County
8. Multnomah County Drainage District
9. Metro
10. Port of Portland
11. City of Vancouver
12. WA Dept of Children Youth & Families
13. City of Olympia
14. City of Lakewood
15. City of Tacoma
16. City of Tukwila
17. Hazardous Waste Mgmt Prograr
18. Port of Seattle
19. City of Seattle
20. King County
21. King County Housing Authority
22. City of Issaquah
23. City of Lynnwood
24. Puget Sound Regional Council
25. Seattle Housing Authority
26. Spokane Regional Health Distric

- Values are important, but not enough. Need framework and tool to make values real.

History of government and race

Initially explicit	Became implicit	Government for racial equity
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.

●If we want to advance racial equity, we need to explicitly name it and have proactive processes and procedures.



- Normalize: We need to normalize conversations of race and create shared definitions, framework, and urgency.
- Organize: Organize external partnerships. If we want to transform to racial equity, we need to change internal structures that are long-lasting. Needs to survive leadership so initiative can move forward/ live on.
    - Real partnerships - powerships, not just outreach. People who have lived with these conditions. Helps to define vision for the future.
- Operationalize: This is a learning experience - leading edge work. Mistakes will happen.
- All of this needs to be centered around a city-wide vision that is shared with your communities of color.

Normalize:

Racial inequity in the U.S.

From infant mortality to life expectancy, race predicts how well you will do…

- Your birth determines your future.
- White households have 20x the wealth as a black household - this is the impact of redlining and has left the footprint of communities of color.
- Ferguson: Life expectancy difference between a black person and white person - 30 years. All factors that contribute well being impacted by American history.

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

- What is it about our structures that cause the root problem? Look at the barriers are institutions have created.

Why we lead with race

- Racial inequities deep and pervasive
- Racial anxiety on the rise – race is often an elephant in the room
- Learning an institutional and structural approach can be used with other areas of marginalization
- Specificity matters

Equity vs Equality - bathroom metaphor

- Equality: Equal resources for everyone
- Equity is about equal outcomes
- Solution is gender neutral bathrooms

Individual racism:

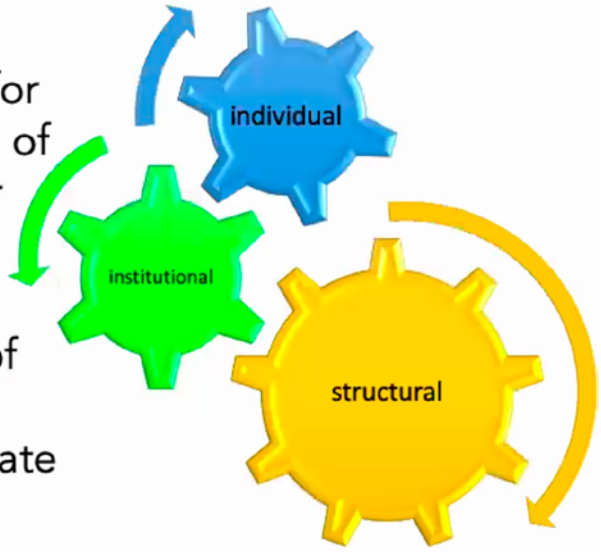
- Bigotry or discrimination by an individual based on race.

Institutional racism:

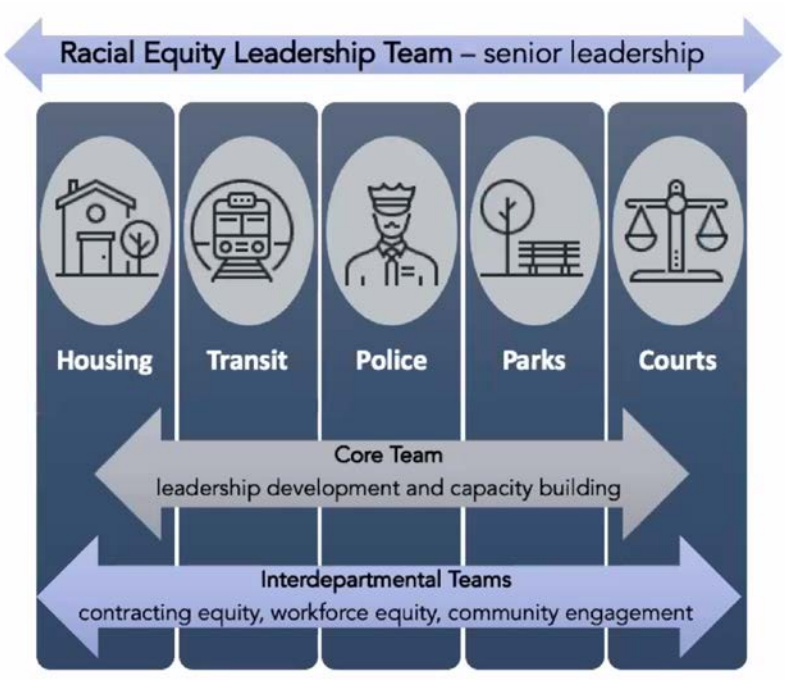
- Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

Structural racism:

- A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.



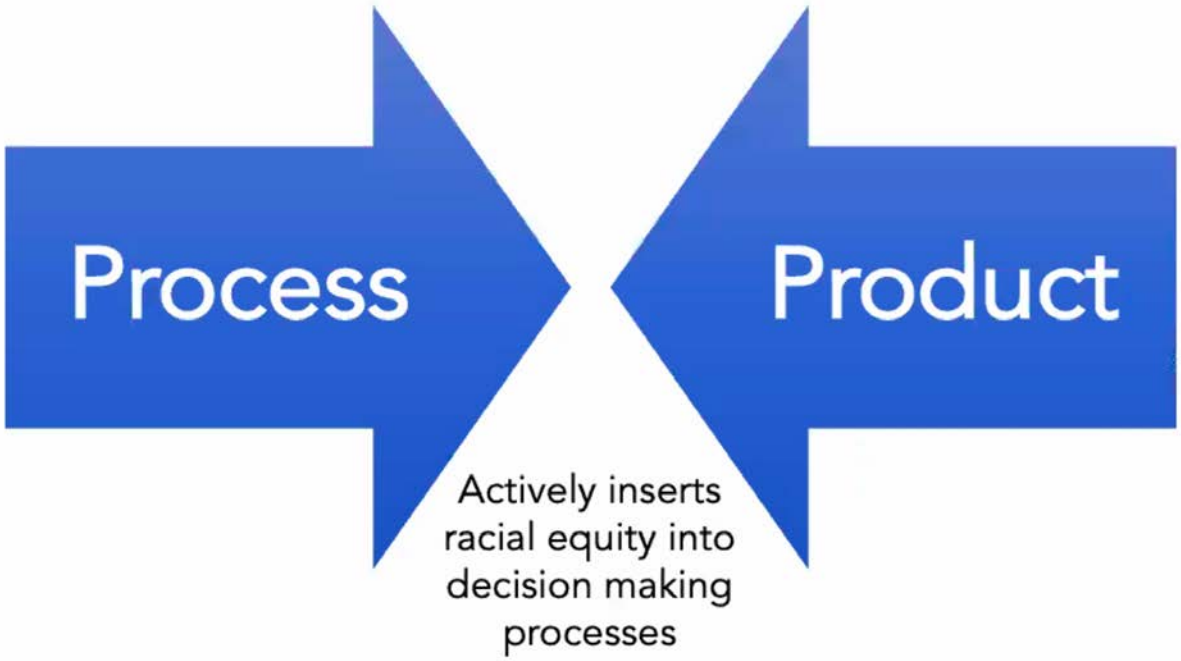
- GARE is focused on institutions and structural racism



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

- Our siloed ways help to maintain racial inequity
- Our strategy is to break down the silos
- Jurisdictions should pick a few departments to focus on at first

What is a Racial Equity Tool?



- In order to get a racial equity product, you need a racial equity process
- The tool is a checklist

What is a Racial Equity Tool process?

- Not linear - iterative
- Desired results need to be community focused - what do we want to achieve in the community?
- Identify what data you have and need to collect
- Community engagement is about the groups that have been most impacted - start partnership needed to create a powership to create racial equity
    - This will likely make us re-examine the "desired results"
    - Need to do this before we name our strategy
    - Who will benefit and who will this burden?
- Jurisdictions are using this tool to define budget and plans. Puget sound resource council looking to embed equity in their 2025 plan

Takeaways:

- Jurisdictions do this the best when they have departmental or city-wide leadership and identify that they want to enter a training environment.

- The resources and power that reside in government is critical and bears so much responsibility for historical inequities.

- GARE does not have a lot of experience with schools.

- We have a movement and capacity development department and place-based dept - focuses on bringing community and government together.
    - We can help with this or recommend others
    - Building the WE video - city of Salinas

- Our strength is building the tools to change government

- Nora's strength: Working at intersections of communities of color and government. Have gov't understand what it has to do differently and make that pivot in order to make a difference for communities. This requires community members to understand, despite the rage they may hold for historic evils, that they need to partner with government to do this together.

- How much of the work would focus on government structure vs policy recommendations?
    - Focused on tools to inform policy as it's being developed

- Bainbridge RETF: Our goal is to build enthusiasm

- Police accountability falls under city jurisdiction

James Friday, Chair 08/15/2019

CITY OF
BAINBRIDGE ISLAND

RACE EQUITY TASK FORCE
SPECIAL MEETING/PRESENTATION
TUESDAY, JUNE 11, 2019

The People's Institute of the NW Presentation

Mary Flowers, Erin Bryant, Kimberly Richards (New Orleans office), Dr. Gary Kente

Departments that have no city government budgetary or policy oversight: Fire, Parks and Rec, Library, Schools

What is our motivation for this relationship? A document? A moment in time?

- The vision must be more than a strategic plan

39-year-old organization started by Ron Chism and Jim

- Every quality of life indicator dictated by race
- Concerned about our nation's inability to have a common definition of racism which led to disparate conversations
- 4 organizers in our region
- Workshop allows people to leave with a common language
    - Not focused on skills and tools - "decolonized" way in how they approach the work
    - Guided by anti-racist principals
        - Understanding the history of the people who were first on Bainbridge
            - Why is this island 92% white? What was the evolution that led to this?
                - 1850s - removal of Native Americans, Asians, and communities of color.
                - Inability to purchase property.
            - Have the task force get clearer about its task.
        - Accountability - how are we held accountable to the people who are most impacted?
        - Building relationships and networks - a net that people will not fall through
        - Seeking to undo racism - has to be at the heart of how we approach organizing. Requires a depth of humanity - culture is critical. Not just skills and tools. Culture is what humanizes us where racism dehumanizes us.
    - Racism is something we have all internalized (white = superiority / POCs = inferiority)
- Understanding our roles as gatekeepers - if we're about serving all people how do we develop relationships with everyone?
- Understanding militarism - how do school practices and other institutions maintain a status quo or other practices of power? Micro-aggressions are aggression when practices are still in place years down the line. Really structural and historically systemic practices that are aggressive and macro.
- Analysis of race by class
    - Class is the glue that holds racism in place - unit of analysis is poverty

- When you add race to any oppressions the impact grows exponentially.
- Look at the relationship of white organizational culture and the implications for all people and the ability for folks to speak opening about racism.

How do we move equity forward if we're not equipped to understand the depth of the work ahead of us?

- In this forming stage we need to understand history, context, and skill sets.
- Things will fall apart if we don't check our own biases and racial constructs

People's Institute laid the groundwork for King, Pierce, and Snohomish counties race equity work. - Has also worked with Puget Sound Transit, YMCA, Tukwila, SCIU

- 2.5-day workshop: $16,500
    - 40 people attendance
    - Include advocates from the community - develop an organizing base of people.
- Foundational and fundamental education to get community support.
    - Need to start to empower the community and build relationships - this is core.
- They went through the process and adapted it to their specific work
- In all this work - missing anchoring in community
- We are on Suquamish land. How do we build a relationship with the tribe and the 8% of POCs on the island?
- We would promote networking within Kitsap to connect groups
- We don't just parachute in and leave. We would have a network of organizers that could be a resource.
    - After a workshop or two we would put together a technical assistance plan. Identify what support is needed and costs. Requires workshops first so People's Institute can identify a strategy.
- Policy: Policies don't change outcomes if policy formation is not inclusive of diverse community voices.
- We need guidance on how to model how to talk about equity with Bainbridge residents, so the onus isn't just on POCs to lead the charge.
- Strategy that engages community - process oriented. How do we shift the paradigm to think about growing and developing people?
    - Not doing something new - building on what we've learned and building on that
    - Not a one and done - long term relationship building

- How would BI look like if racism was undone? Create this vision and work from there.
    - What does it mean to be about racial justice on a 92% white island?

James Friday, Chair 08/15/2019

CITY OF
BAINBRIDGE ISLAND

RACE EQUITY TASK FORCE
REGULAR MEETING
THURSDAY, AUGUST 1, 2019

MINUTES

1. **CALL TO ORDER / ROLL CALL / ACCEPT OR MODIFY AGENDA / CONFLICT OF INTEREST DISCLOSURE** – 6:30 PM
    a. Agenda accepted as written
    b. No conflicts of interest

MEMBERS: JAMES FRIDAY, CHAIR, SUSAN WILMOT, VICE-CHAIR, KIAN ASHABI, BRENDA FANTROY-JOHNSON, JANNA CHAN, SAVANNA ROVELSTAD

COUNCILMEMBER LIAISONS: JOE DEETS

2. **ACCEPT OR MODIFY MINUTES**
    a. Minutes accepted as written

3. **PUBLIC COMMENTS**

4. **SELECTION OF A NEW RETF MEMBER**
    a. Council Member Deets: Because this task force concludes in December, I would not recommend we start a new search. It will take months to bring someone on.
    b. Kian: What qualities or aspects are we missing in our task force?
        i. Brenda: Someone who is a team player
        ii. James: From the school district
        iii. Janna: Employees from large businesses, non-profits; someone with executive leadership
        iv. Sue: Advocacy/outreach experience
    c. James and Sue: We will identify potential candidates and share them with the RETF. The task force will then send their preferences to Sue and James individually within a set amount of time.
    d. Action Steps:
        i. Janna will add a link to the original candidate list to the shared folder.
        ii. James and Sue will send RETF candidates / RETF will respond with preferences
        iii. Council Member Deets will present final candidate to city council

5. **SIGNAGE SUBCOMMITTEE UPDATE**
    a. Brenda: I like the sign I originally proposed. We need to work on the language. I like the signs in Seattle and Bremerton. The ones in Seattle look "tribal" to indicate that we are on tribal land.
        i. Bainbridge does have "welcoming city" approved language targeted at migrant communities, but this language isn't visible anywhere. Creating these signs is taking action.
    b. Kian: I don't want to give the city this branding when they haven't taken any actions to make Bainbridge a more welcoming city. I think the sign should say it's from the Race Equity Task Force before we're the ones pushing this forward
    c. James: But we're only here because of the city council.
    d. Savanna: Once these signs are out, the city will be held accountable for how it upholds itself as a "welcoming city."
    e. Kian: I'm not opposed to the sign. I just worry that this is the cart before the horse.

f. James motions to accept the sign verbiage:
    i. In favor: James, Sue, Brenda, Savanna, Janna
    ii. Abstain: Kian
g. Action Steps:
    i. Brenda will send final verbiage to Council Member Deets who will present it to the city council for discussion.
    ii. Brenda to attend the city council meeting when the item is presented

6. ETHICS BOARD MEETING REPORT OUT FROM 7/15
a. Council Member Deets: The focus was on revising the ethics program.
b. Next meeting is August 19 at 6:30pm
c. Action Steps:
    i. James will attend the August meeting

7. FARMER'S MARKET UPDATE
a. James: We have been approved for the market this Saturday, 8/3, and August 31. We are picking up a table and a tent. We need to return the table on Monday. Staffing the table are:
    i. August 3: Brenda, James
    ii. August 31: Brenda, James
b. Action Items:
    i. Council Member Deets will petition the city to purchase a button machine
    ii. RETF will strive to volunteer time to staff the booth on both dates

8. GARE UPDATE
a. Council Member Deets: Investing in GARE means we're committed and accountable. We may not get everything we want right away.
b. Sue: Talk is cheap.
c. Recommendation Timeline:
    i. Draft proposal: Week of August 5
    ii. RETF Study Session: Week of August 15
    iii. Feedback on Draft 1: Week of August 19
    iv. Final draft: Week of August 26
    v. Prepare for city council presentation: September 5 business meeting
    vi. **Aim to present to city council on October 1**
d. Action Steps:
    i. Council Member Deets will check room availability for GARE study session on 8/15 at 6:30pm
    ii. James will send agenda: Read GARE proposal and come prepared to engage:
        1. How to formulate the ask
        2. What does the city get out of this?
        3. Research where this is done elsewhere – neighboring jurisdictions and quotes

9. COMMENTS FOR THE GOOD OF THE ORDER

a. Peggy Erickson: Regarding the GARE proposal – Bainbridge tends to want to do a good job when it commits to something. I think they will want to see the membership through and build excitement.
b. Agenda Items for Next Meeting:
    i. Farmers Market Debrief
    ii. GARE proposal prep

10. Adjournment – 8 PM

James Friday, Chair 08/15/2019

August 8, 2019

Janna Chan
Bainbridge Island Race Equity Task Force
City of Bainbridge Island
280 Madison Ave N
Bainbridge Island, WA 98110
email: janna.chan@cobicommittee.email

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, o***perationalize*** 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.

Day 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.

Day 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.

Day 3 (optional)
- ***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.

Day 4 (optional)

- ***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 $23,650, plus two optional workshops at $10,000 each. (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 with questions or to discuss next steps.

Sincerely yours,

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

Context Setting			
	Preliminary work required to establish specific parameters of GARE engagement.	**6 hours**	$1,500
Day 1 – late fall 2019			
	Advancing Racial Equity: The Role of Government / Using a Racial Equity Tool 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.	**Full day**	$10,000
Day 2 – early 2020			
	Using a Racial Equity Tool / Communicating for Racial Equity 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.	**Full day**	$10,000
	Sub-total Admin (10%) Total NOTE: there is a 10% cost reduction available for GARE members		**$21,500** **$2,150** **$23,650**
Day 3 – optional			
	Developing a Racial Equity Action Plan / Leading for Racial Equity 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.	**8 hours**	$10,000 (plus fees)
Day 4 – optional			
	Inclusive Outreach and Public Engagement / Tools for Organizational Change 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.	**8 hours**	$10,000 (plus fees)