



LOCAL AND REGIONAL  
**GOVERNMENT ALLIANCE ON  
RACE & EQUITY**



June 18, 2017

Ms. Andrea Plevak, Office of Community and Economic Development Director  
Ms. Ellen Rabinowitz, Health Officer, Washtenaw County Public Health

Dear Ms. Plevak and Ms. Rabinowitz,

We are pleased to submit this revised proposal to work with Washtenaw County and the City of Ann Arbor together, building off of our work earlier this month. We appreciated the opportunity to work with your elected leadership and key staff to introduce an overall approach and strategy for advancing racial equity and believe you are well situated to take additional steps. This revised proposal maintains the same structure as our previous proposal, but we assume that the Racial Equity Leadership Team will consist of both Washtenaw County and City of Ann Arbor leadership, and that the Core Team will also be blended across organizations. City-County alignment and integration offers the opportunity to develop and implement mutually beneficial strategies.

The overall objectives of the “Advancing Racial Equity in Washtenaw County and the City of Ann Arbor – phase 2” series are as follows:

- Build organizational commitment and infrastructure across functions of Washtenaw County and the city of Ann Arbor so that there are clear action steps for implementation.
- Increase understanding of the role and responsibility of government in advancing racial equity, including basic racial equity terminology.
- Develop skill at operationalizing racial equity, including using Racial Equity Tools, development of a Racial Equity Action Plan, inclusive outreach and public engagement, workforce equity, and communicating about race.
- Develop, propose and secure passage of an Equity Ordinance in Washtenaw County and the City of Ann Arbor.

Washtenaw County and the City of Ann Arbor are poised to build staff support and leadership for racial equity, invest in staff skill-building to incorporate racial equity into departmental lines of business, and develop racial equity action plans in departments. For you to successfully advance racial equity, it is critical that you:

- Normalize racial equity as a key value across the management team and with line employees,
- Operationalize racial equity via new policies and institutional practices, and
- Organize internally, in partnership with other institutions, and with the community.

The Government Alliance on Race and Equity (GARE), a joint project of the Center for Social Inclusion (CSI) and the Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley, has effective approaches for building the capacity of local government to eliminate institutional and structural racism and advance racial equity. All our workshops include:

- **Interactive and experiential components.** Adult learning styles vary. We use varied forms 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.** We have a team of expert facilitators who are prepared to lead and guide conversation, and, when necessary, re-design activities in the moment to ensure participants' time and experiences are 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.

We recognize the importance of responding to unique situations. We have nationally demonstrated success, and we also recognize that local context matters. We tailor workshops and learning activities to best meet the needs of participants and departments. The work you will have completed in phase 1 will provide critical insights to ensure design meets needs and expectations of participants in phase 2.

This series is designed to mobilize and organize a multi-layered approach to advancing racial equity within Washtenaw County and the City of Ann Arbor. First, we will work with a set of key leaders, presumably yourselves and a few other department directors or deputy directors who are advocates for racial equity to form a **Racial Equity Leadership Team (RELT)**. The RELT will identify racial equity leads and advocates within your six to twelve pilot departments who will also participate in the series. Leads should have an interest and commitment to racial equity and be positioned to assist with development and implementation of strategies. This interdepartmental group is referred to as the **Racial Equity Core Team (Core Team)**, and should consist of middle management / supervisors, policy or budget leads, human resources, outreach / engagement staff, and/or communications staff. This team will be critical to institutionalizing your efforts. The series will begin with a workshop for the RELT and Core Team together:

- **Introduction to Advancing Racial Equity** (a full day workshop for the RELT and Core Team) – This workshop introduces the role, responsibilities and opportunities for government to advance racial equity, highlighting national best practices. We will focus on normalizing racial equity as a 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. We introduce a racial equity tool that can be used in decisions relating to policies, practices, programs and budget, and share effective communications strategies. Some people may have participated in the workshop in June, but if possible, we advise that they participate again, or attend at least a portion of it, as a demonstration of their support.

After the Introduction to Advancing Racial Equity workshop, the RELT and Core Team will participate in electives, with each RELT member participating in at least one additional workshop and each Core Team member participating in at least two additional workshops. We encourage participation in more, but recognize work load challenges. Each of these workshops is a half-day. Based on our discussion, we recommend the following sessions:

- **Racial Equity Toolkit (open to RELT and all Core Team members)** – This workshop provides instruction and practice on how to use a racial equity toolkit within policy, program and budget decision-making processes. Participants will bring current examples of topics they would like to assess from a racial equity perspective.
- **Communicating about Racial Equity (open to RELT and all Core Team members, particularly public information officers, and community engagement and programmatic staff)** – Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This workshop will provide tools for both interpersonal communication and communicating with the media and broader outside audiences about race and equity.
- **Leading for Racial Equity (open to RELT)** – This workshop explores the tensions that racial equity leaders must address to be effective. We will delineate a range of different styles of leadership, and will discuss which are most effective in which situation. The workshop uses hands-on exercises to discuss the leadership required to move organizational change within government, including stakeholder analysis, and strategies to navigate power and politics.
- **Workforce Equity (open to RELT and Core Team members, particularly human resource managers and staff, supervisors and managers)** – 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.
- **Inclusive Outreach and Public Engagement (open to Core Team members, particularly community engagement managers and staff, and programmatic staff)** – 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.
- **Collective impact: Measuring Racial Equity Results (open to RELT and Core Team members)** – Racial equity is more than just a value. For our work to have credibility, we must be focused on achieving real results in the community. We must be able to not only identify and measure current disproportionalities, we must also be able to set goals for making a difference and measure our progress in achieving results. This workshop introduces participants to the Results-Based Accountability™ framework which is applied to both cross-community quality of life improvements and the management of programs and service systems.
- **Building Racial Equity Expertise: train-the-trainer (full day)** – Learn racial equity facilitation and training skills that will support transformational change within institutions. This workshop includes a curriculum that Washtenaw County can use with employees, along with specific exercises. Facilitators will learn strategies for dealing with challenging situations.

We also suggest you conduct a Racial Equity Employee Survey to assess employee understanding of and commitment to advancing racial equity. The data coming out of it will provide you with a baseline, and the information will be valuable for implementation of your action plan. We have conducted similar surveys in other jurisdictions, and have a protocol, methodology, and foundational questions that have been field tested.

The series will conclude with the RELT and Core Team convening for a full-day session that will formalize a Racial Equity Action Plan, focusing on infrastructure for implementation and sustainability. The Racial Equity Action Plan will align community quality of life improvements and

the management of programs and policies. For our work to have credibility, we must be focused on achieving real results in the County and within communities. We must be able to not only identify and measure current disproportionalities, we must also be able to set goals for making a difference and measure our progress in achieving results.

This learning series will focus on skill building, with peer-to-peer networking and problem solving taking place between sessions. Over the course of this project, we will meet with your Racial Equity Core Team monthly; we will work with you to draft a Racial Equity Ordinance or Resolution to be introduced to the Washtenaw County Board and City of Ann Arbor City Council. The legislation will integrate the range of topics described above, and will be critical for operationalizing and sustaining Washtenaw County and the City of Ann Arbor’s work to advance racial equity.

The cost for a two-person training team for the entire series is \$76,923. This price includes all training, facilitation, technical assistance, and associated costs, such as travel, lodging, prep research, and materials.

<b>Deliverable</b>	<b>Cost</b>
Introductory “Advancing Racial Equity” workshop	\$10,000
Racial Equity employee survey (separate surveys for the city and county)	\$15,000
Series of seven electives (six half-day workshops and one full-day workshop)	\$40,000
Concluding Racial Equity Action Plan workshop	\$10,000
Monthly meetings with the Racial Equity Core Team	\$6,400
Sub-total	\$81,400
5% administrative fee	\$4,070
Sub-total	\$85,470
Less 10% GARE member discount	(\$8,547)
<b>TOTAL</b>	<b>\$76,923</b>

Depending on availability, we may be able to launch the process during the summer, although we know summer months can be a challenge for scheduling. Doing so would position us to build off the momentum of the June sessions, conduct the employee survey in September, launch the elective series in September, complete the last workshop by the end of 2017 or early 2018, and be prepared to introduce legislation to your Board and City Council in early 2018. If a summer launch is not practical, we will work with you to design the best schedule to meet your needs.

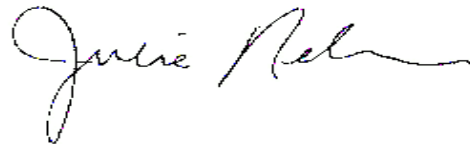
We applaud you for your interest in a long-term commitment to achieving racial equity in Washtenaw County, and are happy about the possibility of working with the City of Ann Arbor as well. City-County alignment and integration offers the opportunity to develop and implement mutually beneficial strategies. GARE’s curricula incorporates proven practices and replicates success, changing the norm of what is expected and possible from government. We support government leadership and staff to be both pragmatic and ambitious in setting a vision and developing actionable priorities. We have worked with government from across the country to develop a strategic vision and actionable goals for advancing equity and inclusion. We are organizing in government with the belief that the transformation of government is essential for us to advance racial equity and is critical to our success as a nation.

We look forward to working with you. This proposal is our best understanding of your desired direction. We would welcome the opportunity to adjust to accommodate your needs. To finalize next steps, please contact Gordon Goodwin at [ggoodwin@thecsi.org](mailto:ggoodwin@thecsi.org) / (651) 287-2262 or Julie Nelson at [jnelson@thecsi.org](mailto:jnelson@thecsi.org) / (206) 816-5104.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Glenn Harris', with a long horizontal flourish extending to the right.

Glenn Harris, President  
Center for Social Inclusion

A handwritten signature in black ink, appearing to read 'Julie Nelson', written in a cursive style.

Julie Nelson, Senior Vice President  
Center for Social Inclusion  
Government Alliance on Race and Equity  
Director