



**Request for Proposals
Partners for Places Equity Pilot Initiative
November 3, 2016 – Round 2**

Overview

Partners for Places is a successful matching grant program that improves U.S. and Canadian communities by building partnerships between local government sustainability leaders and place-based foundations. National funders invest in local projects developed through these partnerships to promote a healthy environment, a strong economy, and well-being for all residents. Through these investments, Partners for Places fosters long-term relationships that make our urban areas more prosperous, livable, and vibrant.

In the first five years, Partners for Places funded 71 proposals in the general program and four for the Equity Pilot Initiative. For more information on the awardees, please visit <http://www.fundersnetwork.org/partnersforplaces>. Over the next several years, the Funders' Network and USDN anticipate this initiative will result in dozens more partnership projects, strong and robust working relationships between local sustainability directors and place-based funders, new sustainability practices and innovations in the community, and new sources of financial support for this work.

One of the goals for Partners for Places is to identify sustainability practices of broad interest to USDN members and to help take them to scale. Embedding equity in sustainability and climate action is a practice ripe for replication and in high demand. It is now possible to create standardized processes and tools for initiating and developing in city government a capacity to learn and act on equity related sustainability goals/activities, to go beyond the talk in a way that can be tested, assessed, and then, broadly deployed. The hope is that doing so will unleash a new wave of equity-in-sustainability actions, which will provide the next innovations from which to learn.

The social equity dimension of sustainability seeks a fair distribution of burdens and benefits of actions among current and future stakeholders, access to resources in a way that is not reliant on position or group, and ways for all stakeholders to be included in the process of shaping the strategies and policies that are adopted.

This RFP represents the second year of a Partners for Places two-year, pilot initiative separate from the general grant program to provide financial and coaching support to cities and place-based foundation partners that are committed to building local capacity to address equity in sustainability and climate action and intentionally learn together.

Information on Partners for Places Equity Initiative

Partners for Places is inviting a small group of USDN members that have taken action to formally incorporate an equity lens in their sustainability work to partner with local place-based foundations to apply for one year of financial support and coaching to build local capacity to use an equity lens in sustainability and climate action initiatives.

Using an equity lens for a project is a means to actively insert racial equity into your decision making process from project design through project evaluation. The steps include

Setting Goals

- *Having concrete goals and measurable outcomes for an improvement in racial equity and for the entire community for your initiative*

Building Capacity

- *Connecting to existing equity activities within local government*
- *Building a team that learns together about the community's racial history, racial inequities, and root causes*
- *Cultivating shared language to talk about race and institutional inequities internally and with the community, so that rather than examining symptoms, projects are focusing on underlying causes*
- *Training staff to understand racial disparities and how to eliminate them*
- *Building the capacity of community members to participate in advancing equity*

Designing for Change

- *Engaging with the community—especially those most likely impacted—in understanding barriers and developing and implementing strategies that address disparities*
- *Analyzing data, disaggregating data by race, to clarify who has been/could benefit from or be burdened by the project*
- *Identifying actions that will increase benefits/reduce disparities*

Sustaining and Institutionalizing Action

- *Resourcing actions that will reduce disparities*
- *Engaging community members in implementation*

- *Continuing to communicate about racial equity*
- *Evaluating and broadly sharing progress in advancing equity*
- *Institutionalizing what has worked to advance equity in rules, policies, and practices*

There are two steps to the application process:

1. **Submit a Draft Proposal**: The draft proposal must be complete, follow the instructions in this RFP, and be received by December 14.
2. **Submit a Final Proposal Incorporating Feedback by January 23**: Partners for Places technical experts will provide applicants with advice on what they need to do to develop a more robust final proposal by January 9.

Applicants must participate in all five dimensions of the Partners for Places Equity Initiative:

1. **Project**: Undertake a sustainability or climate action project for which a team will build capacity to use an equity lens and then identify and take actions to address specific racial equity disparities with the authentic involvement of impacted communities in program design and implementation.
2. **Equity Expert and Capacity Building**: Include in the project team an equity expert or hired consultant who can help the team to build capacity to use an equity lens, including developing a common understanding of structural and institutional inequities and a shared methodology and process to dismantle these inequities.
3. **Coaching**: Participate in Partners for Places coaching, including feedback on your draft proposal, a kickoff in-person workshop for champions from each grantee city and four hours per year of expert coaching support for grantees.
4. **Peer Learning**: USDN will create and staff learning groups for grantees to learn from and support each other.
5. **Evaluation**: Both partners, the local government and the local place-based foundation, must (1) submit a final grant report documenting project and team progress, lessons learned, and changes in city policy or practice and (2) participate in pre- and post-grant surveys that seek to identify changes in beliefs, attitudes, capacity, priorities, relationships, and personal plans for equity action. There also may be a team phone interview to follow up on lessons for how to build capacity to address equity that can be shared with other cities.

Finally, Partners for Places will invite local government and place-based foundation teams who wish to participate to come together on three one-hour conference calls when projects launch, mid-term, and after final reports are submitted to discuss lessons for working together to advance equity in sustainability.

Dollars Available; Size of Awards; Term: These one-year grants will be between \$25,000 and \$75,000, with a 1:1 match required by one or more local, place-based foundations.

- We expect the current grant pool to support about five projects. Half of the projects must contribute to climate change adaptation or reduce GHG emissions.

Documenting the Matching Requirement: At the time that the application is submitted, the Selection Committee needs to know that a sustainability director and a funder partner(s) have worked together to develop the proposal and that the funder is intending to support this project financially, subject to board review and approval. A letter(s) of commitment or intent to commit shall be sufficient to make an application eligible for review. However, in order for the Funders' Network to release the matching grant, we will need to receive the grant letter or grant agreement from the local partnering funder(s) showing proof of the match within three months of the award date.

Application Deadlines: Please see below for details on the application deadlines and timeline.

Selection Process: A Selection Committee made up of two foundation program officers, two local government sustainability leaders, and a representative from the Funders' Network from Smart Growth and Livable Communities will award the matching grants. The Funders' Network administers the grant program. A technical team including project consultants, Glenn Harris, Julie Nelson and Simran Noor, all with the Center for Social Inclusion, and project manager Julia Parzen, co-founder of USDN, will provide feedback on the draft proposals and technical support to the Selection Committee and grantees.

- Glenn Harris, President of the Center for Social Inclusion, is the former Program Manager of the Race and Social Justice Initiative in the City of Seattle.
(<http://www.centerforsocialinclusion.org/>, gharris@thecsi.org)
- Simran Noor, Vice President of Policy and Programs at the Center for Social Inclusion.
- Julie Nelson, Director of the Government Alliance on Race and Equity
(<http://www.racialequityalliance.org/cohort/>), is the former Director of the Office of Civil Rights in the City of Seattle and Director of the [Government Alliance on Race and Equity](#). She has built a cohort of jurisdictions with change agents within government. The Alliance has conducted a variety of racial equity workshops and provided leadership coaching for nearly 100 jurisdictions, including cities, counties and states from across the country.

Project Eligibility

Eligible Partnership Projects:

Application for the Partners for Places Equity Pilot Initiative RFP is by invitation only. Partners for Places is seeking applicants who are committed to building local government capacity to identify and address specific racial equity disparities, use racial and social impact criteria in decision-making processes, and maximize benefits and mitigate burdens to low-income communities and communities of color with the full involvement of these communities in program design and implementation.

Applicants who respond to this Equity Pilot Initiative RFP, may also apply for support in the next RFP round of the Partners for Places general grant program. The two RFPs will be released in

late fall about one month apart. Applicants who apply for both, or have an existing Partners for Places grant, will have to demonstrate their capacity to effectively manage both projects well. Partners for Places is unlikely to fund work in cities that have a Partners for Places project underway that applies an equity lens to a policy, program, or department.

The Partners for Places Equity Pilot Initiative is open to a variety of projects to which applicants could apply an equity lens. Good projects will vary in scope and scale, depending on local conditions. The following list of examples of good projects is intended to reflect the variation we expect to see.

- Undertaking a neighborhood planning process that is deeply inclusive of communities of color in developing actions and implementing those actions – Too often city-led planning has not included the voices or priorities of communities of color. For example, engaging people most affected by growth and potential displacement provides the opportunity to develop anti-gentrification strategies so that people currently living in a neighborhood benefit from anticipated growth and reinvestment. Likewise, community-targeted climate resilience or adaptation planning efforts will be more successful if they have the deep engagement of residents from all neighborhoods.
- Integrating equity into an existing effort, such as a program that encourages city residents to walk or bike – Some existing sustainability programs may unintentionally better meet the needs of white residents. Conducting an assessment of program objectives, gaps and opportunities could allow teams to expand or re-design an existing program to actually advance racial equity.
- Developing a new sustainability or climate action plan using an equity lens – As equity has become more prominent in sustainability and climate action, cities have begun to apply an equity lens to the development of these plans. With capacity building, the equity lens can be more rigorously applied and is more likely to open up opportunities for institutionalizing racial equity into core city government operations and work plans.
- Bringing equity into implementation of an existing sustainability or climate action plan – A city may already have a rigorous sustainability or climate action plan that it is actively implementing and want to bring a stronger equity lens to its implementation by undertaking an equity self-evaluation.

The 2015 cohort of grantees received grants for the following purposes:

- **Baltimore, MD.** To ensure social equity is a key consideration and lens in updating and implementing the city of Baltimore's sustainability plan, in addition to becoming a model that can be replicated across city government.
- **Knoxville, TN.** To connect the Office of Sustainability's efforts to advance the green economy with a larger set of community efforts to improve the lives of young adults of color by expanding employment and job-training opportunities, mentoring students and entrepreneurs, promoting diversity and inclusion in the private sector, and, leading by example by increasing opportunity through government procurement, hiring, and equity capacity building.

- **Las Cruces, NM.** To launch a community engagement project in eight underserved neighborhoods that relies on residents’ stories and neighborhood-level data, and then brings residents together with city staff to address institutional barriers to equity in community development, climate preparedness and emergency planning.
- **Providence, RI.** To better understand the needs of the city’s most vulnerable, address them in an updated sustainability plan and make equity a fundamental part of the Providence’s Office of Sustainability’s work.

The key attributes that the committee will look for when reviewing the proposals are detailed in the selection criteria table below.

Eligible Applicants:

The proposal must be submitted by a team of at least two partners who are: (1) the sustainability director of a city (municipality) that participated in the 2015 or 2016 USDN Equity Workshop or has completed the on-line curriculum, and (2) the local, place-based foundation(s). Either partner may email the proposal. A local, place-based foundation may include a community foundation or a private or corporate foundation that focuses on a greater metropolitan area or region. A national investor in the Partners for Places fund may not provide the local match.

Eligible Grant Recipients:

Local, place-based foundation, a public charity (501c3) created by a city or county government to accept grants, or a partnering nonprofit organization.

Selection Criteria

	Criteria	Points Value (max per criteria)
1	Project Design: The thoughtfulness of the project design, including clarity about the desired project results for improving and advancing racial equity, within city government and in the community, plans for team and partner capacity building (including developing a shared language and common understanding of racial inequity, and training staff to understand the source of racial disparities and how to eliminate them), analysis of community data disaggregated by race to identify disparities, authentic community engagement in understanding disparities and developing strategies to address them, and maintaining a focus on equity throughout implementation.	30 points
2	Team Preparation: The readiness of the champion and team chosen to lead and guide the project, including evidence of interest in and preparation to use an equity lens, senior leadership support, and plan for team capacity building and engagement of internal and external partners who can support development and implementation of the	20 points

	project.	
3	Commitment to Equity Impact: The degree to which the proposal identifies specific racial equity disparities, sets goals for reducing disparities, identifies performance metrics for reducing disparities, and includes a plan to monitor progress in eliminating disparities.	10 points
4	Community Involvement: The degree to which the proposal involves residents most deeply affected by the disparities in developing and implementing solutions and incorporates the essential strategies for meaningful engagement described below in Appendix A, which were drawn from Seattle and Portland guidance to city employees.	10 points
5	Equity Expertise: The qualifications of a team expert or equity consultant who will provide training and guidance in implementation of the proposal. The team expert or equity consultant must have experience helping teams to build a common understanding of institutional inequities and a shared methodology and process to dismantle them.	10 points
6	Sustainability: The potential for the team and project to continue beyond the period of the grant.	10 points
7	Structural Change: The potential for the project to open up opportunities for institutionalizing racial equity in core city government operations and work plans, i.e. making it a normal part of service delivery and investment.	10 points

Appendix A below provides guidance on essential strategies for meaningful engagement drawn from Seattle and Portland guidance to city employees. Appendix B provides additional guidance on how to add an equity lens to a sustainability or climate action initiative, which was drawn from the USDN Equity Professional Development program (<http://usdn.org/public/page/55/Equity-in-Sustainability>).

Application Timeline

The Partners for Places Equity Pilot Initiative RFP cycle is as follows:

November 4, 2016	Release RFP
November 9, 2016	Information call for interested applicants
December 14, 2016	First Draft of Proposal Due
January 9, 2017	Comments Returned on First Draft
January 23, 2017 (12 a.m. midnight, any time zone)	Proposals Due
February 2017	Grant Selection Committee may submit follow up questions to applicants
April 19, 2017	Awards Announced

The [information call](#) will be held on **November 21st at 2:00 pm Eastern**. You may register for the call on the Funders' Network website by [clicking here](#).

Proposal Requirements

A complete proposal should include four components: (1) Proposal including the Cover Page (2 pages) and the Proposal Narrative (no longer than 9 pages) as a Word file, (2) a project budget that highlights projected income and expenses, (3) grant recipient's IRS Form 990, and (4) evidence of match or intention to provide match. Please use the proposal form, which includes detailed descriptions of the various requirements; [click here to access the proposal form](#).

1. Proposal (no longer than 9 pages including cover sheet)

Cover Sheet: (2 pages)

- A. Name of applicants, including partnering Local Government Sustainability Director and Local, Place-based Foundation(s)
- B. Primary Contact Person and Contact Information
- C. Proposed grant recipient (local foundation, 501c3 created by city or county government, or partner nonprofit)
- D. Amount requested from Partners for Places
- E. Amount and sources of local match
- F. Total project budget
- G. Project Title
- H. Purpose of project (25 words or less):
- I. Brief description of project goals, strategy, and key activities (250 words or less)
- J. Description of whether and how the project will reduce GHG emissions or increase adaptive capacity.

Proposal Narrative (no longer than 7 pages). Address each area below in order.

- A. Background rationale for project (Why this project? How did it come about?)
- B. Project goals and desired results for racial equity and communitywide impacts.
- C. Detailed work plan that describes project activities, deliverables, and timeline, including plans for team and partner capacity building, developing a shared language and common understanding of racial inequity, training staff to understand the source of racial disparities and how to eliminate them, analysis of community data disaggregated by race to identify disparities, authentic community engagement in understanding disparities and developing strategies to address them, and maintaining a focus on equity throughout implementation.
- D. Plans for evaluating success and tracking/demonstrating impact on racial equity.
- E. Key staff or implementation partners.
- F. If a city is responding to both the Partners for Places general grant program RFP and the Partners for Places Equity Pilot RFP in the same timeframe, or has an existing Partners for Places grant, please include a description of your capacity to effectively manage both grants.
- G. Information on how the project addresses key selection criteria. Remember to address each of the key areas listed below in order. Points will be awarded based on

the extent to which your proposal explains the following related to the Selection Criteria:

1. **Project Design:** The thoughtfulness of the project design, including clarity about the desired project results for improving racial equity and achieving a communitywide improvement, plans for team and partner capacity building, including developing a shared language and common understanding of racial inequity, training staff to understand the source of racial disparities and how to eliminate them, analysis of community data disaggregated by race to identify disparities, authentic community engagement in understanding disparities and developing strategies to address them, and maintaining a focus on equity throughout implementation. (30 points)
2. **Team Preparation:** The readiness of the champion and team chosen to lead and guide the project, including evidence of interest in and preparation to use an equity lens, senior leadership support, and plan for team capacity building and engagement of internal and external partners who can support development and implementation of the project. (20 points)
3. **Commitment to Equity Impact:** The degree to which the proposal identifies specific racial equity disparities, sets goals for reducing disparities, identifies performance metrics for reducing disparities, and includes a plan to monitor progress in eliminating disparities. (10 points)
4. **Community Involvement:** The degree to which the proposal involves residents most deeply affected by the disparities in developing and implementing solutions and incorporates the essential strategies for meaningful engagement described below, which were drawn from Seattle and Portland guidance to city employees. (10 points)
5. **Equity Expertise:** The qualifications of a team expert or equity consultant who will provide guidance in implementation of the proposal. The team expert or equity consultant must have experience helping teams to build a common understanding of institutional inequities and a shared methodology and process to dismantle them. (10 points)
6. **Sustainability:** The potential for the team and project to continue beyond the period of the grant. (10 points)
7. **Structural Change:** The potential for the project to open up opportunities for institutionalizing equity in core city government operations and work plans, i.e. making it a normal part of service delivery and investment. (10 points)

2. **Project Budget and Financial Information.** Attach a project budget that includes:
 - a. Projected sources of revenue, including additional funds that partners will bring to the project
 - b. Line item details of project expenses, including personnel and other direct costs

3. IRS Form 990 (or Canadian annual information return)

- 4. Matching Fund Commitment Letter or Letter of Intent:** Provide evidence of a 1:1 match by including either (1) a grant letter or grant agreement from the local, place-based funder(s) or (2) a letter from the funder(s) showing a strong intention to approve the matching grant should your proposal be approved for funding from Partners for Places. A national investor in the Partners for Places fund may not provide the local match.

If you have questions about criteria, you may contact Julia Parzen at julia@juliaparzen.com or 773-288-3596.

Submit the first draft of your proposal electronically using the Proposal Form to Ashley Quintana at ashley@fundersnetwork.org by December 14, 2016. The proposal needs to be submitted as a Word document.

Investors in Partners for Places

Partners for Places is made possible by generous support from Bloomberg Philanthropies, the JPB Foundation, Kendeda Fund, New York Community Trust, Summit Foundation, and Surdna Foundation. Partners for Places Equity Pilot Initiative is made possible by generous support from the Kresge Foundation and Kendeda Fund.

About TFN

Since 1999, the Funders' Network for Smart Growth and Livable Communities (TFN) has worked with foundations, nonprofit organizations, and other partners to address the environmental, social, and economic problems created by sprawling patterns of development and urban disinvestment. The Network believes that the suite of tools available to funders—investing, grantmaking, collaborating, convening, facilitating, and more—uniquely position philanthropy to play a leadership role in advancing smarter growth policies and practices that improve decision making about growth and development issues, leading to more prosperous, livable, and vibrant communities for all. From its inception, the Network has been committed to advancing not only triple-bottom-line returns for people, place, and prosperity, but also strategies that recognize the interconnected nature of the issues that grantmakers care about and outcomes they hope to achieve.

About USDN

The Urban Sustainability Directors Network is a peer-to-peer network of 140 sustainability directors from municipalities across North America who share best practices and foster innovative solutions to common problems. Cities are leading in the creation of policies and programs that enhance sustainability. USDN supports members in promoting successful ideas, policies and programs that make communities more livable.

USDN accomplishes this by focusing on three core objectives:

- Offering members peer-to-peer networking opportunities, enabling lessons learned in one city to be adapted and applied in others
- Accelerating innovation in urban sustainability through an Innovation Fund
- Supporting regional networks designed to expand the number of sustainability directors served by networks and/or to address specific issues

USDN members work together in user groups on dozens of sustainability topics, such as how cities are preparing for a changing climate, how to use indicators to drive change and inform decision making, how cities can develop sustainable food systems from production to distribution to waste, the best recipe(s) of programs and policies for cities to achieve ambitious community energy goals, and how cities can achieve higher waste diversion rates through changes to existing strategies and technologies.

About the Center for Social Inclusion and the Government Alliance on Race and Equity

The Center for Social Inclusion's (CSI) mission is to catalyze communities, government, and other institutions to dismantle structural racial inequity and create equitable outcomes for all. CSI's vision is to translate America's changing demographics into a new source of power and prosperity for a society where all people can participate in solutions that help us all thrive.

The Government Alliance on Race and Equity (GARE) is a joint project of CSI and the Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley. GARE is a national network of government working to achieve racial equity and advance opportunities for all. GARE uses a three-prong approach:

1. A membership organization that supports national and regional networks of jurisdictions that are at the forefront of work to achieve racial equity
2. Pathways for new jurisdictions to begin doing racial equity work, including contractual technical assistance and year long learning cohorts
3. Local and regional collaborations that are broadly inclusive and focused on achieving racial equity

Appendix A. Essential Strategies for Meaningful Engagement

- A. Identify where and how all stakeholders are affected by the project or decision and define roles for each stakeholder group that is affected.
- B. Create an inclusive public engagement plan
1. Have you identified specific engagement activities based on the overall strategy?
 2. Have you designated a lead public involvement staff and resources for public involvement (i.e. communications, facilitation, translation, etc.)?
 3. Do you have an internal team that will meet regularly to track communication and outreach?
 4. Is the engagement process transparent, including sharing findings and how they are being incorporated into the project?
 5. Will you evaluate the engagement process so you can replicate what works?
- C. Build personal relationships with target stakeholder groups.
1. Are there key individuals or constituents you already have or should be building a relationship with?
 2. Are there venues for you to attend or explore to find out who are natural community leaders?
 3. Are there advisory groups on which key individuals can serve? (Inviting several from each constituency to avoid isolating people.)
 4. Are there opportunities to institutionalize representation in decision-making and processes leading to decisions?
- D. Create a welcoming atmosphere
1. Does your process reflect, honor, and welcome the specific group?
 2. Do the communications outlets and materials appeal to and mirror all audiences?
 3. Do the venues and dates/times you choose invite participation and engagement by all groups?
 4. Can you cohost with community organizations?
 5. Are you able to meet community organizations on their own turf?
- E. Increase accessibility
1. Are there issues/barriers (language, location, time, transportation, childcare, food, incentives, appeal, power dynamics, etc.) that should be considered throughout the whole process?
 2. Are there ways to increase the level of input a community has in a process?
- F. Develop alternative methods for engagement
1. Do you have non-traditional methods of outreach to get people involved?
 2. Do you offer multiple ways for contributing input and feedback?
 3. Are there incentives or entertainment that would be welcomed by specific stakeholder groups?
- G. Resource communities to build their capacity to participate
1. Are there opportunities to support training, education, technical assistance based on community priorities, or funding for community-based initiatives?
- H. Maintain a presence within the community
1. Are there community-driven events that you can participate in and that people will already be gathering for?
 2. Do community members see you regularly out in the community?

I. Partner with diverse organizations and agencies

1. Is your staff trained on power, privilege and institutional racism and implicit bias?
2. Are there organizations that currently have relationships with your target populations that you can connect with (remember to consider power dynamics)?
3. Are roles and expectations clear at the start?
4. Have any agencies or organizations successfully implemented similar programs or initiatives (perhaps on a smaller scale or in another community) that you can solicit advice from



**Additional Guidance for
Partners for Places Equity Pilot Initiative Proposals:
Adding an Equity Lens to a Sustainability or Climate Action Initiative**

The USDN equity professional development series and workshops focused on best practices for equity and sustainability and/or climate action initiatives. The series addressed the critical components of effective racial equity and sustainability initiatives. Our webinars, videos and homework assignments included the following topics:

- The Opportunity for Local Government to Advance Racial Equity
- Communicating About Equity
- Building Shared Understanding of Equity
- Using an Equity Lens in Your Work
- Leading Organization Change Efforts to Advance Equitable Outcomes

Watching the webinars and videos and completing the homework assignments and worksheet may be helpful to you. This guide is designed to provide additional resources as you work on refining your proposal to apply for the Partners for Places Equity Pilot Initiative.

Here is a summary of tips you would get from the USDN equity professional development series and workshops. You will find additional resources after the tips summary.

Summary of Tips

- Try to describe your project in terms of your goal for eliminating racial inequities **and** for improving overall community conditions.
- It will be easier to build support if you have a clear, simple, measurable and easily understood goal for the project and for how the project will advance racial equity.
- Data disaggregated by race and neighborhood related to your project will help you to find equity gaps.
- Both quantitative and qualitative data should be used to assess and track community conditions over time.
- A general outcome of “increase racial equity” is harder to explain or achieve than a specific change in opportunity for people and communities of color. A specific change could be increased access to a program, reduced burdens from a policy change, a program design that is tailored to work for a community, and/or a greater voice in the decisions about the program.
- Community engagement is often designed for those who have historically had access. You will need to be intentional to engage diverse communities that have not historically been well-served by government.
- Too often, inclusion and engagement efforts don’t support long-term relationships. Make sure you are committed to long-term engagement that builds capacity and ensures you will have community partners on an on-going basis.
- We tend to think about projects in isolation, aka, a transactional approach. For us to maximize impact, we need to consider opportunities to use our projects to address structural barriers to opportunity within our institutions.

- We typically have the greatest influence within our own institutions, but racially inequitable outcomes are perpetuated through systems and structures. Think about how you can work cross-sectors to enhance your ability to target structural racism.
- Your team likely will need training and capacity building on what racial equity is and how to use an equity lens.
- Include education about the history of how your community arrived at current conditions related to your goal and what past choices may be contributing to racial inequities.
- Be aware of the tendency of many people to want to focus on individuals. This awareness can help you to make clear connections between individual experiences and institutional and structural barriers and opportunities.
- Evaluation is a key part of accountability.
- Make sure you design in time to collect share lessons learned. This will not only facilitate mid-course corrections, but also help to create more opportunities to advance equity.
- This work can be hard. Think about how you can you take time to celebrate success and recognize progress.

Overall resources

GARE's "[Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action](#)" provides much more extensive information on many of the topics that have been covered. This Resource Guide is based on the lessons learned from practitioners, as well as experts from academia and advocacy organizations. You can download the entire Resource Guide, or you may want to focus on the topics that are most relevant to strengthening your LOI.

You should note that across the country, we have seen the introduction of many policies and programmatic efforts to advance racial equity. These individual approaches are important, but are not sufficient. To achieve racial equity, government needs a comprehensive strategy to normalize conversations about race, operationalize new policies and organizational cultures, and organize to achieve racial equity. The resource guide is an approach to transforming government to allow structural change that advances racial equity.

Evaluations at the end of the workshop noted that systematizing change was the area where the most people feel least prepared. Honestly, that is not surprising. It is hard to move to systemic change to address structural racism if you do not have sufficient experience addressing institutional racism. It may well make sense for you to focus on eliminating institutional racism, as that is where we often have the greatest ability to bring about change. Just keep in mind that you will want to be moving towards larger structural change eventually.

Here are the specific steps:

1. **Use a racial equity framework.** ([Download Step](#)) – Cities need to use a racial equity framework that clearly names the history of government and envisions and operationalizes a new role; and utilizes clear and easily understood definitions of racial equity and inequity, implicit and explicit bias, and individual, institutional, and structural racism.
2. **Build organizational capacity.** ([Download Step](#)) – Cities need to be committed to the breadth (all functions) and depth (throughout hierarchy) of institutional transformation. While the leadership of elected members and top officials is critical, changes take place on the ground, and infrastructure that creates racial equity experts and teams throughout local and regional government is necessary.
3. **Implement racial equity tools.** ([Download Step](#)) – Racial inequities are not random—they have been created and sustained over time. Inequities will not disappear on their own. Tools

must be used to change the policies, programs, and practices that are perpetuating inequities, as well as used in the development of new policies and programs.

4. **Be data-driven. (Download Step)** – Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals, and measure progress towards community goals.
5. **Partner with other institutions and communities. (Download Step)** – The work of government on racial equity is necessary, but it is not sufficient. To achieve racial equity in the community, local and regional government must be working in partnership with communities and other institutions.
6. **Communicate and act with urgency. (Download Step)** – While there is often a belief that change is hard and takes time, we have seen repeatedly, that when change is a priority and urgency is felt, change is embraced and can take place quickly. Building in institutional accountability mechanisms via a clear plan of action will allow accountability.

The Resource Guide shares the stories and lessons learned from local government leaders across the country who have built (and continue to build) racial equity strategies. We hope that by learning from others’ experiences, we can all strengthen our ability to achieve racial equity.

Communicating About Race

The Center for Social Inclusion’s [Talking about Race Toolkit](#) – we introduced the “Affirm – Counter – Transform” model in the webinar, video and workshop. This Toolkit provides additional information to help you refine your communications strategies.

To advance racial equity, it is critical that we are able to talk about race. Too frequently, race is a topic that is avoided, which means that we perpetuate inequitable outcomes. Other times, when race is talked about, but without an equity strategy, implicit bias is triggered and inequities exacerbated. How we talk about race matters. The good news is that there is a useful field of practice to inform effective communications about race. This toolkit is a collection of the key strategies that we have found are necessary in combating the race wedge and advancing racial equity. Effectively talking about race is an essential skill for advancing racial equity. We believe that this approach can help a variety of stakeholders to effectively talk about race and policy.

Racial Equity Tools

GARE’s [Racial Equity Toolkit: an Opportunity to Operationalize Equity](#) was also introduced in a webinar, video and at the workshop. Check out the full toolkit for additional information to help you integrate racial equity into key decision points in your project.

Use of the racial equity tool in government can help to develop strategies and actions that reduce racial inequities and improve success for all groups. Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated.

Racial equity tools provide a structure for institutionalizing the consideration of racial equity. GARE’s Racial Equity Toolkit is designed to:

- Proactively eliminate racial inequities and advance equity.
- Identify clear goals, objectives and measurable outcomes.
- Engage community in decision-making processes.

- Identify who will benefit or be burdened by a given decision, examine potential unintended consequences of a decision, and develop strategies to advance racial equity and mitigate unintended negative consequences.
- Develop mechanisms for successful implementation and evaluation of impact.

Use of a Racial Equity Tool is a critical way in which government can normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

Integrating racial equity into your own work force

GARE’s [Public Sector Jobs: Opportunities for Operationalizing Equity](#) provides an overview of research relevant for public sector employers seeking to achieve equitable outcomes and strategies for advancing racial equity within their own work force. If part of your project entails developing strategies to make sure that your team reflects the community you are serving, this paper is rich with resources and strategies, including highlighting innovative policies and practices from cities and counties across the country.

Collective impact and results based accountability

[The Four Components of Effective Collective Impact: Through the Lens of Asset-Based Community Development and Results-Based Accountability](#) – an article by Dan Duncan of the Results Leadership Group that builds on the introductory information we provided in the workshop. How do we make sure that we are clear about the results we are aiming to achieve, are positioned to measure the impact of our work, and be ready to make any course corrections needed.

[Equity: the Soul of Collective Impact](#) – an article by Michael McAfee and Angela Glover Blackwell from PolicyLink and Judith Bell from the San Francisco Foundation about ensuring racial equity is a part of collective impact models. Some collective impact models don’t focus on racial equity nor do they disaggregate data. In some cases, race-neutral strategies have been effective at increasing overall results, but have actually worsened racial inequities. This hands-on article highlights key approaches for improving overall results and closing racial disparities.

Leading in complex environments

[A Leader’s Framework for Decision Making](#) – We referenced this article from the Harvard Business Review at the workshop – you can expect complex environments to be a part of your projects, and being prepared with the appropriate skills will position you for success.

Learning from the experiences of other cities

Becoming familiar with equity efforts in other cities and regions can help you learn from other jurisdiction’s experiences. Many of these examples are extracted from a briefing memo prepared by PolicyLink for the city of Seattle. While not all of the examples are explicit about racial equity, they nevertheless include innovative strategies that are worthy of your consideration.

Land Use (provides the basis for zoning regulations governing the specifics of where and what types of development will be permitted)

- **Use an Equity Lens for Planning and Prioritizing Investments:** The “greenprinting” open space creation and preservation strategy emphasizes issues related to social equity. Equity factors can be used to identify priority areas for investments in infrastructure and services, such as in the [Watsonville General Plan – Planning through the Lens of Social Equity](#).
- **Plan for Healthy and Viable Neighborhoods for All** – Policies that support neighborhoods for people of all ages, races and abilities to live, work and play could address equitable distribution

and access; and mixed-income and integrated neighborhoods, as well as identifying areas of change and areas of stability to clarify where growth is anticipated or favored. Example: [Richmond General Plan 2030 Land Use and Urban Design element](#).

Transportation (establishes goals for moving people and goods through the city and /or in the region). Transportation policy choices, what gets built, where it gets built, and how it is operated and maintained have major impacts on economy, climate and health.

- **Leverage transportation investments to promote healthy, safe and inclusive communities** By examining the affordability of housing close to transit and the overall accessibility of Boston, Northeastern University helps the City, region and state focus on the equity issues of transportation planning and policy. They look closely at the intersection of transit investment, neighborhood change, affordable housing and land use. [Maintaining Diversity in America's Transit Rich Neighborhoods](#) provides a framework for preventing displacement and preserving affordability in transit oriented development.
- [The Healthy Corridor for All Health Impact Assessment](#) in Minneapolis / St Paul demonstrates how an analysis of a major transportation investment influenced a rezoning debate, and helped to increase community participation, build capacity, and leave an indelible mark on the region as a whole. Through the organizing and advocacy of community leadership, the concepts of health and affordable housing were placed at the center of the rezoning debate and helped educate the media, policymakers, and the general public. The level of community participation—particularly from low-income people and communities of color—in the rezoning process was unique for the city. In addition, through the HIA process and analysis, the Twin Cities region now has a model in place for community engagement and analysis to help address community needs as it plans for other transit corridors.
- **Create affordable Transportation Options for All People.** For a strong local economy where all can benefit, all people have access to safe, affordable, accessible transportation options, including public transportation, bicycling and walking (vs. only having the option of traveling by personal vehicle). In, [The Toll of Transportation](#), Northeastern University demonstrates how to evaluate and plan for issues confronting transit dependent populations. And in its recent report, [Turning Towards Equity, the Atlanta-based Partnership for Southern Equity](#) has identified the mobility needs of residents and connected them with a set of priorities for future investment.

Housing (establishes goals and policies for preservation, improvement, and development of housing)

- Oakland, CA and Causa Justa – [Development without Displacement and Housing Protections for Tenants](#) – the City of Oakland, California is facing a major housing crisis. Like many other U.S. cities, issues of gentrification and displacement deeply affect low-income communities in Oakland, particularly communities of color. In the fall of 2014 the Oakland City Council successfully passed the Tenant Protection Ordinance, or TPO, in response to community pressure. The TPO promises to provide critical protections for renters as a first line of defense against displacement trends.
- **Align Housing Resources to Achieve Equity.** San Francisco Bay Area – [Housing Affordability Gap Analysis](#) does a deep dive into primary sources of funds that support affordable housing production and preservation to discern how resources are currently deployed, and what resources are further needed to address housing challenges of the region.
- **Target Transit Rich Areas for Housing Investment.** [Los Angeles' Transit Oriented Consolidated Plan](#) includes policies for the use of federal funds to 1) create and preserve housing opportunities for Low-Moderate-income residents and families by providing rental housing and homeownership assistance, with priority focused along major transportation corridors, and 2)

stabilize and revitalize diverse neighborhoods through neighborhood improvements, public facilities.

- **Predict Neighborhood Change and Analyze Benefits and Burdens.** The California Senate Bill requires regions to set greenhouse gas emissions targets for cars and the development of a comprehensive land use, transit, and housing plan to achieve these targets. The Association of Bay Area Governments developed an [Anti-Displacement Early Warning System](#) to help predict neighborhood change that may result due to transit investments that aim to reduce greenhouse gas emissions. The system analyzes the benefits and burdens of neighborhood revitalization precipitated by large transit investments on low-income communities and communities of color.
- **Preserve Affordable Housing Near Transit.** [National Housing Trust](#) | Preservation of Affordable Housing near transit.
- [Building Racial Equity Into Development](#) – With growth comes opportunity, however communities of color and low-income communities are often overlooked and left behind in times of change. A unique program in Seattle is working to ensure that some of Seattle’s most diverse neighborhoods actually benefit in a substantive way from the city’s rapid development. Called Community Cornerstones, the program was funded in 2011 by a HUD Community Challenge Grant along with local resources. Community Cornerstones is community-driven and builds on the existing strengths of Southeast Seattle neighborhoods.

Cultural Resources (cultural resources in communities and ways to enhance cultural identity and vitality)

- **Embed Arts and Culture in Community Revitalization Initiatives in Disinvested Communities.** Kresge Foundation invests in building strong, healthy cities [by promoting the integration of arts and culture in community revitalization](#) including transit-oriented development. They also take into consideration the displacement pressures on low-income households resulting from revitalization.
- **Create Greater Opportunity for Immigrant and Refugees in Urban Areas.** Immigrant integration strategies can foster mutual understanding, preserve cultural strengths and assets, and grow economically strong communities. PolicyLink and PERE [Immigrant Integration Guide](#) demonstrates how. The three overarching goals include:
 - Increase economic mobility for immigrants, their families, and their communities
 - Enhance opportunities for civic participation by immigrants
 - Increase warmth of welcome towards immigrants and their families
- **Arts and Culture as a Social Capital Strategy Creates Stability and Addresses Inequities.** [Tucson Pima Arts Council’s PLACE Initiative](#) builds the human capital of people as builders of place and community.

Environment (provides guidance on stewardship of natural environment while accommodating urban growth.) Creating a healthy environment requires protecting vulnerable communities against cumulative environmental harm and also from displacement as their neighborhoods are cleaned up, empowering communities, growing green industries to benefit those vulnerable communities, and ensuring access to green and open spaces. Strategies to reach these goals include:

- **How the Public Sector Can Push For Racial Equity Through Energy Policy Reform** – We don’t often think about moving a racial equity agenda through state or local energy policies. Yet, as states gear up for the implementation of the federal [Clean Power Plan](#) and plan for the development of more renewable energy production, the nation faces a tremendous opportunity to tackle these efforts using a specific racial equity framework. The Center for Social Inclusion has worked with grassroots community organizations, leaders of color, and environmental advocates to create policy ideas and build strategies that center racial equity within energy and climate policies. Last

month, communities across New York pushed the Public Service Commission to adopt a forward thinking community renewables policy.

- **Increase Community Voice and Leadership in Decision-Making Processes-** Community concerns and priorities should be meaningfully included in land use, regulatory and policy making processes. Example: [PolicyLink Sustainable Communities Community Engagement Guide](#).
- **Foster Green Industries and Pathways to Employment** – Green industries make the environment more sustainable and can provide pathways to good jobs and new careers for communities. Cities and localities should provide incentives for green industries to train and hire local community members. They can also lead by example by retrofitting government buildings. Retrofitting buildings and making them more energy efficient is [the most cost-effective way](#) to reduce energy use and reduce greenhouse gas emissions with great local job creation potential. Example: [Emerald Cities Collaborative](#)

Ensure Access to Parks and Green Spaces- The health and environmental benefits that parks and green spaces have, especially for low income communities and communities of color, is well documented. States and localities should protect open spaces from over development and ensure walking access to parks and green spaces for all communities, particularly low-income communities and communities of color. Comprehensive sustainability plans can provide roadmaps for creating and protecting green spaces in cities. Example: [PlaNYC](#), [Million Trees Initiative](#).

Investing in Healthy Communities and Job Creation - In Buffalo, NY, the [Green Development Zone](#), organized by [PUSH Buffalo](#), is a 25-square block area on the city's West Side that maximizes the environmental and economic benefits for residents within the area. By building both a market and labor pool for residential retrofits, PUSH saves homeowners money, secures economic opportunity for people who need it, and makes the environment more sustainable. In Portland, OR, [Living Cully](#) similarly focuses on a community of color and co-invests in environmental infrastructure and good jobs.