

# **Bay Area Advancing Racial Equity**

## **The Role of Government**

February 1-2, 2016

**Government Alliance on Race and Equity  
Center for Social Inclusion**

Dwayne S. Marsh and Julie Nelson

**Bay Area Regional Health Inequities Initiative**  
Melissa Jones



# Getting started:

- Welcome
  - ✓ Stephanie Hom, City of Oakland
- Objectives
- Announcements
- Introductions
- Ground rules

# Government Alliance on Race and Equity

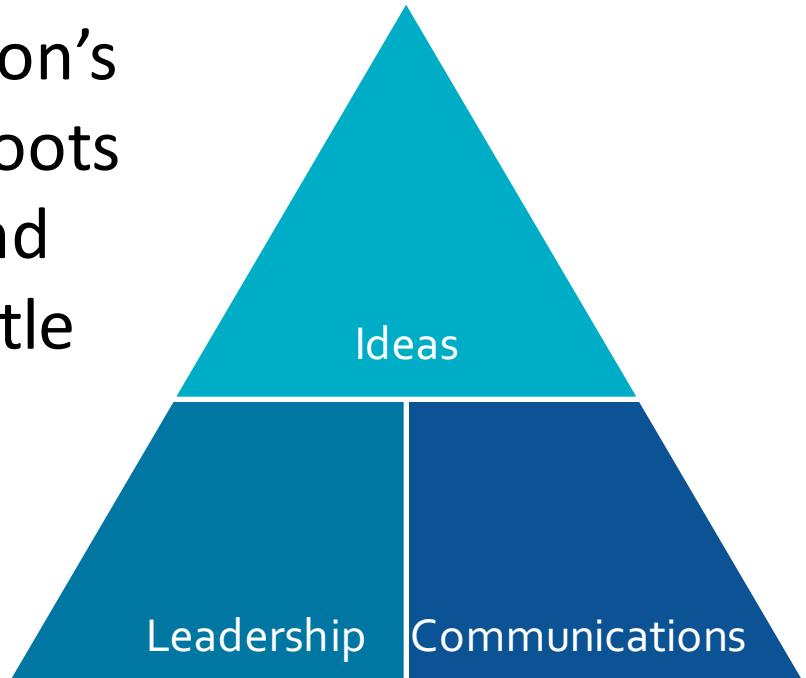
A national network of government working to achieve racial equity and advance opportunities for all.

- ✓ Supporting jurisdictions at the forefront
- ✓ Expanding jurisdictions – in 30 states and over 100 cities – all levels of government
- ✓ Providing tools and resources to put theory into action



# Center for Social Inclusion

The Center for Social Inclusion's mission is to catalyze grassroots community, government, and other institutions to dismantle structural racial inequity.



SOLUTIONS THAT WORK FOR EVERYONE



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Learning Cohorts to Advance Governing for Racial Equity

Advancing Racial Equity:  
Putting Theory Into Action



CENTER FOR SOCIAL INCLUSION



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

# Key components

- A curriculum that builds on the field of practice
- Technical assistance
- Peer-to-peer strategizing and problem-solving
- “Advancing Racial Equity” speaker series

# As a result of participation, each jurisdiction will have:

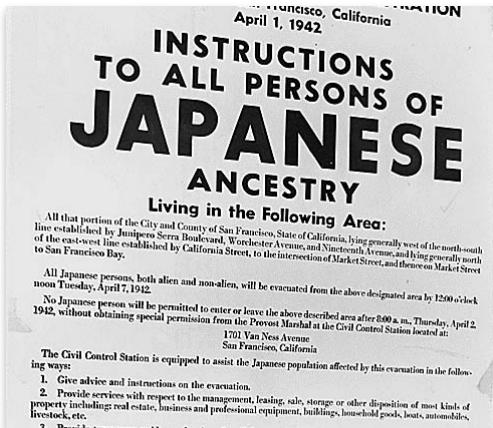
- Racial equity training curriculum
- Trained facilitators to implement training with other employees
- Racial Equity Tool to be used in policy, practice, program and budget decisions
- Example policies and practices that help advance racial equity
- Racial Equity Action Plan

# Values and realities

- All men are created equal
- With liberty and justice for all
- Government of the people, by the people, for the people, shall not perish from the earth

# History of government and race

Initially explicit



Government explicitly creates and maintains racial inequity.

Became implicit



Discrimination illegal, but “race-neutral” policies and practices perpetuate inequity.

Government for racial equity

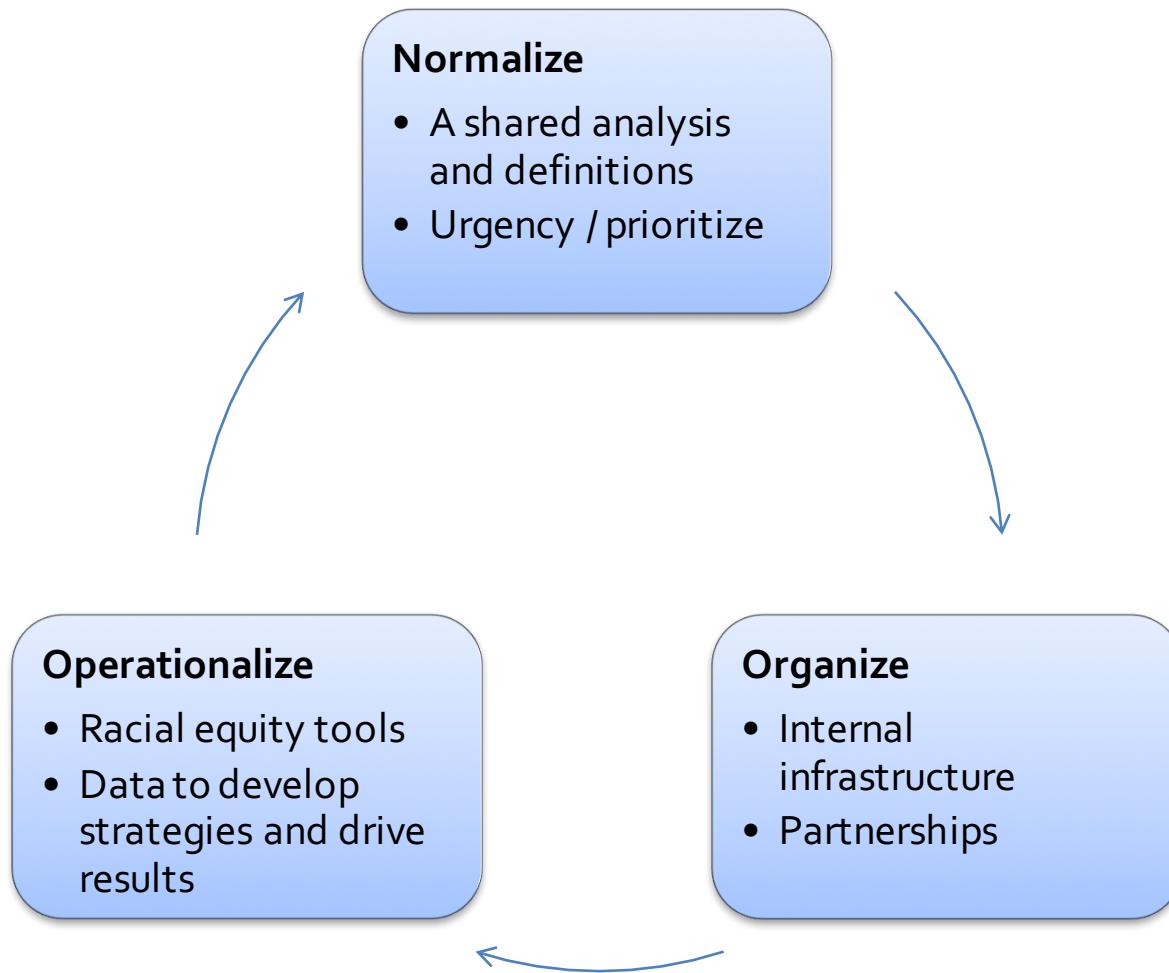


Proactive policies, practices and procedures that advance racial equity.

# Current Context of Race:



# National best practice



# Laying it on the Line

1. People who engage in public meetings are the ones who care most about the issues.
2. Hiring and promotion decisions should be based solely on merit.
3. There is greater potential to resolve racial disparities in a multicultural region like the Bay Area.
4. I believe we can end racial inequity.

# Early Experiences with Race



CENTER FOR SOCIAL INCLUSION



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

# Normalizing



CENTER FOR SOCIAL INCLUSION



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

# Equity? Equality? What's the difference?



CENTER FOR SOCIAL INCLUSION



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

# Racial inequity in the U.S.

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



# 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

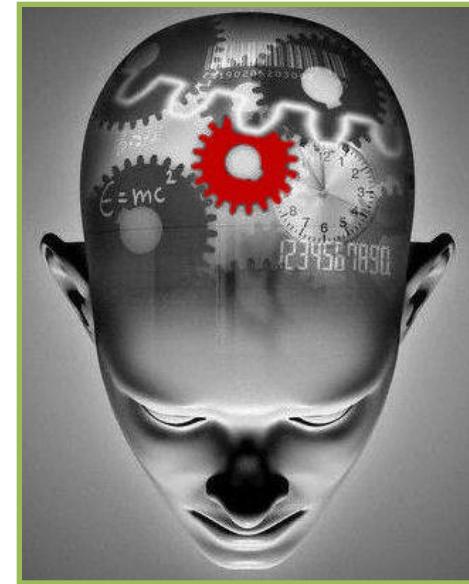
# How We Think

Humans need meaning.

- Individual meaning
- Collective meaning

Only **2%** of emotional cognition is available consciously

Racial bias tends to reside in the **unconscious network**



We unconsciously think about race even when we do not explicitly discuss it.

# The Unconscious Mind



**Schemas:** the “frames” through which our brains help us understand and navigate the world:

1. Sort into categories
2. Create associations
3. Fill in the gaps

# Schemas

Help us organize information into broader categories. They largely reside in the subconscious.

- ✓ Objects
- ✓ human being (e.g., “the elderly”)

Schemas are social. They exist in and are shaped by our environment.



20

# What color are the following lines of text?

- **Cvur zxyq brrm**
- **Xoc jbni oew mne**
- **Vqeb peow ytro**
- **Vqeb peow ytro**



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# What color are the following lines of text?

- Black
- Red
- Blue
- Green



# What color are the following lines of text?

- **Green**
- **Black**
- **Yellow**
- **Blue**



# Bias

The evaluation of one group and its members relative to another.

We all carry bias. Acting on bias can be discriminatory and create negative outcomes for particular groups.



Source: Unconscious (Implicit) Bias and Health Disparities: Where Do We Go from Here?

# Explicit bias

Expressed directly

Aware of bias / operates consciously

Example – Sign in the window of an apartment building – “we don’t rent to \_\_\_\_\_”

# Implicit bias

Expressed indirectly

Unaware of bias / operates sub-consciously

Example – a property manager doing more criminal background checks on African Americans than whites.



The image part with relationship ID rld8 was not found in the file.



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Examples of implicit bias

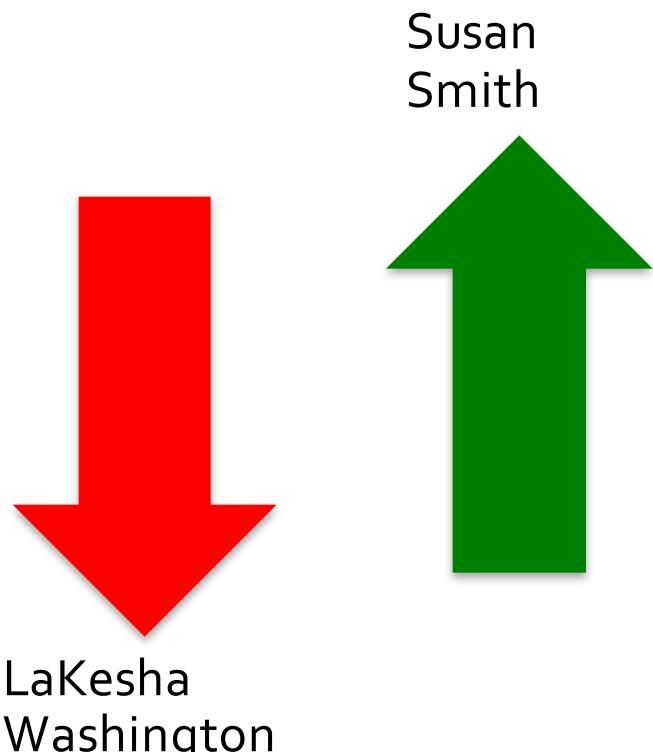
When conductors were placed behind a screen, the percentage of female new hires for orchestral jobs increased 25% – 46%.



# Examples of implicit bias

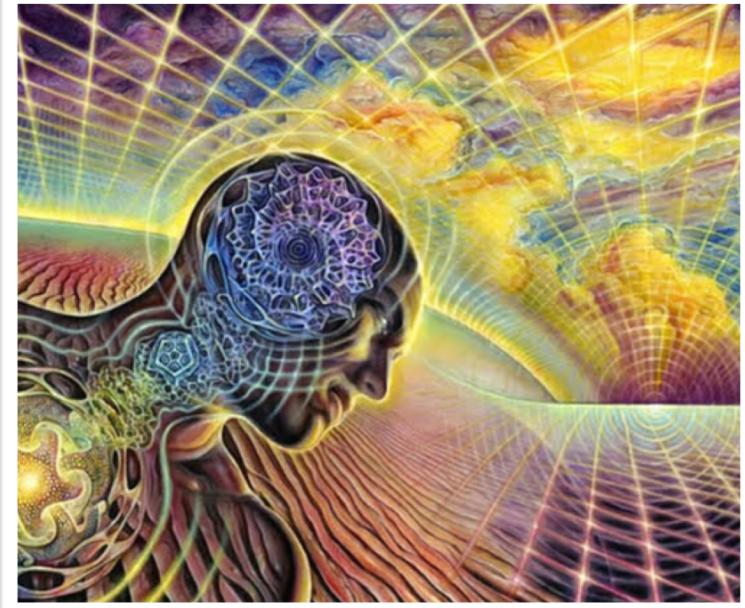
Job search – Identical resumes,  
apart from names.

White-sounding names – 50%  
more callbacks than African-  
American sounding names.



# What to do with bias?

- Suppressing or denying biased thoughts can actually increase prejudice rather than eradicate it.
- Openly acknowledging and challenging biases allows us to develop strategic interventions.



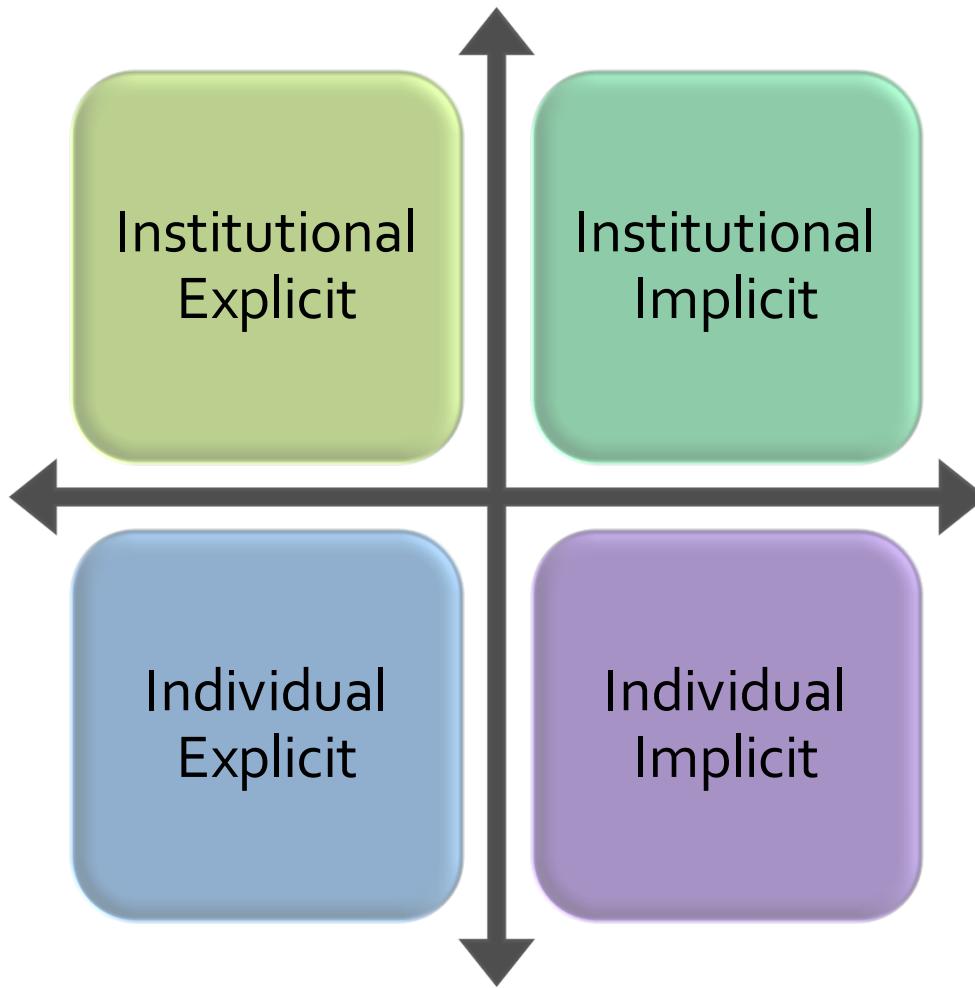
# What creates different outcomes?



CENTER FOR SOCIAL INCLUSION



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



## Institutional / Explicit

*Policies which explicitly discriminate against a group.*

**Example:**

Police department refusing to hire people of color.

## Institutional / Implicit

*Policies that negatively impact one group unintentionally.*

**Example:**

Police department focusing on street-level drug arrests.

## Individual / Explicit

*Prejudice in action – discrimination.*

**Example:**

Police officer calling someone an ethnic slur while arresting them.

## Individual / Implicit

*Unconscious attitudes and beliefs.*

**Example:**

Police officer calling for back-up more often when stopping a person of color.

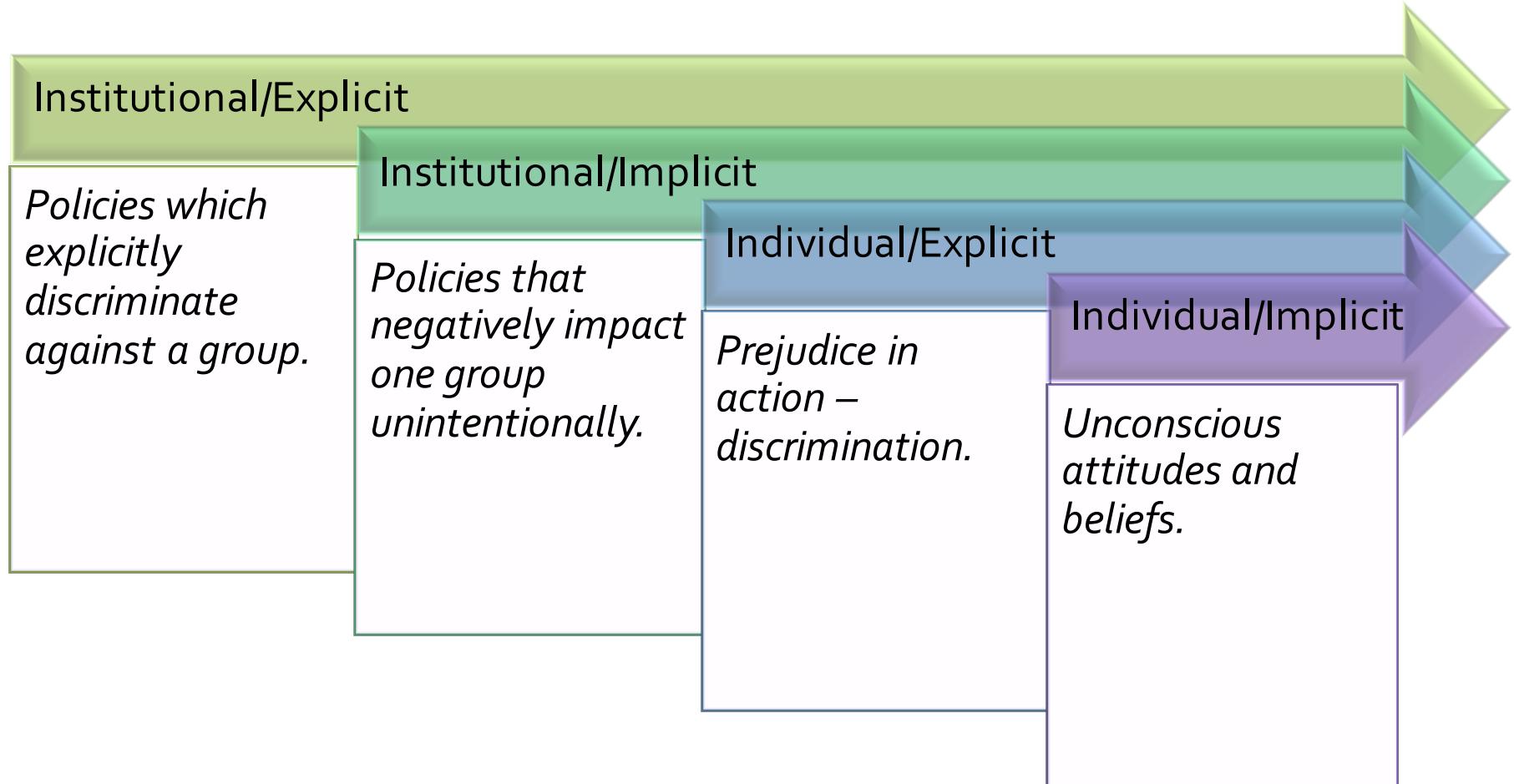


CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Examples from your jurisdiction –



## Individual racism:

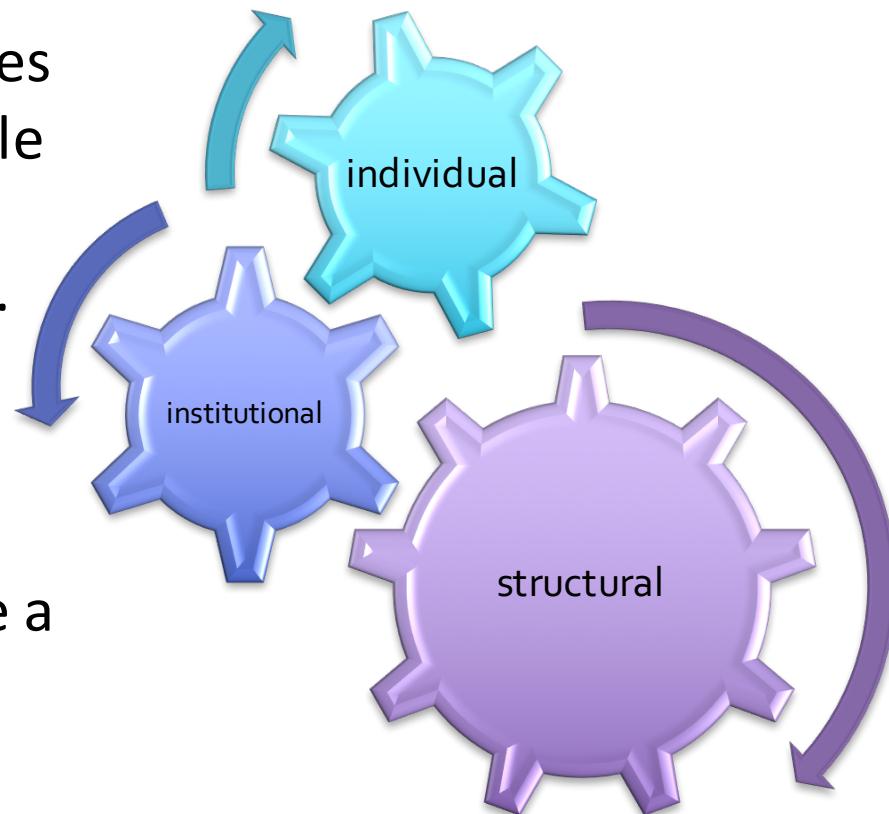
- Pre-judgment, bias, or discrimination by an individual based on race.

## 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.



# Operationalizing

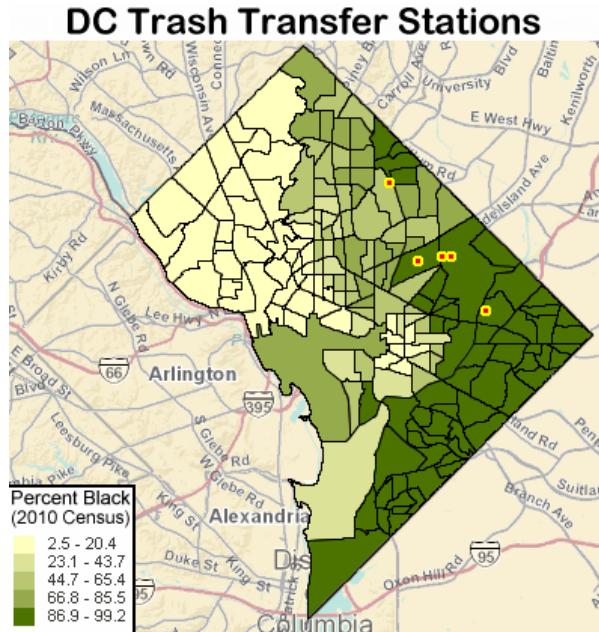


# Race in governmental policies

## Federal Housing Administration



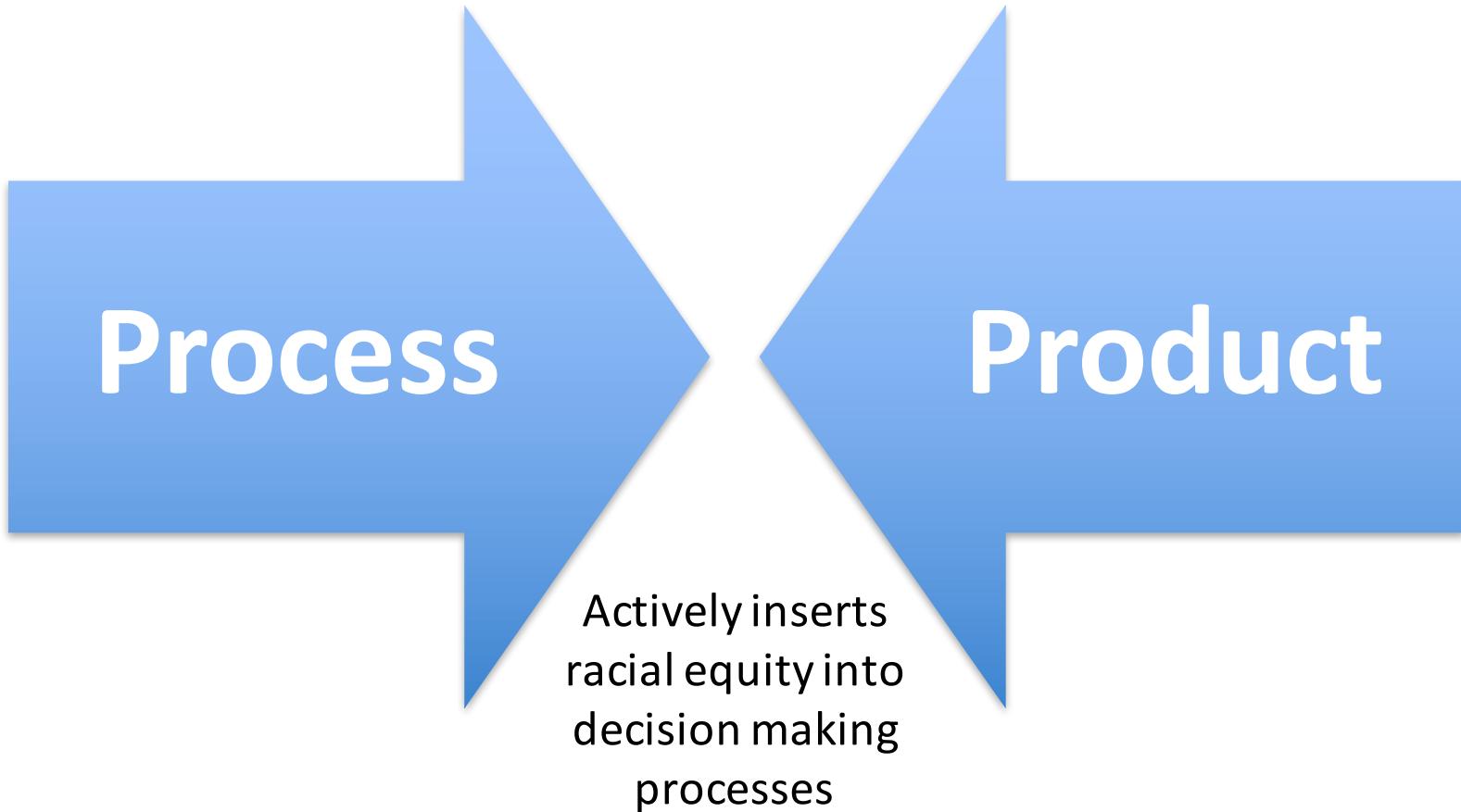
## Location of city facilities



## Streetlighting



# What is a Racial Equity Tool?



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# What is a Racial Equity Tool process?



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Who should use a Racial Equity Tool?



Elected officials



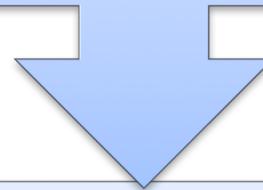
Government staff



Community

# When to use a Racial Equity Tool?

Early



Often

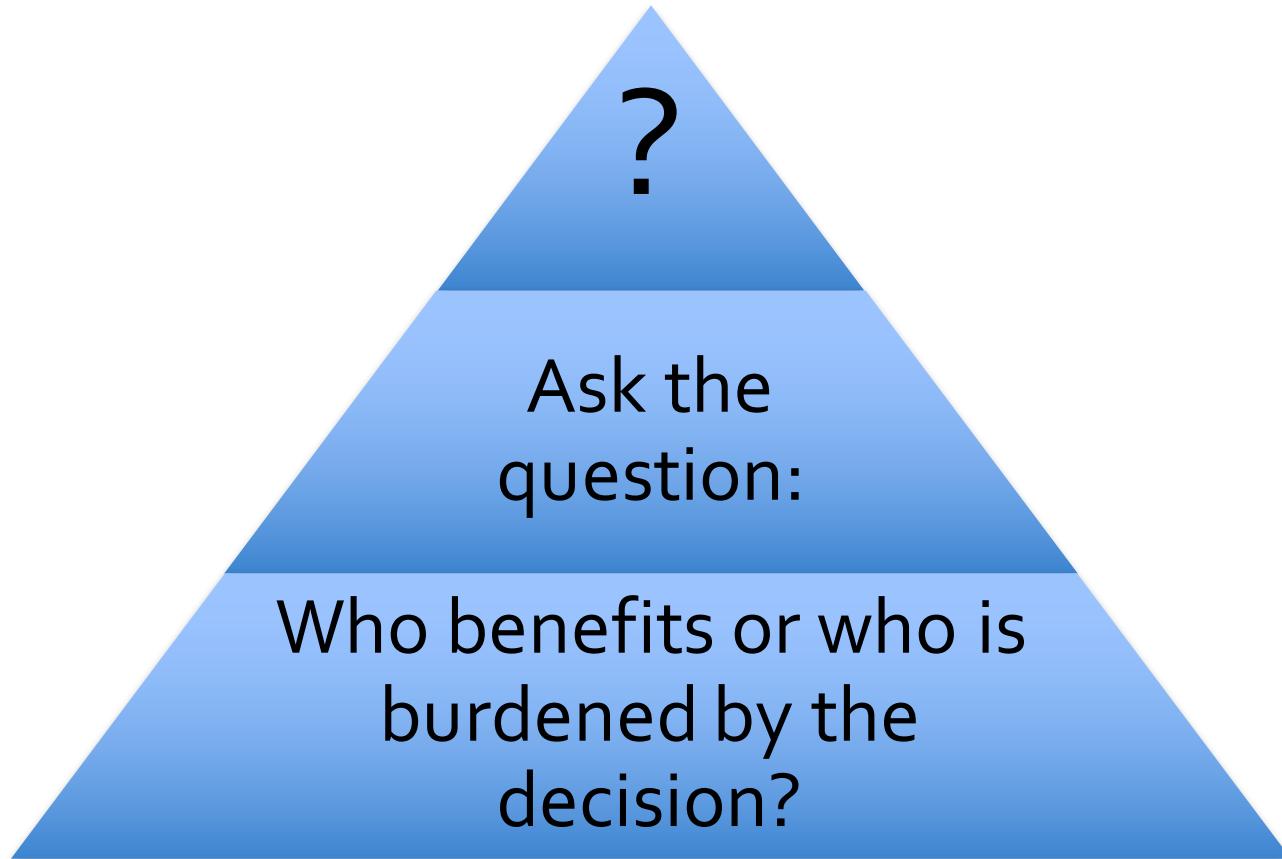


CENTER FOR SOCIAL INCLUSION



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

# What if I don't have enough time?



A Racial Equity Toolkit can be used in budget, policy and program decisions.

## Examples:

- ✓ Streetlights / complaint-based systems
- ✓ Restrictions on use of criminal background checks in hiring processes
- ✓ Contracting policies and procedures
- ✓ Increases to the minimum wage

# Transactional / transformational change

*“The single biggest failure in change initiatives is to treat adaptive challenges like technical problems.”*



# Transactional and Transformational

***Transactional approaches*** are *issue-based* efforts that help individuals negotiate existing structures. These solutions “transact” with institutions to get a short-term gain for communities, but leave the existing structure in place.

***Transformative approaches*** are *policy* initiatives that cross multiple institutions that shift efforts towards pro-active solutions. These solutions alter the ways institutions operate thereby shifting cultural values and political will to create racial equity.

<b>Technical Problems Transact</b>	<b>Adaptive Problems Transform</b>
Easy to identify	Easy to deny (difficult to identify)
Often lend themselves to routine solutions using skills and experience readily available	Require changes in values, beliefs, roles, relationships, and approaches to work
Often solved by an authority or expert	People with the problem do the work of solving it
Require change in just one or a few places; often contained within organizational boundaries	Require change in numerous places; usually cross organizational boundaries
People are generally receptive to technical solutions	People try to avoid the work of “solving” the adaptive challenge
Solutions can often be implemented quickly—even by edict	“Solutions” require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

# Team norms and group expectations:

- **Be responsible** – Your participation is critical. If you have to miss a session, review materials (available on-line) and check with a teammate. Complete the homework assignments.
- **Support the success of your team** – Share your passion and commitment for advancing racial equity with others.
- **Mutual sharing** – learn from others and share with others.
- **Contribute** – step forward with hosting sessions, communication strategies, etc
- **What else?**

# Day 2!



# Organizing



CENTER FOR SOCIAL INCLUSION



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

# Seattle's Race and Social Justice Initiative

**Late 1990's -**  
community pressure, some departments initiate racial equity efforts

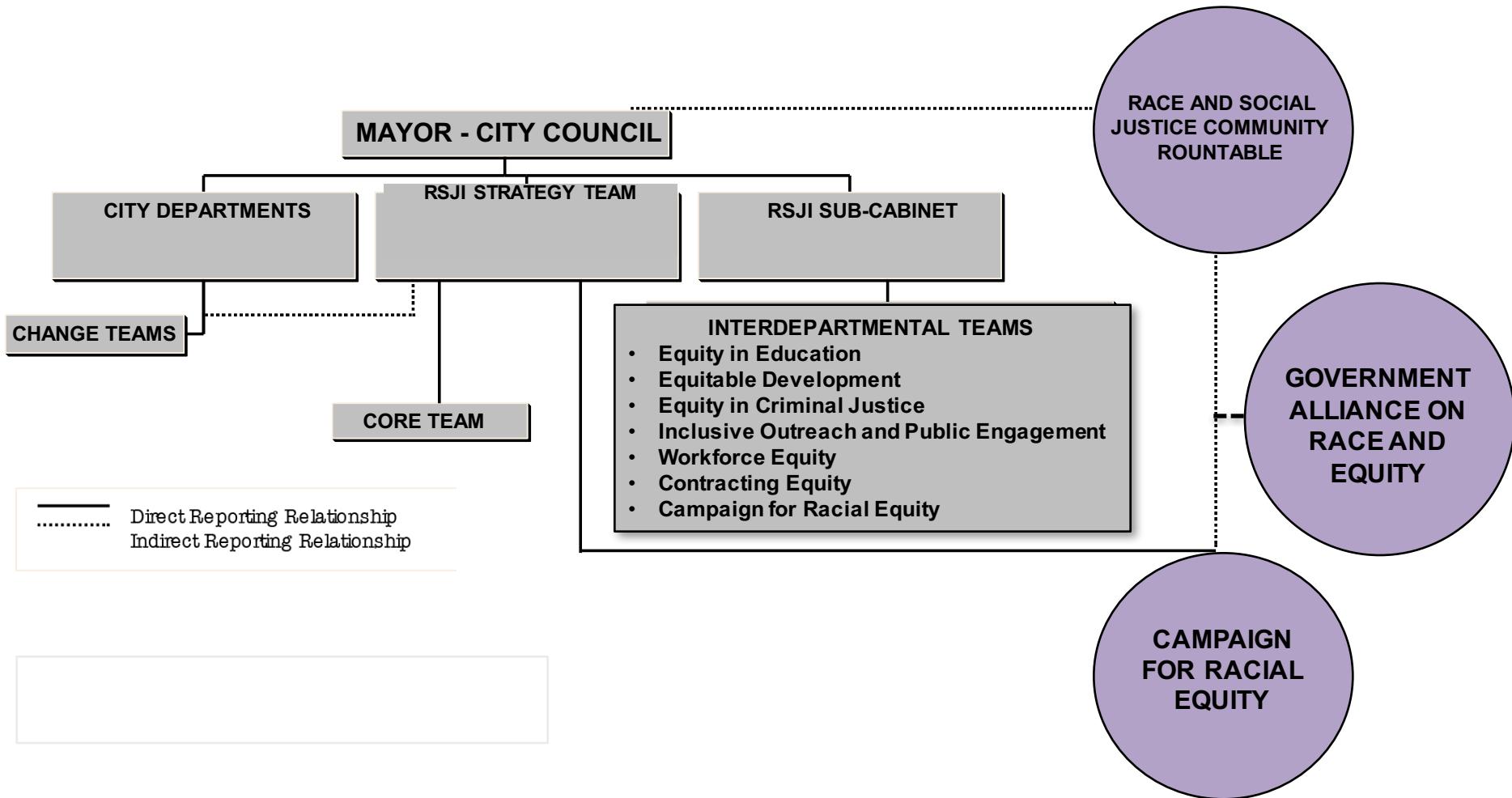
**2004** - Mayor Nickels launches City-wide racial equity initiative focused internally

**2009** – Expanded partnerships with community; City Council legislation passes unanimously; plans and tools institutionalized.

**2015** - New plan providing expanded focus on community outcomes

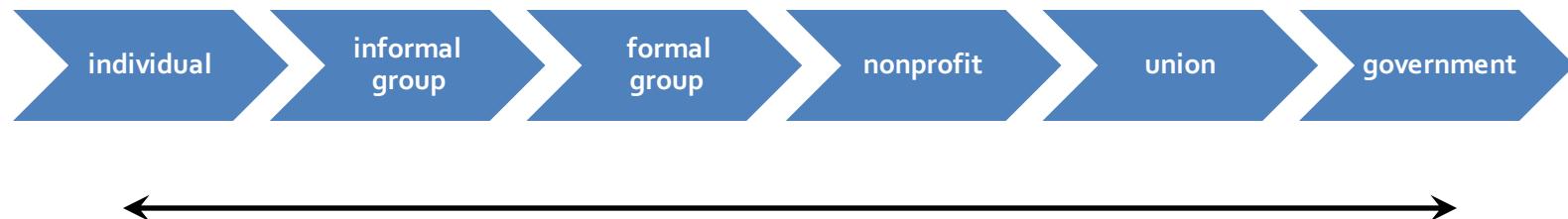


# Seattle Race and Social Justice Structure



# Inside / Outside Strategies

Modes of community participation



**Tend toward –**  
Informal  
Local interest  
Voluntary  
Issue/identity focused  
Collective decision making

**Tend toward –**  
Formal  
Broad Interests  
Professional  
Geographic focus  
Hierarchical



Van Jones's “Heart Space/Head Space Grid”  
from Rebuild the Dream (2012)



CENTER FOR SOCIAL INCLUSION

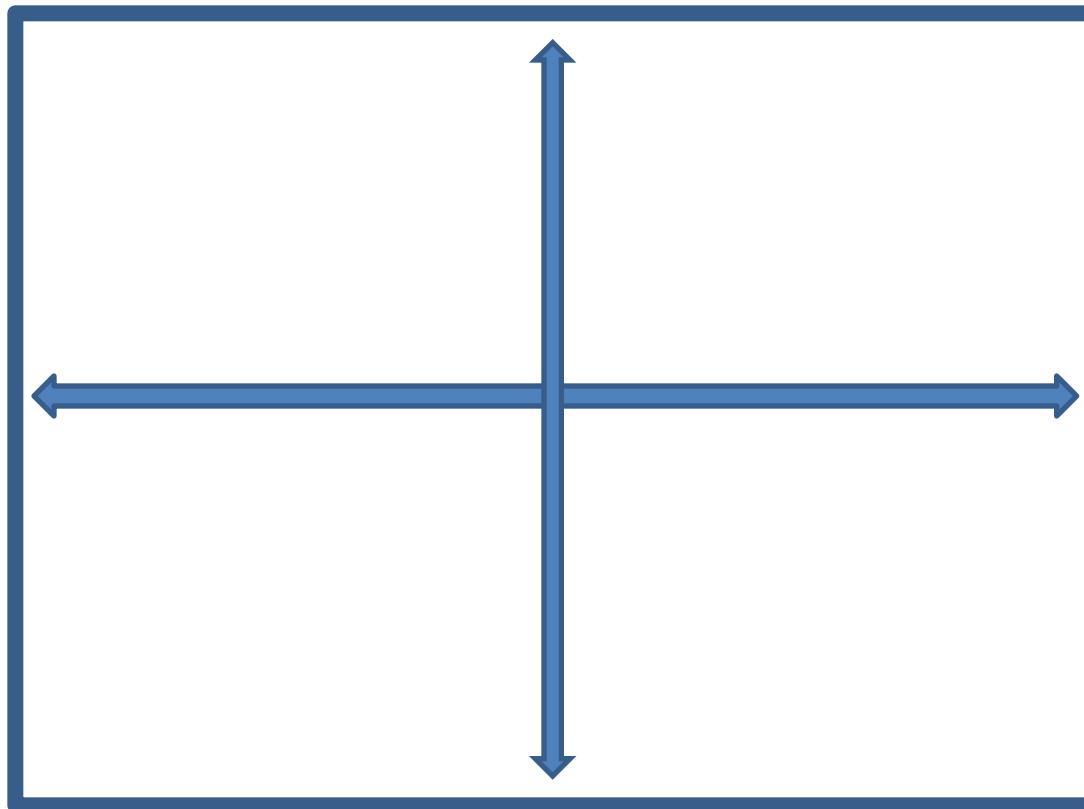


LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

Rational

Political  
concept

Political  
action



Emotional

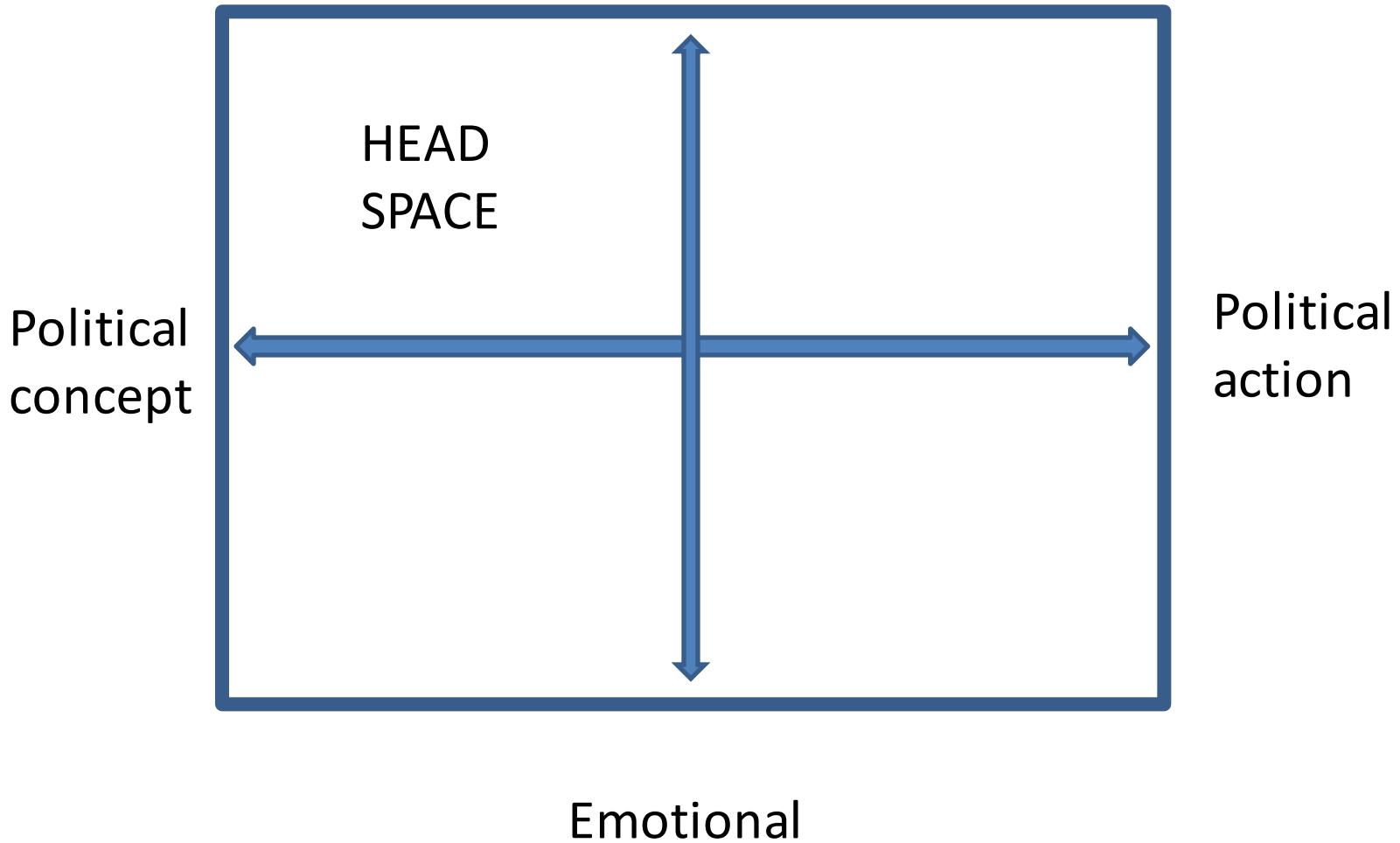


CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

Rational



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Head space

- Where Rational + Conceptual meet
- Think tanks, academics and policy wonks
- Facts and rational arguments
- One cannot make meaningful, effective, and lasting change without a sober view of the data combined with sound policy prescriptions

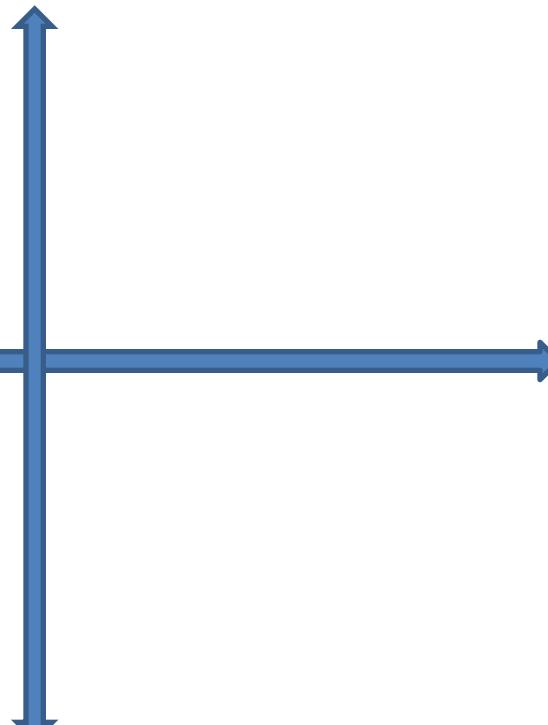
Rational

Political  
concept

Political  
action

HEAD  
SPACE

HEART  
SPACE



Emotional



CENTER FOR SOCIAL INCLUSION

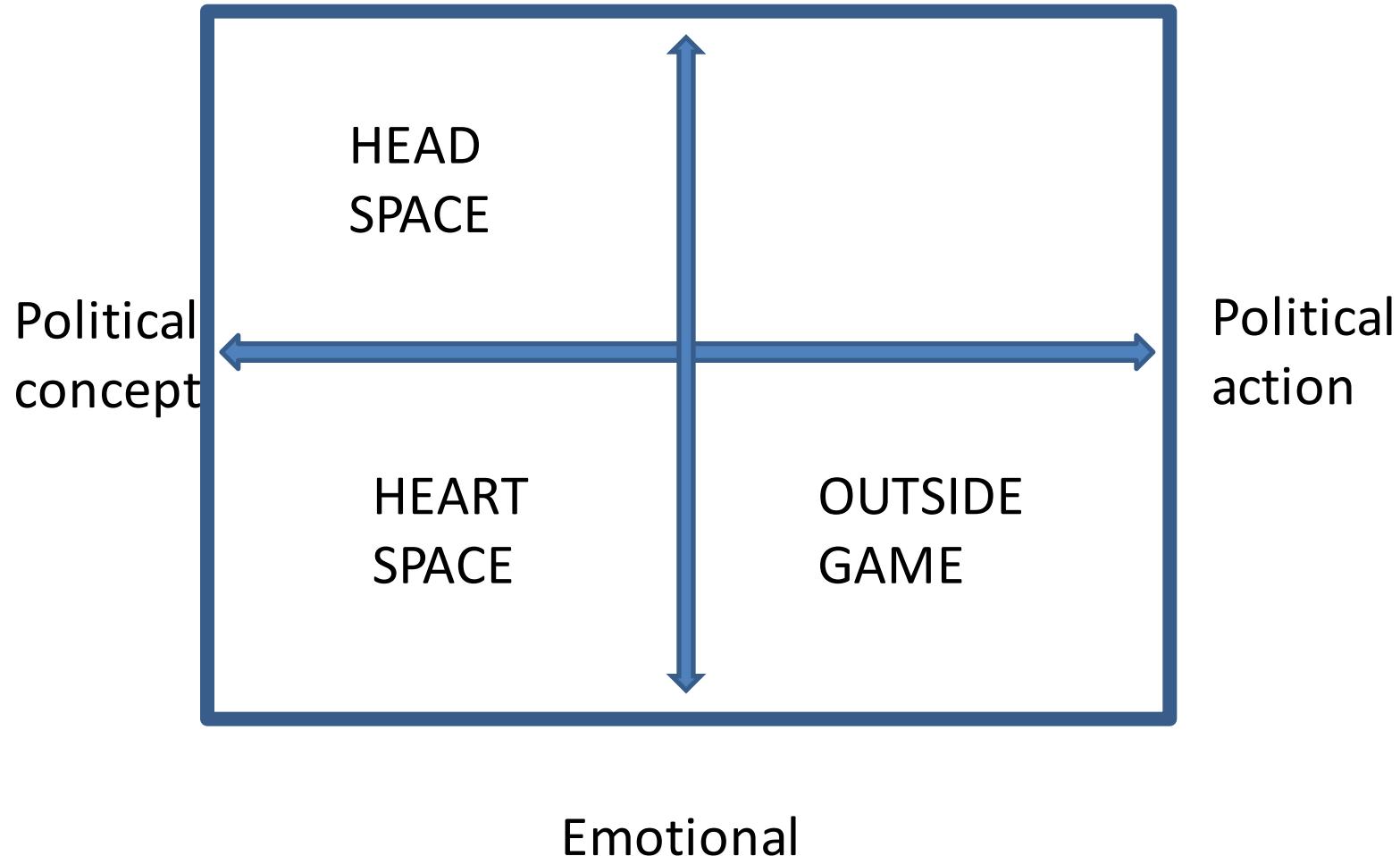


LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Heart Space

- Here emotions have sway
- Great storytellers, artists, preachers, and other resonant communicators
- Energizing emotions shared: feelings of love and rage, contempt and compassion, pride and shame
- Needed for inspiration and motivation

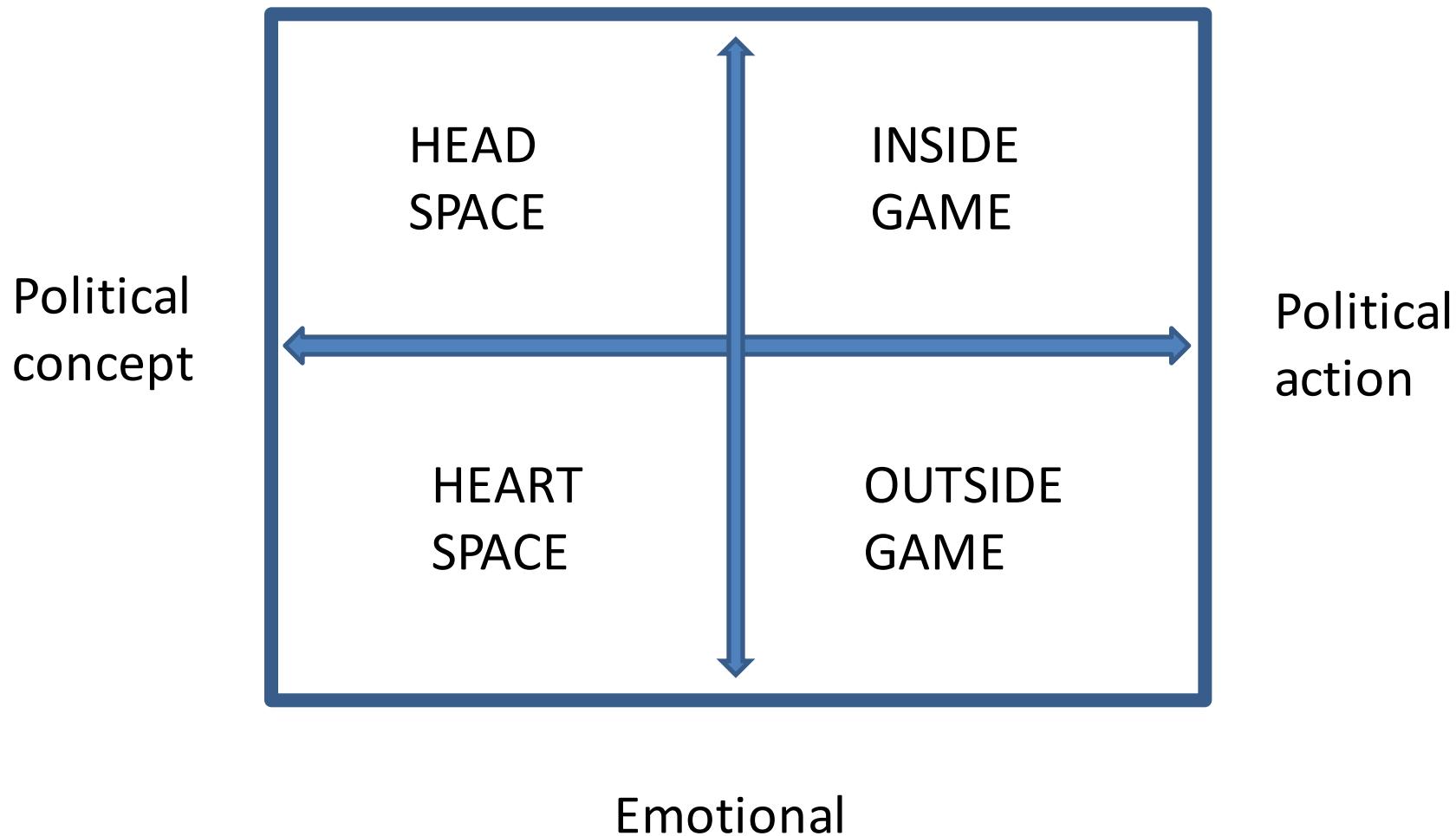
Rational



# Outside game

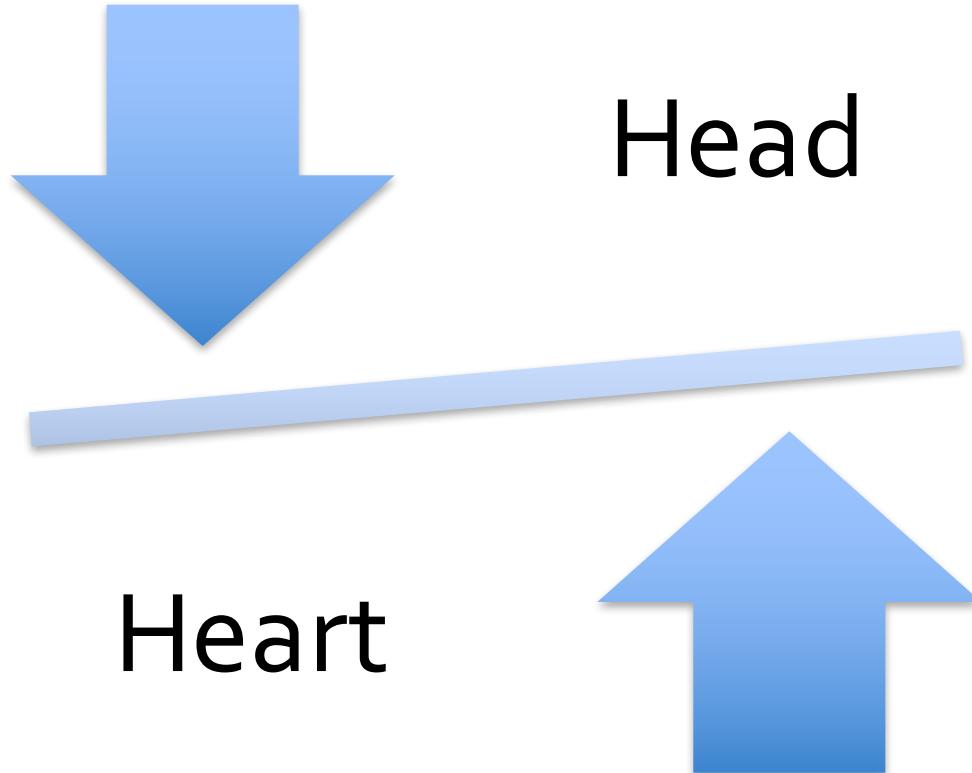
- Where emotion and action meet
- Activists, organizers and volunteers
- Action not based on their immediate, rational self interest, but on what feels right- what moves their heart

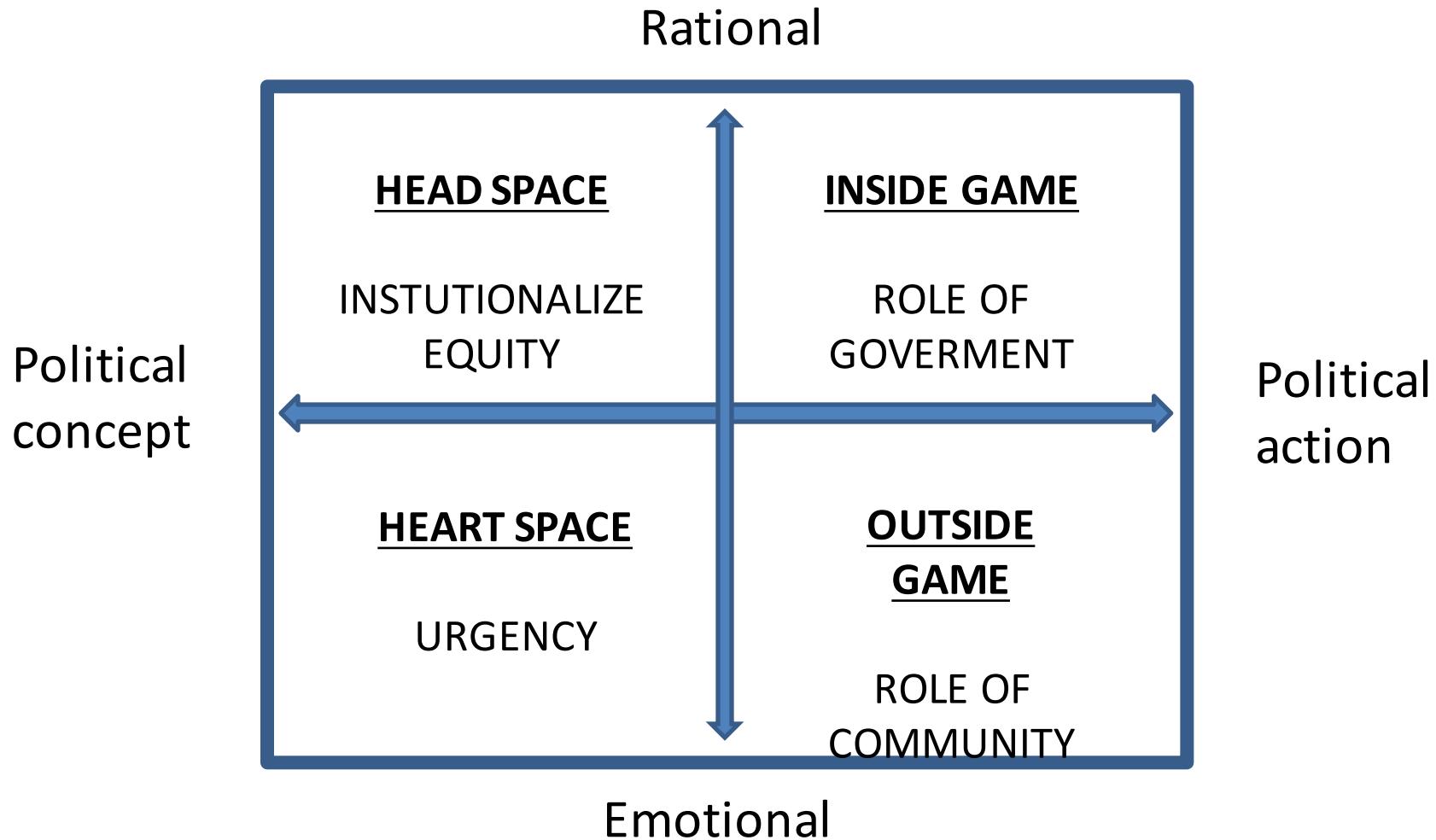
Rational



# Inside game

- Where reason meets action
- Elected officials, paid lobbyists, party operatives, staff members at legislative and bureaucratic levels
- People who have enough power, standing, access or influence to impact the behavior of the decision makers
- Natural home of the deal maker- cold blooded maneuver and necessary compromise





# Communicating



CENTER FOR SOCIAL INCLUSION



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

# Our societal minds



# What are frames?

***Networks of association that shape how we think, not just what we think***

- People reject facts that don't fit their frames
- People carry multiple frames that are sometimes linked and sometimes contradictory.
- Framing is a long-term project because people need to receive it in multiple forms and overtime to shift

# Framing and Messaging

- Framing
  - Comprehensive long term strategy
- Messaging
  - re-packaging arguments with language changes
- Meta-Frames: umbrella frames that encompass multiple values and symbols (e.g., individualism)



# Dog Whistle Racism

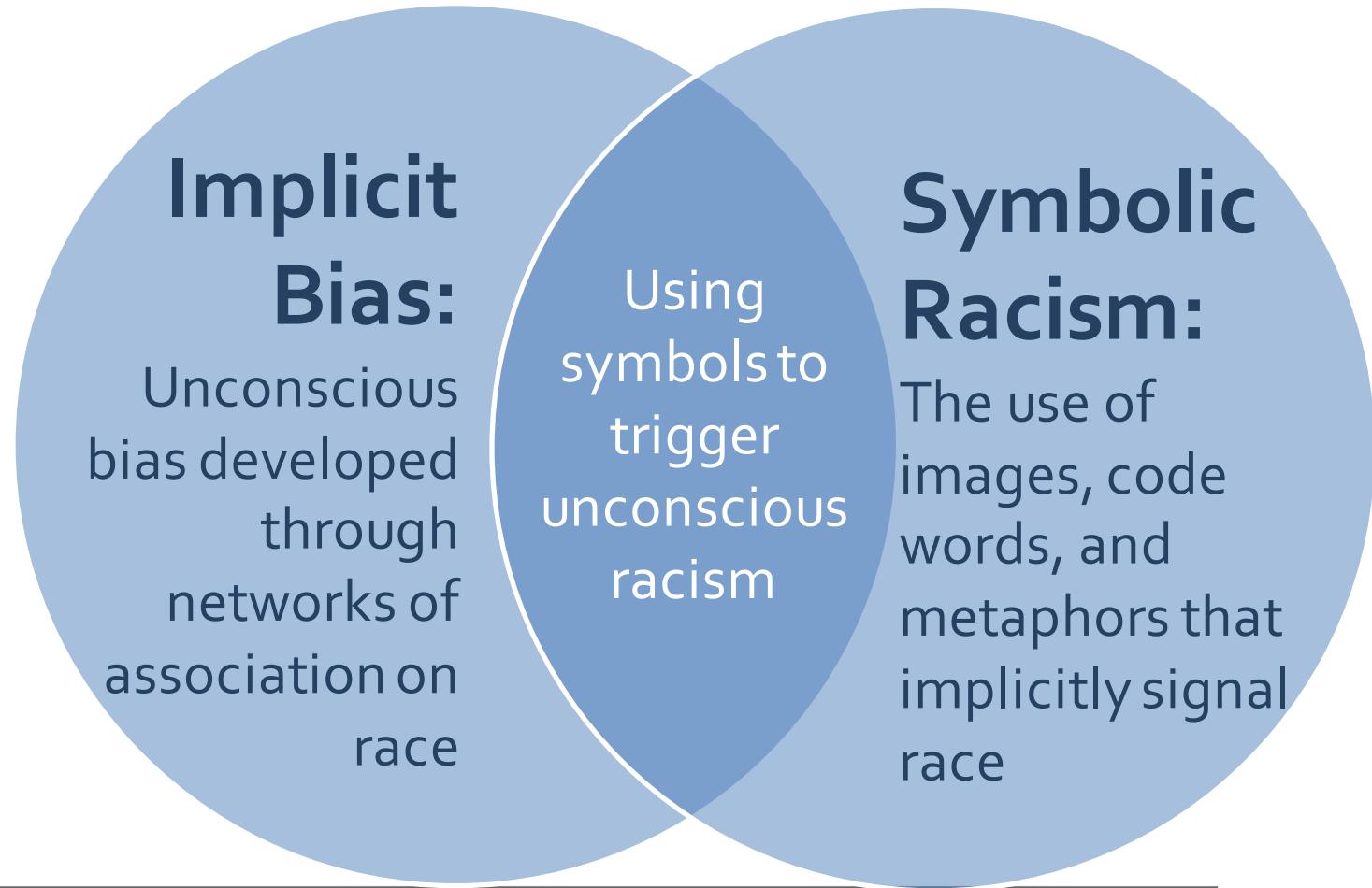


CENTER FOR SOCIAL INCLUSION



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

# How race gets triggered in messages



*Understanding Implicit Bias.* Kirwan Institute for the Study of Race and Ethnicity, 2014. Web. October 14, 2014.

David O. Sears and P. J. Henry, "The Origins of Symbolic Racism", *Journal of Personality and Social Psychology* 85, no. 2 (2003): 259-275.

# Race Frames

By Eduardo Bonilla Silva

- 1. Racism and racial inequality are things of the past**  
“White people are doing worse than people of color”
- 2. Disparities caused by culture/behavior**  
“Poor Black and Latino youth don’t do well in school because their families don’t value education”
- 3. Disparities inevitable and/or natural**  
“Some group has to be at the bottom” or “Self-Segregation”
- 4. Programs helping people of color are unfair to Whites a.k.a. reverse discrimination**

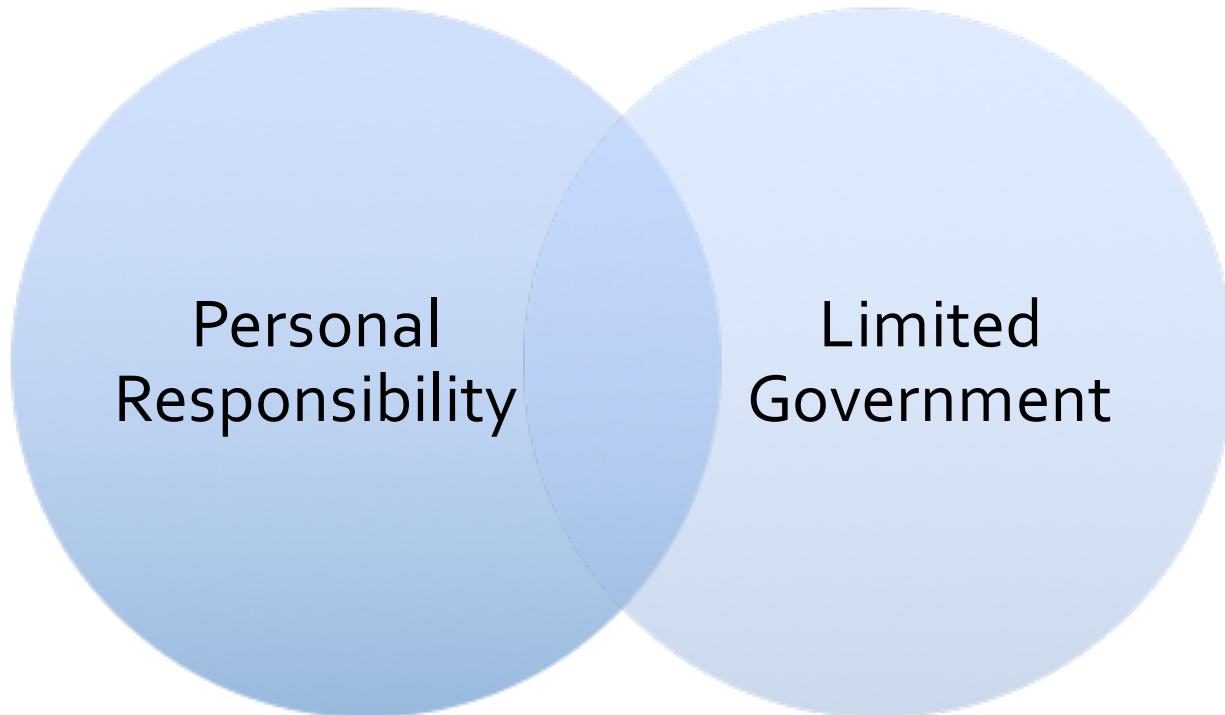


CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

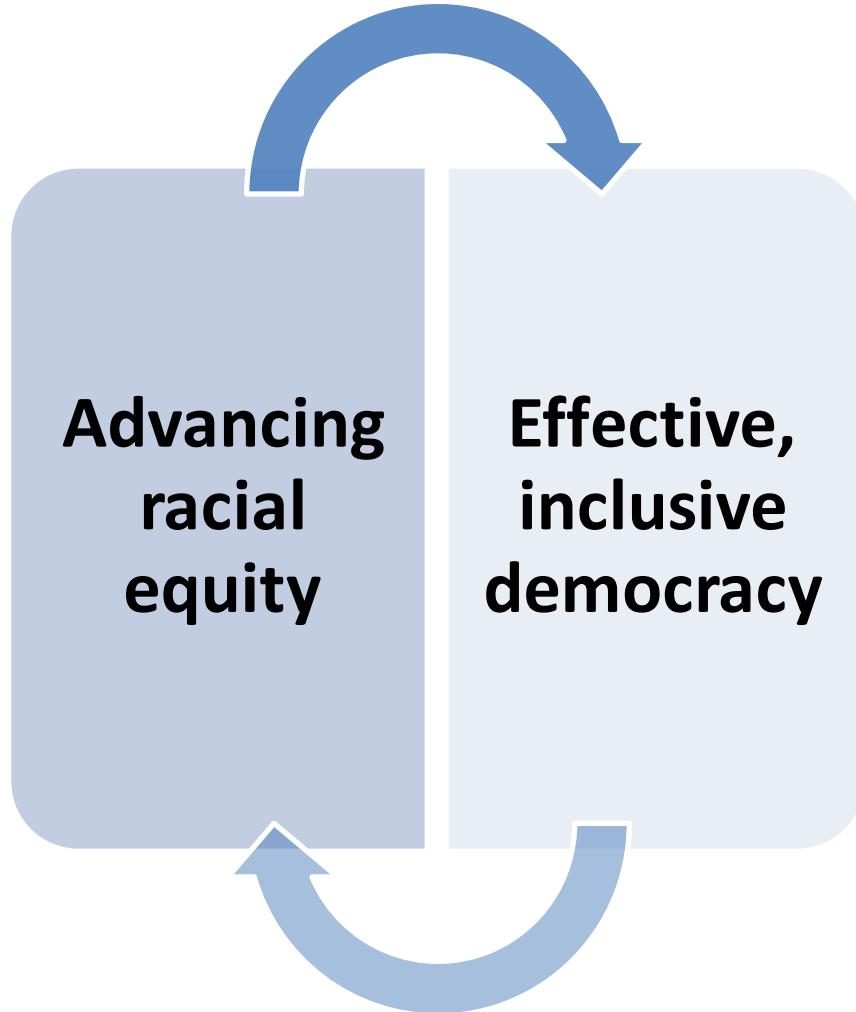
# Race meta-frames



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY



# Messaging on healthcare and housing

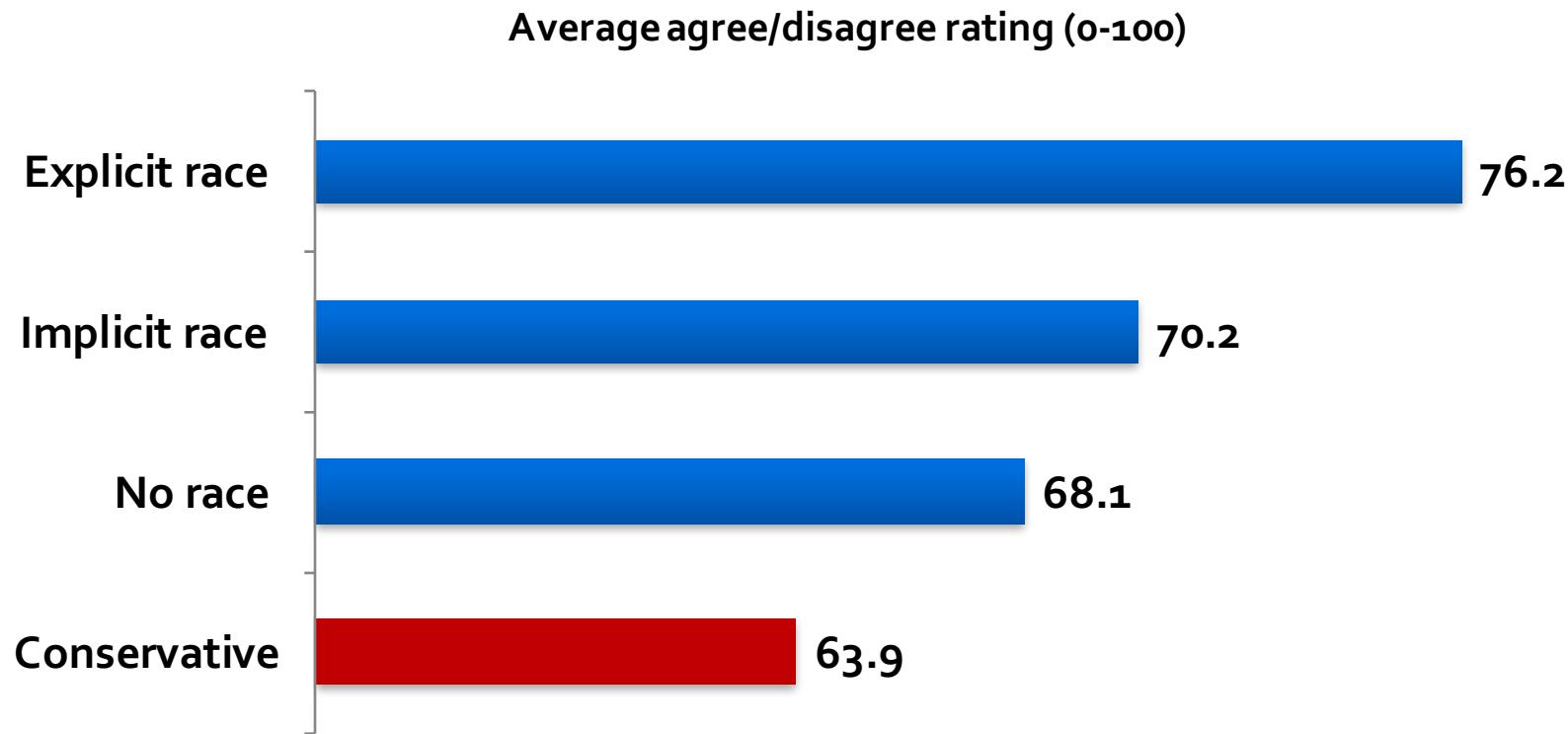
1. Chose policy debates where race has played a big role
  - Healthcare reform
  - Finance reform
2. Developed 1 minute storyboards/commercials
  - Emotional, visual, and ready to deploy
3. Pitted the following against negative race message:
  - Race-explicit messages
  - Race-implicit messages
  - Race-neutral messages
4. Gave the test online to 900 registered voters using a dial-test



# Messaging on healthcare and housing

We asked respondents:

On a scale of 0 to 100, how much do you agree or disagree with the message?



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# Messaging on fiscal policy

1. Gave the test nationally online to 1770 registered voters
2. Tested implicit bias (AMP) pre-and post-messages
3. Participants randomly assigned to watch (5 different groups):
  1. Conservative message only
  2. Conservative message + racially explicit/subtle and job stereotype/stereotype mixed message
4. Participants answered questions on government involvement and tax reform (fiscal policies)



# Messaging on fiscal policy

1. Progressive policy messages that specifically name race are successful with the general public.
2. The majority of people are holding two frames at once on policy issues and race, both progressive and conservative.
3. Even people with high implicit bias, when watching a progressive racial explicit message still agreed with progressive fiscal policies.
4. Talking about race does not elevate individual implicit bias.
5. Multiracial spokespeople are better received than White-only spokespeople.



CENTER FOR SOCIAL INCLUSION



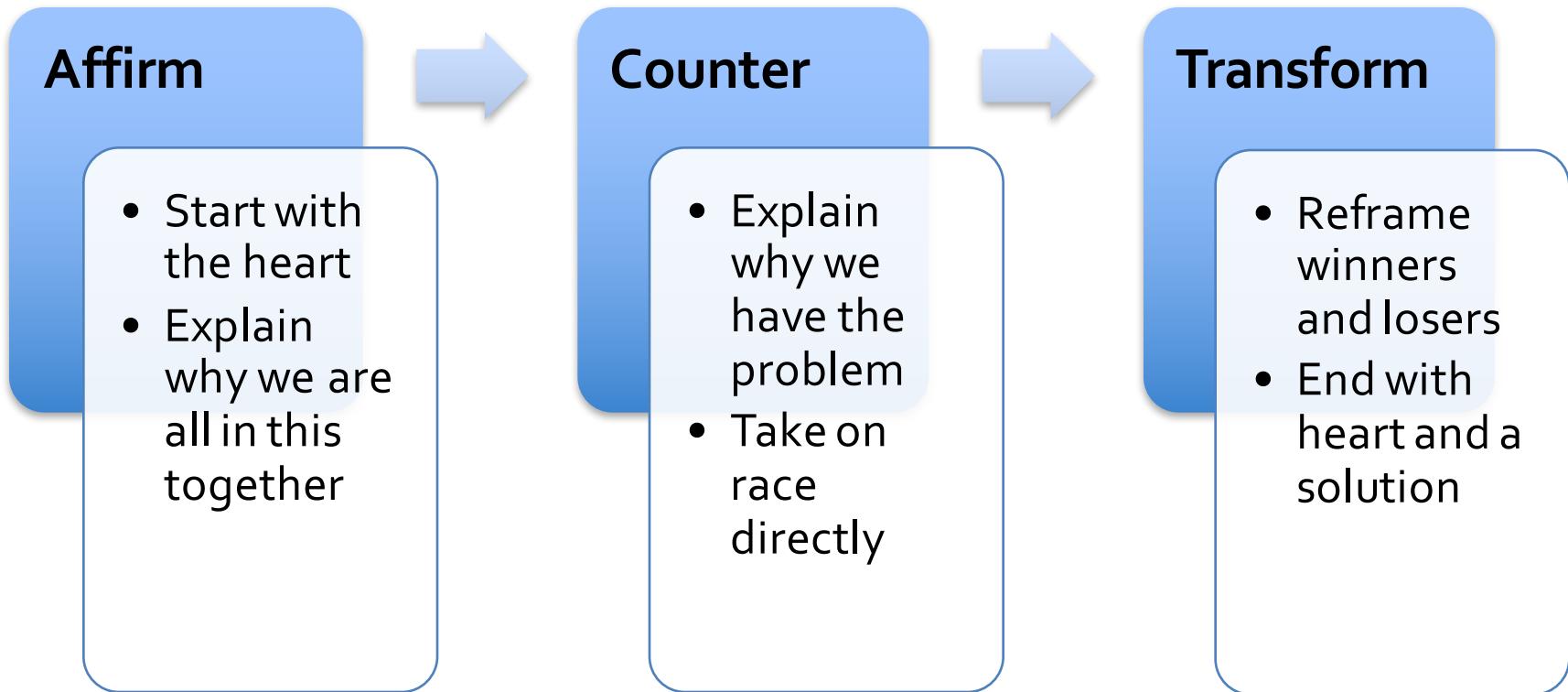
LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY

# What we learned

- **Framing matters** – Attack the dominant race frames by pointing out inclusive values
- **Effectively talking about race** can move people on policy

# Communicating about race

## It's more than just talk – ACT



# It's more than just talk – ACT

## Affirm

- All our children deserve high quality, public education.

## Counter

- Currently, only about 50% of African-American, Latino and Native American students graduate from high school on time.
- Harsh, punitive discipline based on subjective infractions drive that outcome.

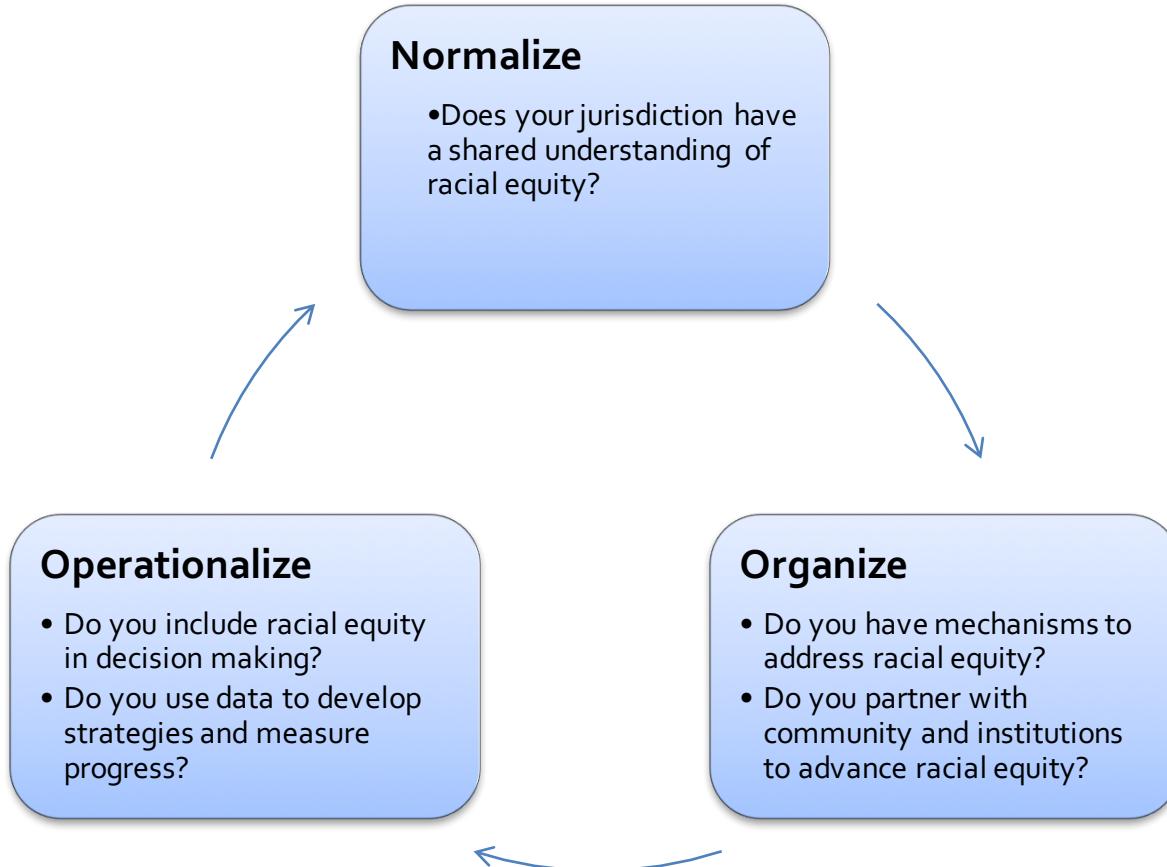
## Transform

- We need to remove the subjectivity from the policy and implement after-school programs that use a restorative justice approach to disciplinary challenges.
- These changes will benefit all of our children.

# Changing minds

- Most importantly, the best way to change attitudes is to change behavior.
- Attitudinal change tends to follow behavior change.
- Requires both short and long-term approaches.

# Assessing our organization

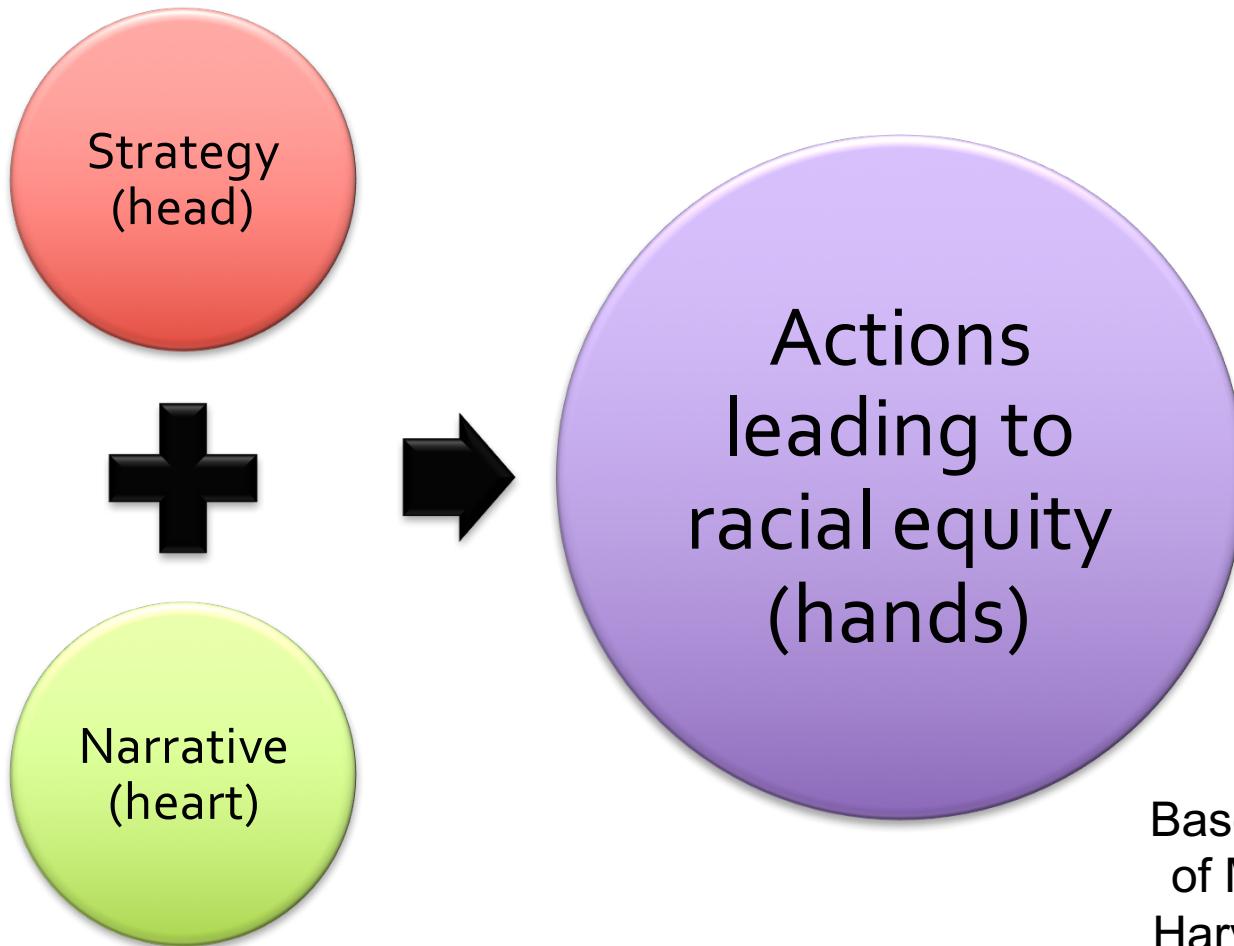


# Assessing your organization

- What stands out for you, and why?
- What do you think is the greatest challenge?
- In which are you strong in and which would you like to grow?
- What kinds of support would be the most beneficial?

# One-on-ones

**Share your narrative about racial equity**



Based on the work  
of Marshall Ganz,  
Harvard University



CENTER FOR SOCIAL INCLUSION



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

# Homework:

- One-on-ones – at least one, extra credit for more!
- As a team, complete the full assessment and refine your racial equity statement (submit electronically to Julie via e-mail by April 6)
- Research the racial history of your jurisdiction. What are the current demographics? How are demographics expected to change? What data do you have about your current racial inequities? What role has government played in relation to racial inequity?

# Contact information

Dwayne S. Marsh, (510) 418-3362

[dmarsch@thecsi.org](mailto:dmarsch@thecsi.org)

Melissa Jones, (510) 302-3369

[mjones@barhii.org](mailto:mjones@barhii.org)

Julie Nelson, (206) 816-5104

[Julie.nelson62@gmail.com](mailto:Julie.nelson62@gmail.com)

[www.centerforsocialinclusion.org](http://www.centerforsocialinclusion.org)

[www.racialequityalliance.org](http://www.racialequityalliance.org)



CENTER FOR SOCIAL INCLUSION



LOCAL AND REGIONAL GOVERNMENT  
ALLIANCE ON  
RACE & EQUITY