



BOARD OF DIRECTORS SPECIAL MEETING JULY 31, 2019



Overview of Air District's Racial Equity Initiative
Office of Diversity, Equity & Inclusion
Mary Ann Okpalaugo, Manager

OUTLINE

- Building Internal Capacity for Racial Equity Work
- Overview the Development of the Vision and Pillars Framework
- Emerging Work: Getting to Impact
- Board Proclamation to 2018 Government Alliance on Race and Equity (GARE) Cohorts

INTERNAL CAPACITY BUILDING

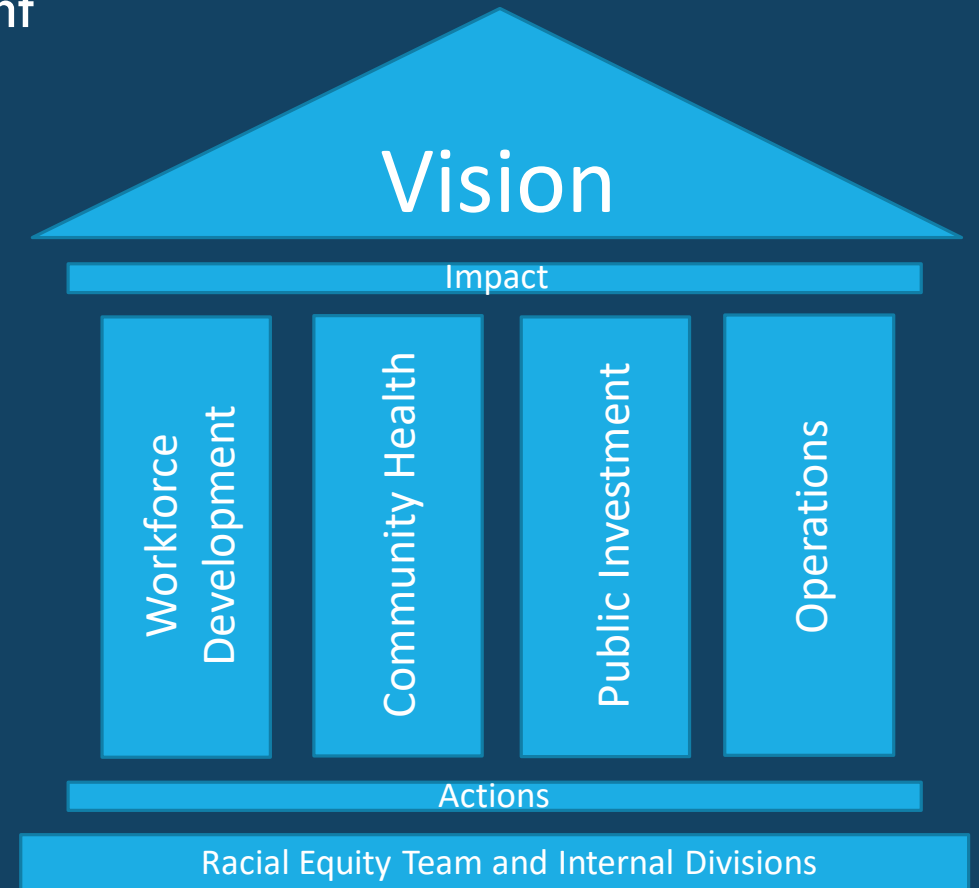
- 33 Air District employees have participated in the GARE Program and are our initial building blocks for our racial equity work
- Increase knowledge of racial equity and equity tools
- Identification of cross-divisional initiatives that advance racial equity

BUILDING A FRAMEWORK FOR RACIAL EQUITY

Vision: All people in the Bay Area thrive in vibrant and healthy communities

Achieving Our Vision

- **Racial Equity Team:** Employees from the GARE Teams are our initial building blocks providing resources to work on projects and coordinate efforts
- **Actions and Pillars** – Projects and initiatives grouped into 4 key pillars of work led by employee workgroups
- **Impact and Vision**– The collective efforts of the employees, actions and pillar work groups will achieve impacts in our organizations and communities.



WORKFORCE DEVELOPMENT

Identify goals and strategies that support racial equity in creating, sustaining, and retaining a viable workforce

Examples:

- Unconscious Bias Training, Speaker Series, Diversity Job Fairs
- Identify and implement best practices in hiring and developing a racially diverse and culturally responsive workforce at all levels



Richard Rothstein, Author Color of Law

COMMUNITY HEALTH

Prioritizing and engaging Bay Area communities disproportionately impacted by air pollution

Examples:

- Community Health Protection Program
- Regulation 11, Rule 18 - Reduction of Risk from Air Toxic Emissions at Existing Facilities



Community Meeting

PUBLIC INVESTMENT

Analyze existing funding and investment strategies and provide recommendations to prioritize communities impacted by inequities

Examples:

- Clean Cars for All Program
- Nearly 60% of 2018 Carl Moyer grants were awarded to projects in CARE communities



\$9,500 EV Grant Recipient

OPERATIONS

Analyze agency policies to encourage inclusive and racially equitable practices. This pillar of work serves as the “catch all” pillar for all areas that do not perfectly align within other pillars of work.

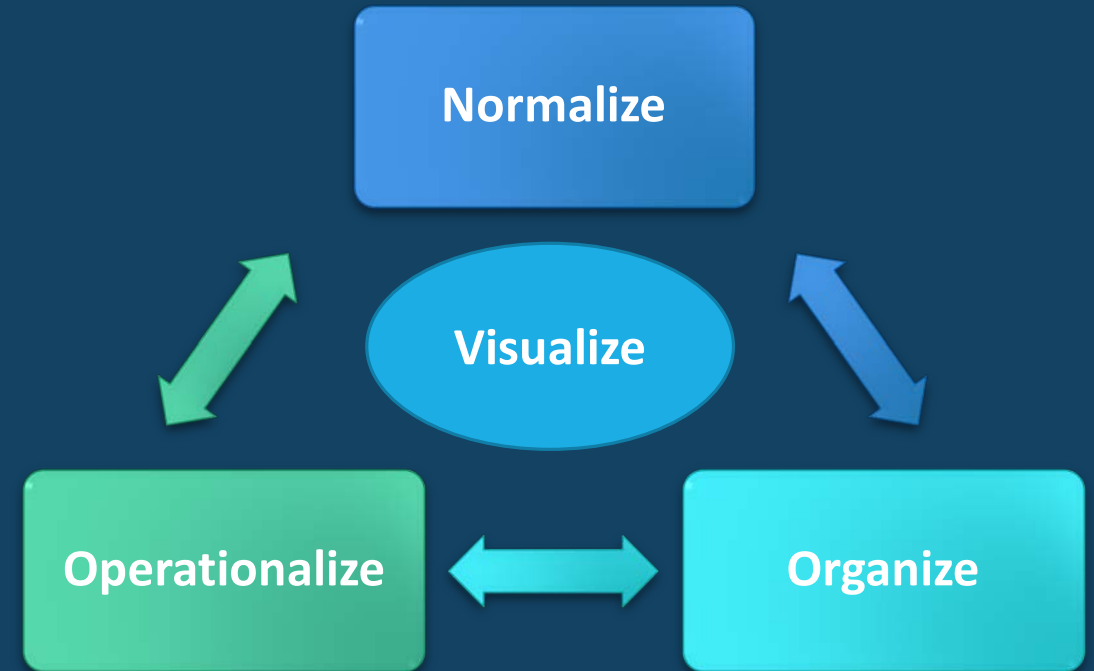
Example:

- Work to ensure contracting language and outreach efforts are inclusive, transparent, and reach Disadvantaged Business Enterprises (DBE's).



EMERGING WORK: GETTING TO IMPACT

- Development of an organizational racial equity plan
- Racial equity measurement and evaluation tools
- Continue internal education of all staff in racial equity content and advancing equity practices within the Air District



PRESENTATION OF PROCLAMATION BY BOARD OF DIRECTORS

- 2018 GARE Introductory and Implementation Cohorts



Advancing Racial Equity: The Role of Government

A Look at the Road Ahead for BAAQMD

July 31, 2019

Dwayne S. Marsh
coDirector, Government Alliance on Race and Equity

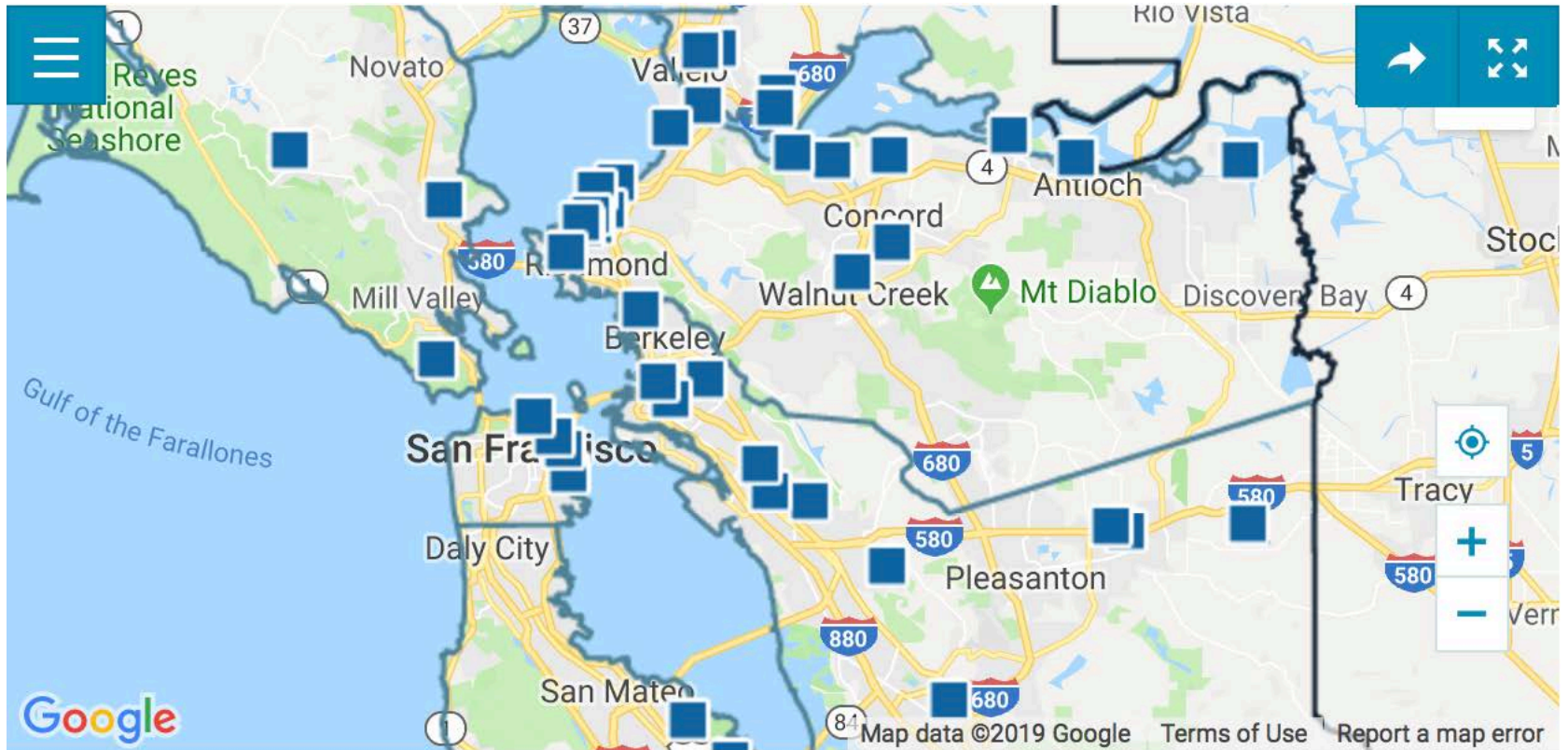


LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

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Why we are all here



The Message

- **Mission critical.** Advancing racial equity is central to achieving the vision of Bay Area Air Quality Management District.
- **National movement.** This work is part of expansive field of practice in local, regional, and state government.
- **State momentum.** In the not to distant future, failure to center racial equity in government in California will leave you behind the curve.
- **Leg up.** Tremendous advantages exist BAAQMD through its own efforts in governing for racial equity to date and the pathbreaking collaborative work with regional partners MTC and BCDC.





WE HAVE UNITED

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IS AMERICA POSSIBLE?

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Racial inequity in the U.S.

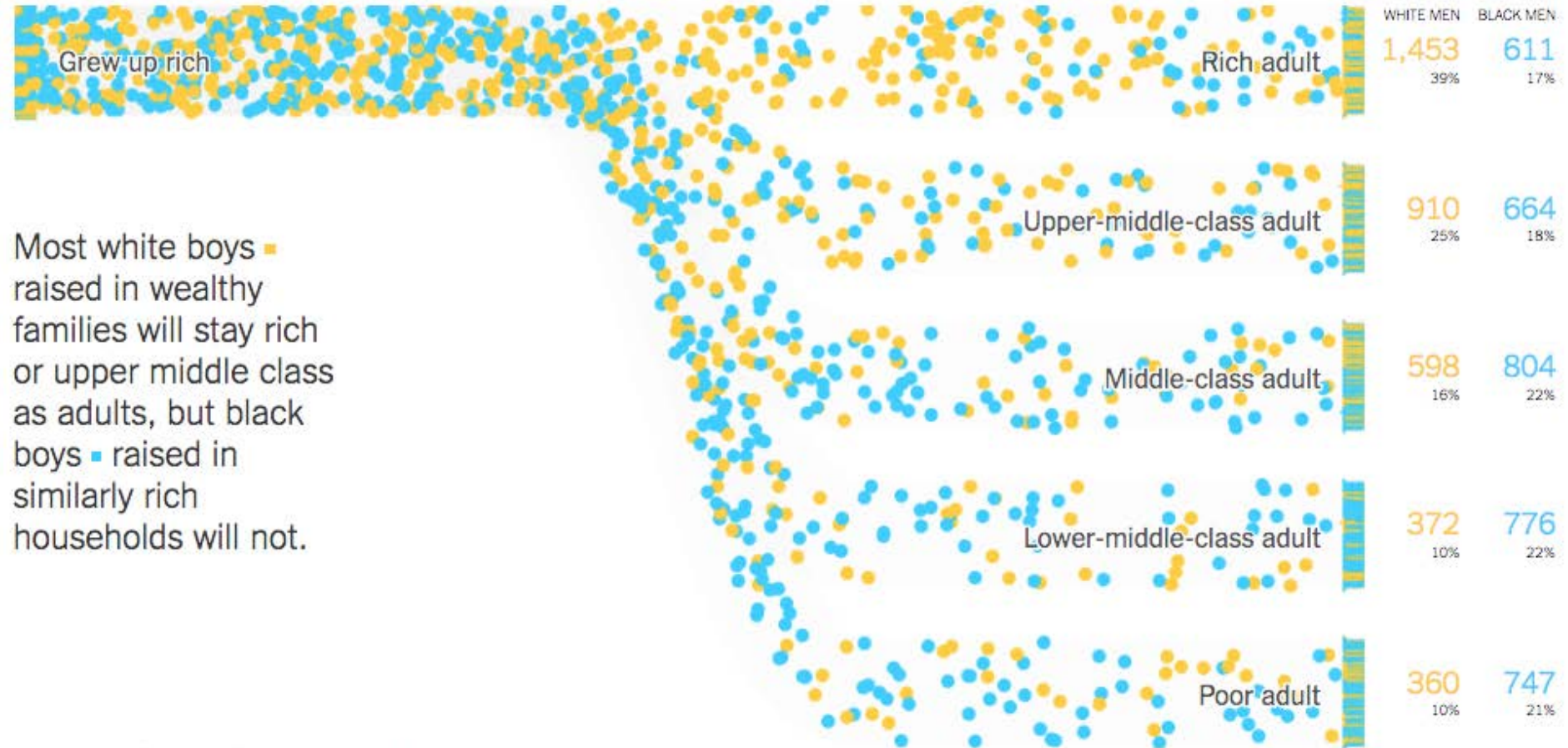
From infant mortality to life expectancy, race predicts how well you will do...



Racial inequity in the U.S.

Follow the lives of 8,654 boys who grew up in rich families ...

...and see where they end up as adults:



Most white boys raised in wealthy families will stay rich or upper middle class as adults, but black boys raised in similarly rich households will not.

Adult outcomes reflect household incomes in 2014 and 2015.

Structural racism

A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity.

- Aspen Institute

Why we lead with race

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



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Impacts of Racism



In the city of Seattle, reducing the African American unemployment rate to that of whites would generate an additional \$25 million in tax revenue.

various sources

Impacts of Racism



various sources

Impacts of Racism



If contracting were proportional to racial breakdowns in New York City, enterprises led by people of color would procure an additional \$8 billion annually.

various sources

Current context

About Equity, Growth, and Community

EQUITY, GROWTH, and COMMUNITY

What the Nation Can Learn
From America's Metro Areas



CHRIS BENNER | MANUEL PASTOR

What the Nation Can Learn From America's Metropolitan Regions

In the last several years, much has been written about growing economic challenges, increasing income inequality, and political polarization in the United States. This new book by Chris Benner and Manuel Pastor argues that lessons for addressing these national challenges are emerging from a new set of realities in America's metropolitan regions: first, that inequity is, in fact, bad for economic growth; second, that bringing together the concerns of equity and growth requires concerted local action; and, third, that the fundamental building block for doing this is the creation of diverse and dynamic epistemic (or knowledge) communities, which help to overcome political polarization and help regions address the challenges of economic restructuring and social divides.

Benner and Pastor examine how inequality stunts economic growth and how bringing together equity and growth requires concerted local action. Combining data-based studies and emerging practices on multi-sector collaborations in 11 metro regions, the book offers a powerful prescription not just for metros but for our national challenges of slow job growth, rising economic inequality, and sharp political polarization.

The greater the income gaps between rich and poor, the more likely the region is to lose jobs during economic shocks and the longer it will take to recover.

Learn More About the Book

Read and Download for Free

This book, the latest fruit of a highly productive collaboration between two first-rate thinkers, is both immensely wise and highly practical—a must-read. Benner and Pastor blow apart simplistic ideas about collaborative problem-solving—which tend to stop at reframing or the magic of dialogue—to show how the locally driven process of generating shared knowledge, risk-taking and even productive conflict can generate real progress on the most urgent challenges our country and our communities face.



Xavier de Souza Briggs, author of *Democracy as Problem Solving: Civic Capacity in Communities across the Globe*

Pastor & Benner , 2015

Current context

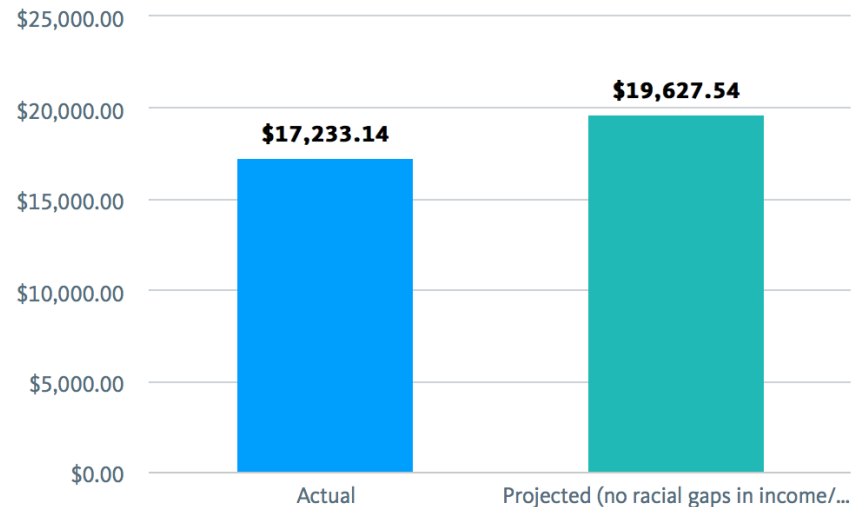
Equity is the Superior Growth Model

Economists, business leaders, and elected officials increasingly recognize that inequality is hindering economic growth and racial and economic inclusion are the drivers of robust economic growth. To build a strong next economy, leaders in the private and public sector need to advance an equitable growth agenda: a strategy to create good jobs, increase human capabilities, and expand opportunities for everyone to participate and prosper. Equity will make America stronger.

The economic benefits of equity

Racial economic inclusion is good for families, good for communities, and good for the economy. Nationally, GDP would have been \$2.4 trillion higher in 2014 if people of color had earned the same their white counterparts. We also know millions fewer would have lived in poverty, there would be billions more in tax revenue, and a smaller Social Security deficit overall.

**Actual GDP and estimated GDP with racial equity in income (billions):
United States, 2014**

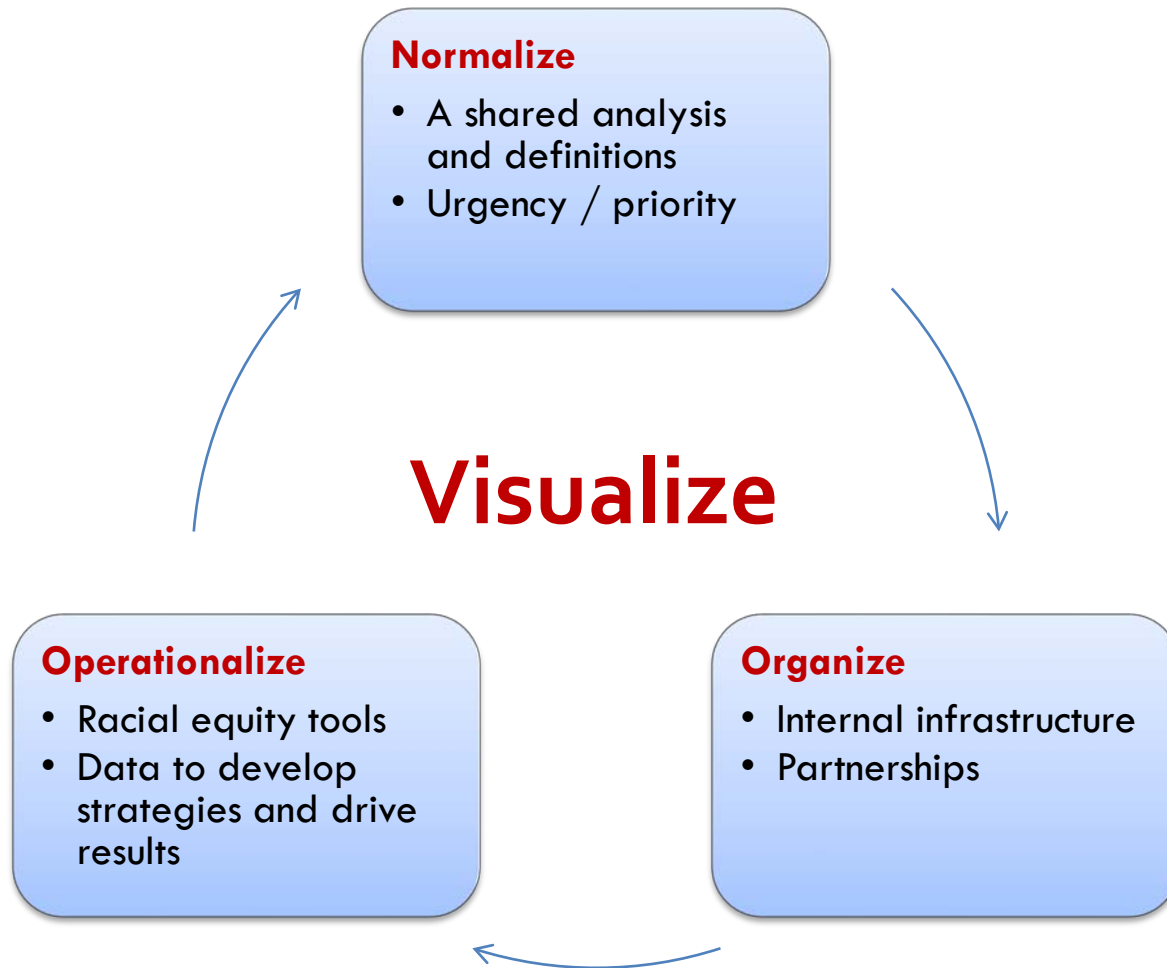


Theory of change

Institutional Transformation (sectoral) + Policy
Development (practice) +
Culture Change (narrative) +
Power Shift (organizing) =

Systems Change

National effective practice



National effective practice

- Clear racial equity vision
- Plan for continuing education for all staff
- Application of racial equity analysis tool
- Development of an organizational racial equity work plan and assessment
- Support for a racial equity change team and partnerships with community
- Racial equity measurement and evaluation tools
- Narrative and communications plan

Individual racism:

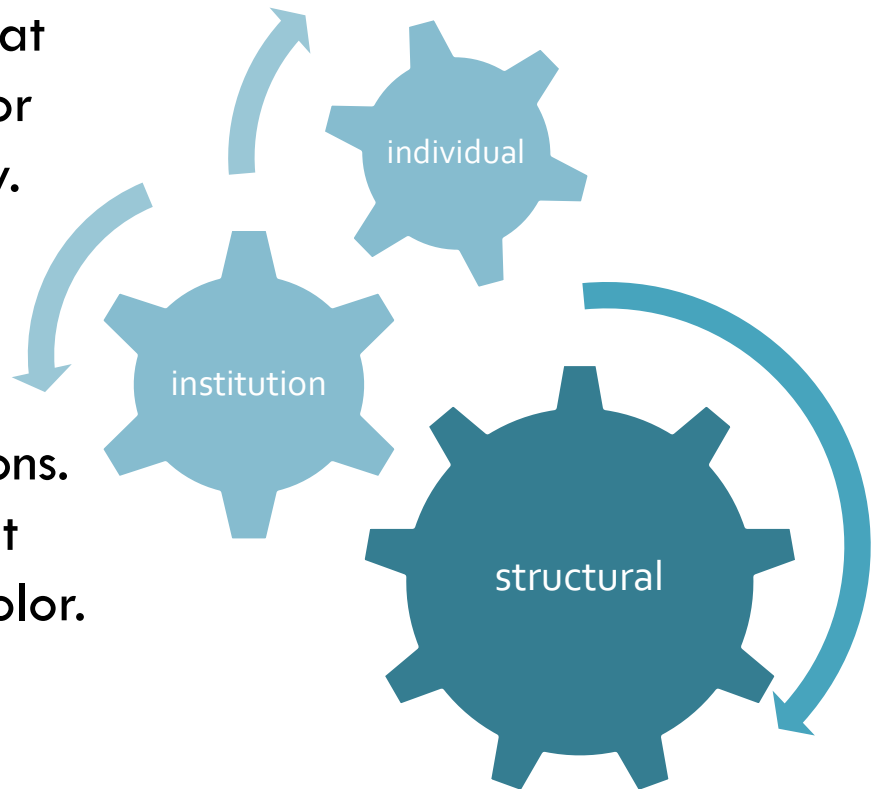
Pre-judgment, bias, or discrimination by an individual based on race.

Institutional racism:

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

Structural racism:

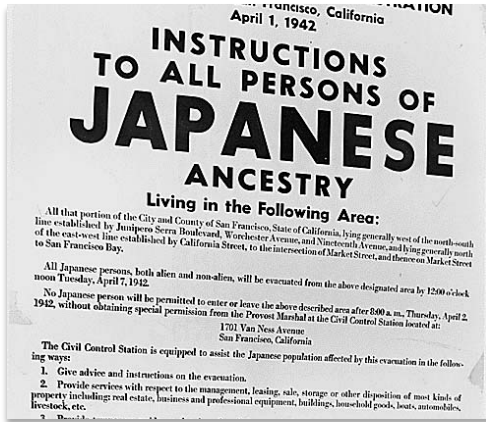
A history and current reality of institutional racism across all institutions. This combines to create a system that negatively impacts communities of color.



**Democracy is not possible
without racial justice, and racial
justice is not possible without a
working democracy.**

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



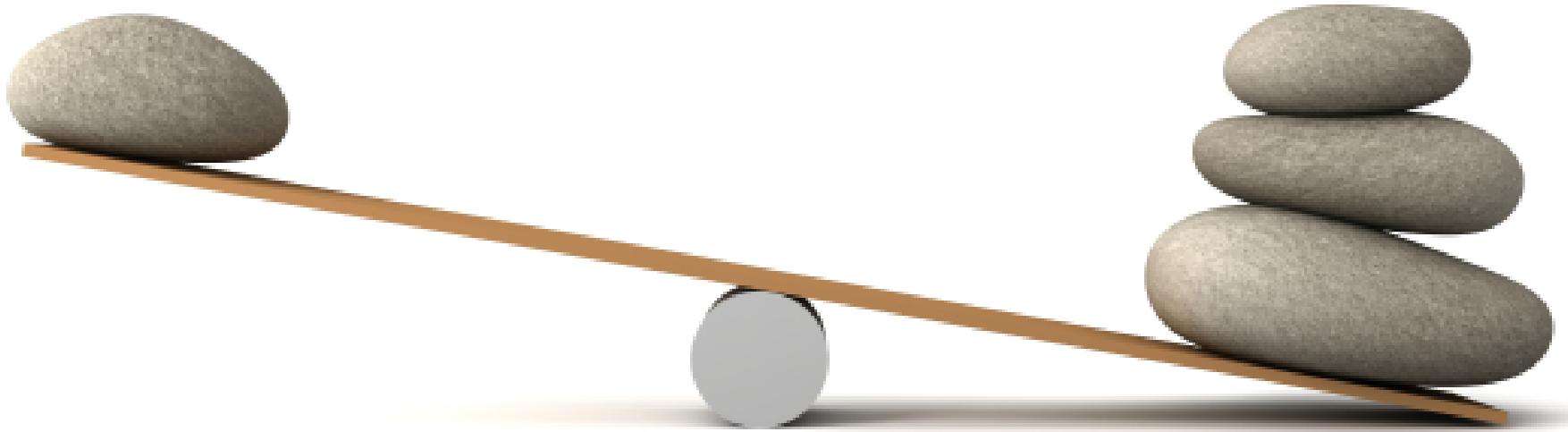
Proactive policies, practices and procedures that advance racial equity.



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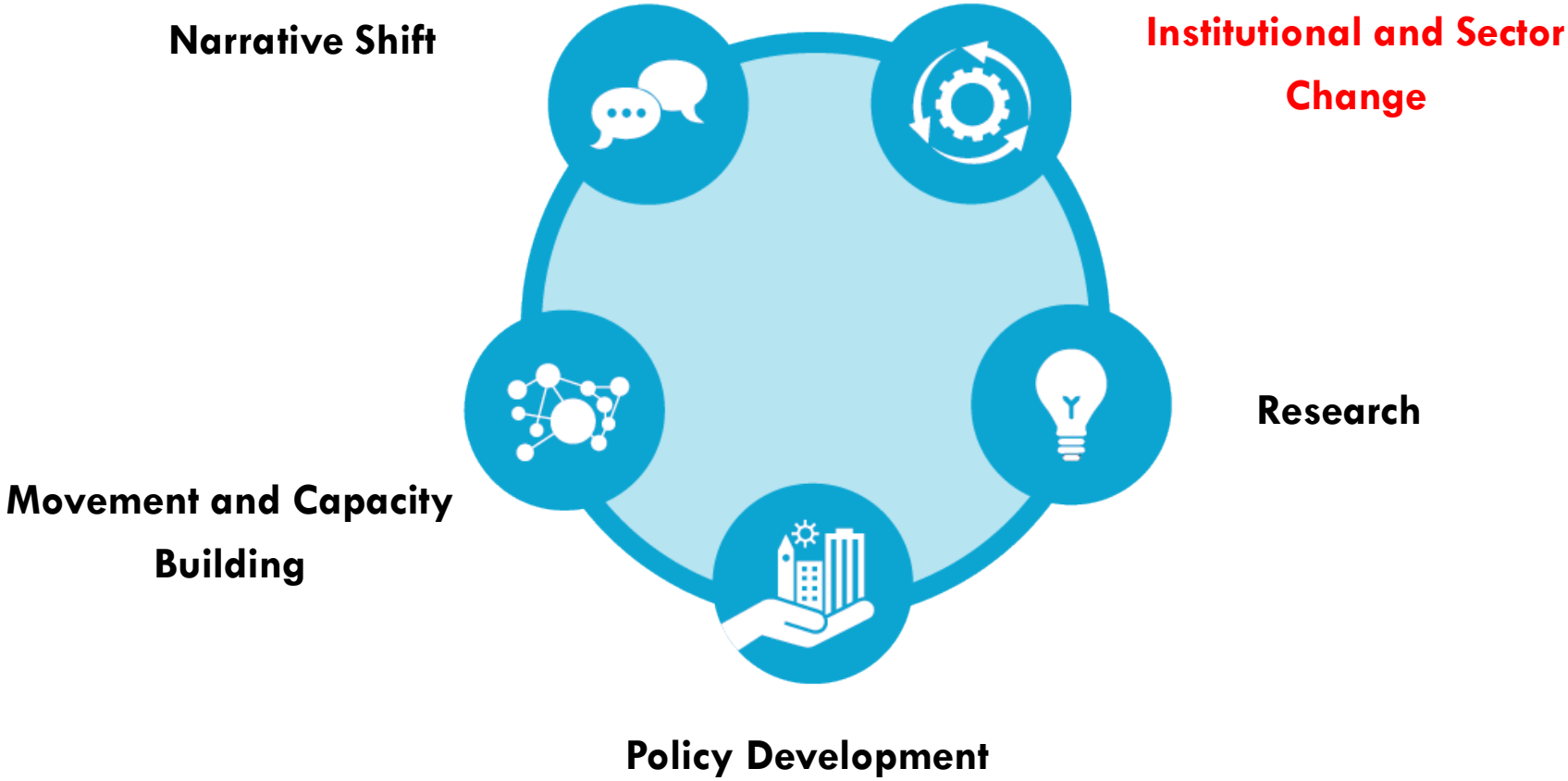


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Our Five Functions



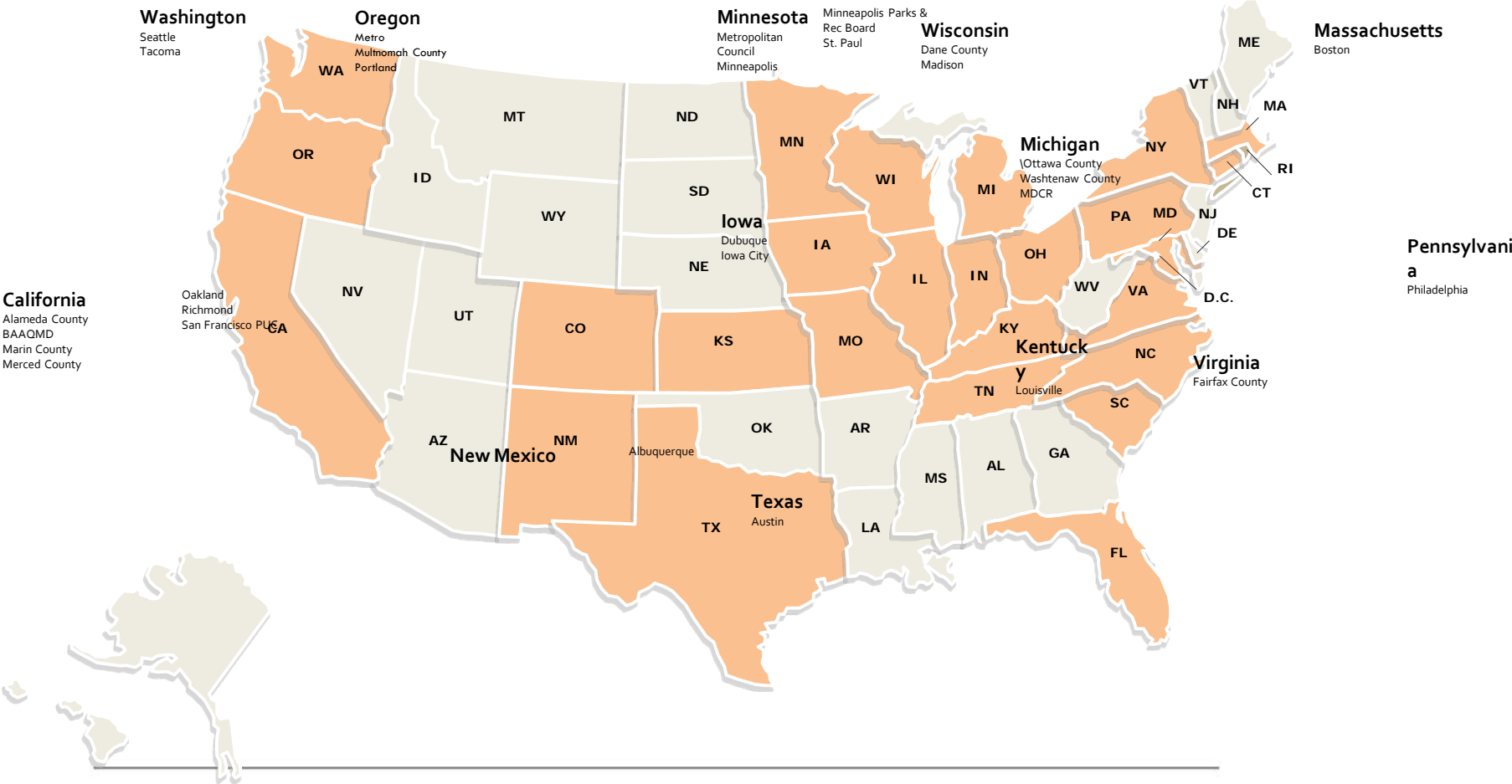
Government Alliance on Race and Equity

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

- ✓ Core network – ~~59 67 78~~ 159 members
- ✓ Engaged jurisdictions – 30 states / 150+ cities
- ✓ Provide tools to put theory into action



Government Alliance on Race & Equity



Government Alliance on Race & Equity

Washington

HWMP
Lakewood
Lynnwood
King County
King County Housing Authority
Olympia
Port of Seattle
Puget Sound Regional Council
Seattle
Seattle Housing Authority
Spokane Regional Health District
Tacoma
Tukwila
Vancouver
WA DCYF

Oregon

Eugene
Lane County Equity
Metro
Multnomah County
Multnomah County Drainage District
OR Governor's Office of DE&I
OR Housing & Community Services
OR Youth Authority
Portland
Port of Portland

California

Alameda County
BAAQMD
BARC
BART
Berkeley
CA Air Resources Board
CA Dept of Public Health
CA DSS
CA EPA
Cosumnes CSD
Culver City
Elk Grove
Hayward
LAHSA
LA Metro
Long Beach
Marin County
Merced County
Metropolitan Transportation Commission

Monterey County
Napa County
Nevada County
Oakland
Richmond
Sacramento
Salinas
San Diego Sustainability Department
San Francisco County
San Francisco BCDC
San Jose
San Mateo County
Santa Clara County (3 depts)
Santa Monica
Shasta County
Solano County
Sonoma County
State Coastal Commission
State Coastal Conservancy

Minnesota

Hennepin County
HC Judicial Courts
League of MN Cities
Mankato
Metropolitan Council
Minneapolis
Minneapolis Rec Board
Northfield

Wisconsin

Appleton
Dane County
Madison
Middleton
Milwaukee County
City of Milwaukee Health Dept.
Minnetonka
Ramsey County
Richfield
Rochester
Saint Anthony
St. Paul
Visit St. Paul
Washington County

Michigan

Grand Rapids
Macomb County
MDCR
Ottawa County
Washtenaw County

Iowa

Cedar Rapids
Des Moines
Dubuque
Iowa City
West Des Moines

Illinois

Chicago Public Health
Cook County
Peoria

Kansas

Lawrence
Kansas City

Missouri

Lawrence
Kansas City

Texas

Austin
Dallas
Dallas ISD
San Antonio
Waco

Tennessee

Chattanooga
Knoxville

Kentucky

Louisville

Massachusetts

Boston
Brookline
Cambridge Dept of Equity & Inclusion

Connecticut

Commission on Equity and Opportunity

New York

New York City
NY State Dept of Health

Maryland

Baltimore Bureau of Budget & Research Mgmt
Montgomery County
Takoma Park

Pennsylvania

Allegheny County
Lancaster
Philadelphia
Pittsburgh
URA Pittsburgh

District of Columbia

Council of the District of Columbia

Virginia

Alexandria
Arlington
Fairfax County
Richmond
Virginia Dept of Health

South Carolina

Spartanburg

Florida

Gainesville
Palm Beach
CSD

North Carolina

Asheville
Carrboro
Chapel Hill
Charlotte
City of Durham
Durham County
Greensboro
Mecklenburg County
Orange County Health Department
Orange County
Raleigh



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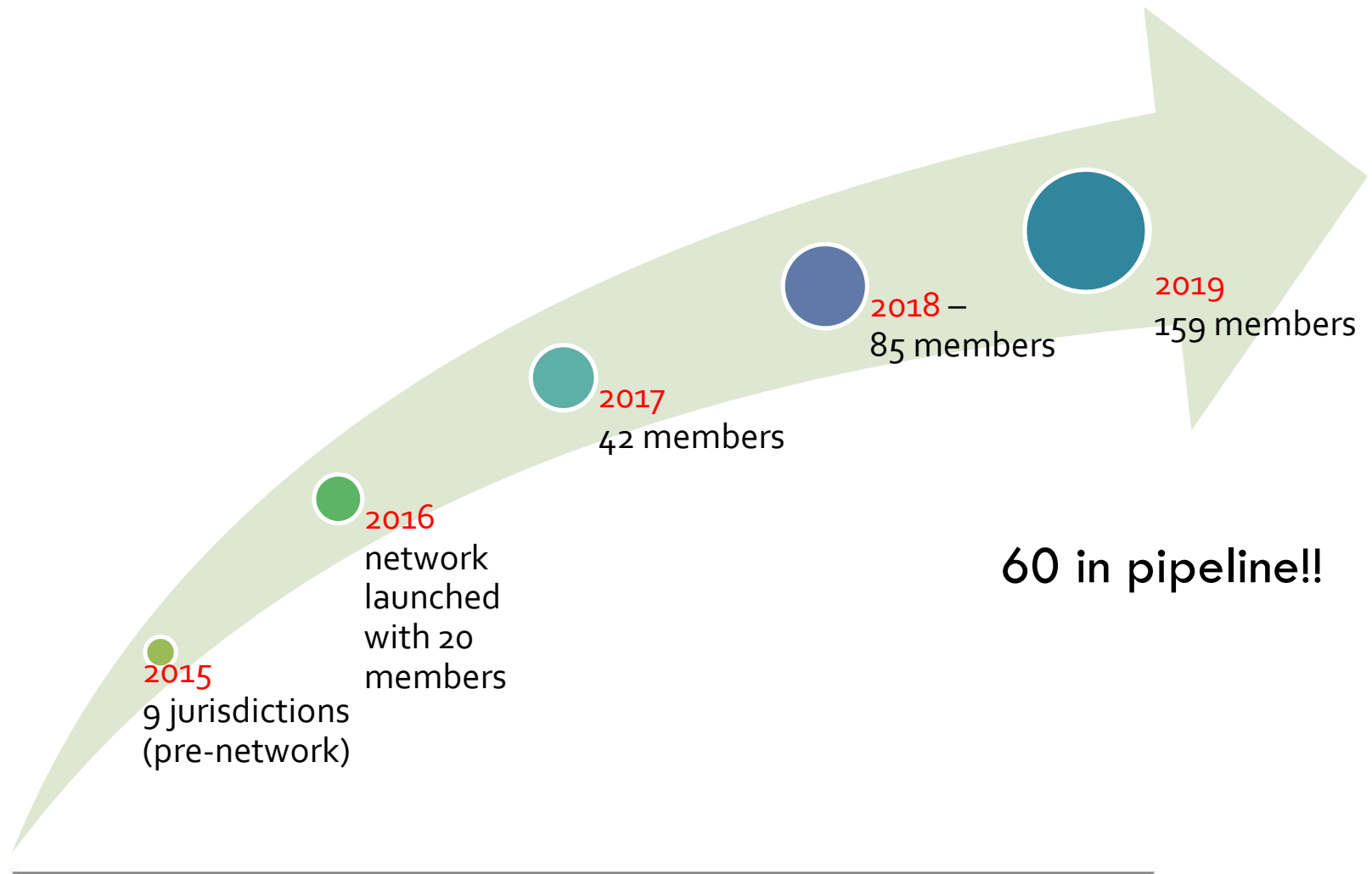
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Learning Cohorts to Advance Racial Equity

Key components

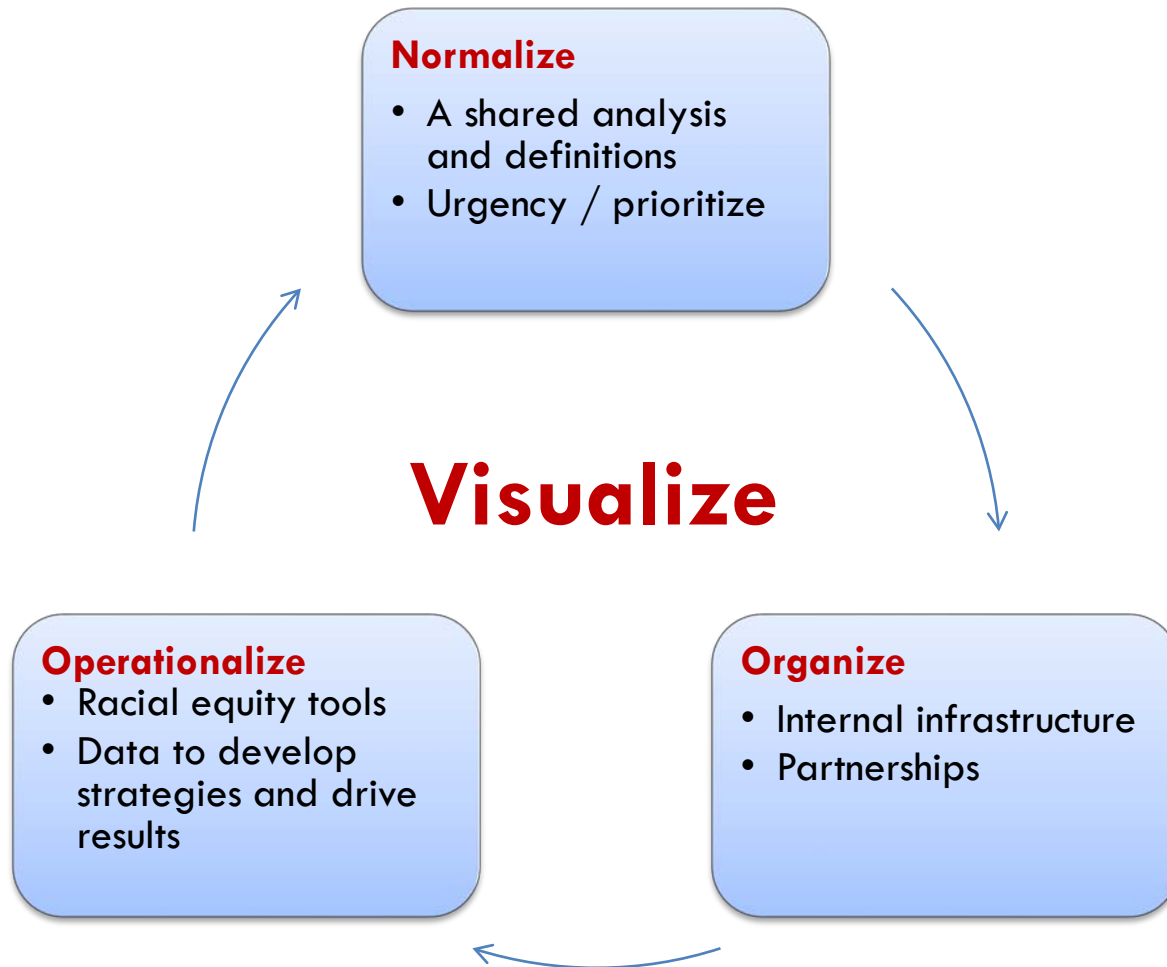
- A curriculum that builds on the field of practice
- Technical assistance
- Peer-to-peer strategizing and problem-solving
- Advancing Racial Equity speaker series

As a result of participating, 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



National best practice



Core Lessons

- Communication and Transparency: Build support and relationships with community.
- Navigating the Political Landscape: Map institutional power to build political will and leadership buy-in.
- Cultivating Leaders: Find the sparkplugs and assemble a cohesive, diverse group of government employees to carry forward racial equity work.
- Expanding Regional Collaboration and Growing the Field: Create opportunities for coordinating with neighboring jurisdictions and engage others in the region to develop a regional strategy for dismantling racial inequities.
- Sharing the Field of Practice: Be strategic and use all policy levers and tools available to advance racial equity.
- Maximizing Measurable Impact in the Community: Conduct evaluations and surveys, using data, and establishing performance measures



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Progress

- **Resolutions** advancing Racial Equity (Marin, Richmond, Contra Costa)
- **Racial Equity Action Plans** developed (more than 20 in the West)
- **Offices of Equity** initiated (Long Beach, Oakland, BAAQMD)
- **Cross-jurisdictional** collaboration (Napa, Solano)
- **Institutional Change** initiatives (Los Angeles County, Santa Clara County)
- **Statewide** institutional interrogation (State of California)
- **Racial Equity Tool** application (Berkeley)



What's worked

- **Collective learning** – regional synergies emerge when allies can compare notes, experiences, and struggles
- **Customized technical assistance** that recognizes that patterns build movements but nuance sharpens impact
- **Curriculum built on field of practice** to create the ultimate open source democracy upgrade
- **Peer-to-peer strategizing** let's bureactivists find each other, exchange tactics, lift floors and raise ceilings
- **Speaker Series expertise** demonstrates that jurisdictions have mileposts for which to strive
- **Consistency, integrity, delivery** staff competence, patience, solidarity, and dependability have built GARE CA brand



What's next

- **Depth with core cohorts** ensuring the success of Bay Area and Southern California efforts
- **More localities** to complement range of counties that have participated in the program
- **Inland Empire, Northeast CA, Central Valley, San Diego** in recognition of diversity of state regions
- **In-depth exchange** within and beyond California (membership, gatherings, peer crossovers)
- **Local/state alignment** to create improved condition for implementation
- **Increase philanthropic investment** to get maximum leverage from local jurisdictions commitment

