



Resource Library

Leadership and Organizational and Systems Change

Racial Equity Resource Hub , California Strategic Growth Council's, 2022	A clearinghouse of resources, best practices, and tools to help agencies and individuals advance racial equity.
Advocacy Strategy Framework, Center for Evaluation Innovation , 2015	A tool with six questions that advocates - and funders working with advocates - can work through to better articulate their theories of change.
Reckoning with Race	Website with many resources for identifying and leveraging power when trying to shift systems. Includes sample agendas and worksheets.
Strategies for Acting Politically Worksheet , Raj Chawla of OCL Group	A worksheet for analyzing stakeholders for their support or dissent and authority and/or interests in a policy issue. It then helps strategize to leverage input and potential cooperation from all stakeholders.
Racial Equity in Planning Organizations , Miriam Solis, 2020	A Stanford Social Innovation Review article about a framework for large-scale social change requiring broad cross-sector coordination.
Collective Impact, John Kania & Mark Kramer , 2011	Centering racial equity in this framework requires designing both equitable processes and structures.
Leverage Points: Places to Intervene in a System , Donella Meadows, 1999	An article describing ways that systems can be analyzed to identify places to intervene that will have the most impact
The Person-Role-System Framework as a Key to Promoting Racial Equity , JaNay Queen Nazaire, 2021	An article to help staff to better understand their role and what staff can do to accelerate change in the broader housing system. The Movement Strategy Center created a facilitated exercise and worksheets for this framework.

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Power-Building Ecosystem Framework, USC Program for Environmental and Regional Equity, 2020	A framework for understanding and participating in the network of organizations working to ensure policy and systems change efforts are accountable to those communities directly affected. It includes a dataset of organizations that comprise the diverse power- building ecosystem in California.
Advancing Racial Equity and Transforming Government: A Resource Guide, GARE, 2015 Updated for a federal context in 2022	Provides jurisdictions with a comprehensive framework to normalize conversations about race, operationalize new policies and organizational cultures, and organize to achieve racial equity.
Organizing for Racial Equity Within the Federal Government, Race Forward, 2022	A resource for government agencies committed to reaching a tipping point for organizational change through strategies and structures that facilitate a deep, widespread, and sustained commitment to racial equity across the whole of government.
Racial Equity Core Teams: The Engines of Institutional Change, GARE, 2015	This guide gives jurisdictions and organizations the tools and strategies to establish and scale a Racial Equity Core Team and associated case studies.
Racial Equity Action Plans: A How-to Manual, GARE, 2016	This manual provides guidance for local governments to develop their own Racial Equity Action Plans to drive institutional and structural change toward a collective vision of racial equity.
The Practice of Adaptive Leadership, Harvard Business Press, 2009	Hands-on guide containing stories, tools, diagrams, cases, and worksheets to help develop skills as an adaptive leader, able to take people outside their comfort zones and assess and address tough challenges.

Communications

The Race Class Narrative, 2017	An empirically tested narrative on race and class that neutralizes the use of coded racist language dog-whistle racism to move people toward progressive policies. This includes a 12-video training series for communications staff.
Housing Justice Narrative Project, Race Forward, Policy Link, Community Change	Website with new research on housing justice communications, resources, and webinars including “What Does Race Got to Do With It?”

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<u>Fair Housing Communications Worksheet</u> , ABAG, 2022	A worksheet for staff covering basic communication concepts, laying out three strategies with sample text to effectively communicate about AB 686 housing policies.
<u>The Practice of Strategic Case Making</u> , The CaseMade	A set of evidence-based skills and strategies to persuade stakeholders and the public to support systems change.
<u>Dismantling the Narratives that Constrain Public Support for Fair Housing: The Urgent Need to Reframe the Public Conversation to Build Public Will</u> , Dr. Tiffany Manuel, 2018	Journal of Affordable Housing article on avoiding housing narratives that backfire and reframing them with ones that work.
<u>Shift the Bay: A Housing Justice Narrative Playbook for the Bay</u> , 2021	Research-driven and field-practiced strategies, tactics, and messages that can grow public support and political will for housing justice.
<u>Equity is the Superior Growth Model</u> , Policy Link and USC Program for Environmental and Regional Equity, 2011	A case-making document for why centering racial equity is a better model for economic growth.
<u>Let's Talk About Race: How racially explicit messaging can advance equity</u> , Center for Social Inclusion, 2014	Research about effectiveness of racially explicit messaging when garnering support for progressive policies. Includes an <u>Affirm, Counter, and Transform communications tool</u> with accompanying practice scenarios.
<u>Communications Guide, GARE, 2018</u>	A guide for local governments to communicate about their racial equity work. Includes common myths about race, crafting a comms strategy, winning over different audiences and ready-to-go leadership speeches and talking points.
<u>Let's Talk About Housing: Communications Guide for Local Government</u> , ABAG	A communications guide to help local policymakers and government staff hold productive conversations with residents about planning for housing.
<u>So You Want to Talk About Race</u> , Ijeoma Oluo, 2018	A book providing advice for readers when facilitating discussions on race-related subjects, such as how to avoid acting defensive or getting off-topic.

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Community Engagement

Power Mapping Tool , Campus Contact	A facilitation guide and templates to begin to visualize and understand the actors impacted and/or influenced by a decision. Here is another facilitation guide for a power mapping exercise.
Racial Equity Community Outreach Tool , ESRI	A GIS platform capable of helping agencies visualize progress on housing justice initiatives or programs, gauge public sentiment, and share data about housing disparities with the community.
Sources of Power , Building Movement Project	A tool to help staff understand the various forms of power and ways that different participation styles in a group setting are perceived.
Inclusive Public Engagement Planning Guide , City of Oakland	A step-by-step worksheet to help staff design equitable engagement strategies.
Spectrum of Community Engagement to Ownership , Rosa Gonzalez & Facilitating Power, 2019	An engagement framework to help stakeholders define the purpose of engagement and role of community. It provides inspiration and activities staff can use.
The Principles for Equitable and Inclusive Civic Engagement: A Guide to Transformative Change , Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University, 2020	A set of principles of equitable engagement to shape any engagement process.
Trauma-informed Community Building and Engagement , Urban Institute, 2018	A guide for jurisdictions who want to design engagement strategies with low-income communities that contribute to healing rather than retraumatizing these communities.
Best Practices for Equitable Engagement , ABAG	A guide to help Bay Area local governments to engage on housing issues with communities that are or have historically been underserved and faced disadvantage due to their background or socioeconomic status.

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Racial Equity Toolkit: An Opportunity to Operationalize Equity , GARE, 2015	A tool for jurisdictions to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. The tool's worksheet has been updated to align with Results Based Accountability concepts.
GIS Racial Equity Hub , ESRI	A resource hub of data layers, maps, training resources, articles, and examples of applying a racial equity lens to geospatial analysis. ESRI's Social Equity Analysis Tool can analyze community conditions, evaluate asset gaps, and generate an equity analysis index to identify areas in greatest need of resources.
National Equity Atlas , Policy Link and USC Equity Research Institute	A data tool analyzing indicators of communities' inclusive prosperity tracked change over time, comparable across geographies, and disaggregated by race and other demographics.
Principles for Racially Equitable Policy Platforms , Race Forward, People's Action, the National Congress of American Indians, Policy Link, the National Urban League, Demos, UnidosUS, Asian & Pacific Islander American Health Forum, and Rights & Democracy.	Race Forward and eight other national racial justice organizations created the following principles to help policy makers craft racially equitable policy platforms.
Structural Racism Repository Project , UC Berkley Institute of Othering and Belonging	Searchable repository of policy recommendations for addressing structural and systemic racism or advancing racial equity including in the housing and land use fields.
"Equitable Development as a Tool to Advance Racial Equity" , GARE and Policy Link, 2016	A policy framework and best practices for growth that redresses past harms of growth on communities of color and achieves a vision of equitable growth.
Planning for Equity Policy Guide , American Planning Association, 2019	A guide addressing the critical growth issues confronting planners and communities by identifying best practices in planning and policy solutions for local, state, and federal policy makers.

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Policy Development

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Targeted Universalism website , The Other and Belonging Institute (U.C. Berkeley)	Website with links to primers , videos , podcasts , and other materials about Targeted Universalism.
Anti-displacement Policy Network , Policy Link, 2018	Lessons learned from 11 cities participating in a network to develop anti-displacement strategies for their cities while building the power of communities directly impacted by displacement.
The Curb Cut Effect , Angela Glover Blackwell, 2017	Stanford Social Innovation Review article about laws and programs designed to benefit vulnerable groups, such as the disabled or people of color, benefiting all of society.
Affordable Housing as Local Reparations for Black Americans: Case Studies, Other and Belonging Institute, 2022	Three case studies can of municipal governments using housing policy and investments to approach reparations. The research draws on city websites, news articles, and stakeholder interviews to assess the successes and limitations of each case study.
Community Control of Land and Housing , Democracy Collaborative, 2018	This report provides an overview of strategies and tools that establishes, in various ways, community control of land and housing.
Increasing and Health Through Community Land Trusts; A Report from Five Movement-Driven California CLTs , 2020	Policy, capacity building, and funding recommendations for supporting community-controlled housing based on the experience of five community land trusts.
The Duty to Affirmatively Further Fair Housing: A Legal as well as Policy Imperative , Harvard Joint Center for Housing Studies, 2017	An article providing a legal and political context for fully implementing the Affirmatively Further Fair Housing (AFFH) rule.
State and Local Land Use Laws and Practices and the Application of the Fair Housing Act , HUD and DOJ, 2016	Updated federal guidance designed to help state and local governments better understand how to comply with the Fair Housing Act (FHA) when making zoning and land use decisions.
Black poor and gone: Civil Rights Law's Inner-City Crisis , Anthony Alfieri, 2019	A law journal article examining fair housing litigation theories of disparate-impact and segregative-effect liability and evaluates the promise of fair housing law reform campaigns in combating concentrated poverty and residential segregation.

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Accountability in Implementation

<u>Racial Equity: Getting to Results</u> , GARE, 2017	Assists jurisdictions to use a racial equity lens with the Results Based Accountability methodology to identify a set of community-level goals and agency-level performance measures to have greater impact in their racial equity work.
<u>Building a Culture of Accountability</u> , Piper Anderson 2021	An article about forms of accountability and the practices an organization can use to create a culture of accountability that advances racial equity.
Seattle <u>Equitable Development Initiative monitoring program</u>	A program collecting data on development and growth-related indicators used to identify disparities and inequities (displacement and exclusion) and inform City Council before annual budget decisions are made.
<u>Minneapolis/St. Paul Central Corridor Annual Progress Report</u>	An annual report of housing affordability and population diversity trends, and actions taken by the cities to achieve affordable housing production targets alongside a light rail development project.
<u>Austin's Racial Equity Anti-Displacement Tool's</u>	Goals and policy parameters are used to measure investments for their alignment with community anti-displacement goals. There is an accompanying map tool and dashboard.

Research

<u>Roots, Race and Place</u> , Hass Institute for Fair and Inclusive Society, 2019	A history of racially exclusionary housing in the San Francisco Bay Area.
<u>Race, Inequality, and the Resegregation of the Bay Area, Urban Habitat</u> , 2016	A policy and research brief of policies showing the regional inequality and segregation trends currently underway and their implications for low-income communities and communities of color.
<u>The Case for Reparations</u> , Ta-Nahesi Coates, 2014	A historical research article showing the cumulative effects of racial oppression on Black Americans with a particular focus on housing policy.

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<u>Living Apart: How the Government Betrayed a Landmark Civil Rights Law</u> , Nikole Hannah-Jones, 2015	A ProPublica investigative series on how presidents have declined to enforce the 1968 Fair Housing Act to reverse decades of government-fostered segregation.
<u>The Geography of Intergenerational Mobility in the United States</u> , Harvard University and UC Berkeley, 2014	Research finding that intergenerational economic mobility varies across areas within the U.S.
<u>The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment</u> , Harvard University, 2015	Analysis of HUD's Moving to Opportunity program found that moving to a lower-poverty neighborhood significantly improves college attendance rates and earnings for children who were young (below age 13) when their families moved.
<u>Rewrite the Rules</u> , Roosevelt Institute, 2016	Research on outcomes of policies that have increased racial disparities across six different dimensions: income, wealth, education, criminal justice, health, and democratic participation.
<u>Maintaining Diversity in America's Transit Rich Neighborhoods: Tools for Equitable Neighborhood Change</u> , Federal Reserve Bank of Boston, 2010	Research showing the unintended consequences of transit-rich neighborhoods include displacing frequent riders who are more dependent on transit for non-work commuting trips - which reduces overall transit ridership and farebox revenues.
<u>Examining the Effects of Policy Design on Affordable Unit Production Under Inclusionary Zoning Policies</u> , Journal of American Planning Association, 2022	Research showing jurisdictions with Inclusionary Zoning (IZ) policies that were mandatory, older, covered the entire jurisdiction, or had more complex income requirements designed to reach lower income levels had higher production of affordable units.
Naturally Occurring Affordable Housing: Minneapolis: <u>"Sold Out"</u> Portland: <u>"Preserving Housing Choice and Opportunity"</u> New York: <u>"Gambling with Homes, or Investing in Communities"</u>	Research showing mid-century, mid-sized apartment buildings provide the bulk of low-cost, market-rate housing for low-income households. These apartment buildings in racially diverse areas are targeted by institutional investors for purchase and rehab, driving evictions and poor housing maintenance quality.

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<u>Can Preference Policies Advance Racial Justice?</u> Thurber, Bates, and Halverson, 2021	An evaluation of Portland's N/NE housing preference policy.
<u>Equity, Growth, and Community</u> ", Manuel Pastor and Chris Benner, 2015	A book with comprehensive analysis of the characteristics of regions with or without inclusive economies.
<u>The Color of Law</u> , Richard Rothstein, 2017	A book documenting the history of state sponsored segregation stretching back to the late 1800s and exposes racially discriminatory government policies. A summary article is found <u>here</u>

Readings / Podcast

<u>In Open Letter, City Planning Agencies Acknowledge Their Racist History and Pledge to Do Better, Living Cities, 2021</u>
<u>Bringing Equity to the Foreground of Urban Planning</u>
<u>Keeanga-Yamahtta Taylor Says There Is No Housing Crisis: 'It's Just Housing Under Capitalism'</u> , The Nation, 2019
<u>Under One Roof: Building an Abolitionist Approach to Housing Justice</u> , NYU Journal of Legislation and Policy, 2020
<u>Housing Justice in Unequal Cities</u> , Institute on Inequality and Democracy at UCLA, 2016
<u>House Rules</u> , This American Life, 2013

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Trainings

Trainings for skill development amongst government employees to advance housing justice is critical. A clear set of core competencies for all staff, leadership, and racial equity practitioners can help housing and planning agencies embark on a training program. The City of Oakland's [Staff Core Competencies](#) provides a good example. [GARE's curricula](#) designed for government employees is described below. Requests for trainings can be submitted using this [hyperlink](#)".

Advancing Racial Equity: The Role of Government	This workshop introduces the role, responsibilities, and opportunities for government to advance racial equity. Trainers focus on normalizing racial equity as a core value with definitions of key terminology, operationalizing racial equity via new policies and institutional practice, and organizing, both internally and in partnership with other institutions and the community.
Introduction to Racial Equity	This workshop uses the "Race: the Power of an Illusion" video series and facilitated discussion and exercises in an introductory training. The PBS video series about race, power and privilege examines historical and present-day causes of racial inequities with a particular focus on housing. Participants gain awareness of the science and history of race and of implicit and explicit bias and individual, institutional, and structural racism; gain skill at identifying and addressing institutional and structural racism; and increase capacity to advance racial equity in the workplace.
Leading for Racial Equity	This workshop explores the tensions that racial equity leaders must address to be effective in working for race and social justice, including adaptive / technical, transactional / transformational, and formal / informal leadership. Participants focus on increasing understanding of key racial equity terminology, motivating change, developing skills at effectively communicating about race, and developing concrete action steps.
Communicating Using a Racial Equity Lens	This training provides tools for both interpersonal communication and communicating with the media and broader outside audiences. Research is shared on effective messaging and narratives about racial equity that reaches diverse audiences. Participants learn to screen communications materials for racial bias.

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Inclusive Outreach and Public Engagement	This workshop uses discussion and hands-on activities on how to implement inclusive outreach and public engagement policies, apply a racial equity framework to outreach materials and strategies, and deepen understanding of culturally inclusive dynamics.
Racial Equity Tools	This workshop provides instruction and practice on how to use a racial equity tool within policy, program, and budget decision-making processes. Participants gain skills by using the tool with their own topics they would like to assess from a racial equity perspective.
Tools for Organizational Change	This workshop provides hands-on exercises to discuss moving organizational change within government. Content includes stakeholder analysis, power and politics, and tipping point theory. Learn how to use a racial equity logic model and evaluation tools to drive measurable outcomes across institutions and with the community.
Building Racial Equity Expertise: train-the-trainer	Learn racial equity facilitation and training skills that will support transformational change within institutions. This workshop includes an introductory 4-hour curriculum that can then be used across the organization, as well as specific exercises, and strategies for dealing with challenging situations. Participants develop skills to take difficult conversations about race and equity to a deeper level and develop strategies for working through challenging situations.
Navigating Power and Politics	Learn to build power and maintain control of institutional processes and structures in order to achieve more equitable outcomes. This workshop covers coalition building, agenda setting, capacity building, selecting decision-making criteria, and other techniques to navigate the power and political dynamics of government institutions.

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LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

Across the country, governmental jurisdictions are:

Making a
commitment
to achieving
racial equity

Focusing on
the power
and influence
of their own
institutions

Working in
partnership
with others

**When this occurs, significant leverage
and expansion opportunities emerge,
setting the stage for the achievement of
racial equity in our communities.**