

June 30, 2020

Michael Bornstein
City Manager
City of Lake Worth Beach
7 North Dixie Highway
Lake Worth Beach, FL 33460

Dear Mike,

The National League of Cities (NLC), through its Race, Equity And Leadership (REAL) department, was pleased to offer a presentation to the Lake Worth Beach City Commission on June 23. We will be pleased to support the city in the development and implementation of its racial and social equity goals.

NLC applauds Lake Worth Beach in its efforts to recognize the importance of balancing city leadership and community engagement to address systemic and structural inequities. Our experience suggests that improving the racial equity within systems and structures requires political will, a readiness among all participants to not do business as usual, and commitment from top local leaders, public agencies, civil society and the community.

We are excited to submit this scope of services for consideration based on the discussions we had with you last year and in response to your most recent guidance.

Background

REAL's mission is to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. REAL does this through several intervention channels and support systems with the understanding that local government leaders may not know where or how to start. REAL has three strategic areas to support cities:

1. Provide **Training & Technical Assistance** that builds the capacity of local government leaders to identify racial disparities and effectively challenge and address issues through policy and practice.
2. Offer **Network Building** opportunities that promote peer-to-peer learning and showcase local government leaders who are advancing efforts through REAL.
3. Establish a **Field of Practice** that leverages new and existing partnerships, and shares knowledge and resources across cities that promote innovative solutions to racial equity challenges in local government.

All of our workshops include:

- **Interactive and experiential components.** Adult learning styles vary. We use varied forms (including exercises and small group discussions) to share information to ensure learning objectives are met.
- **Explicit conversation and facilitation to illuminate the connection between individual, institutional, and structural racism.** Our training methodology allows participants to make connections between individual experiences and the broader societal and structural ways in which race is constructed. We focus on institutional and structural strategies, as those are most effective for leveraging change.

- **Strong, expert facilitation.** Conversations about race can sometimes be difficult. We have a team of expert facilitators who are prepared to lead and guide conversation and to re-design activities in the moment to ensure participants' time and experience is maximized.
- **Applying learning.** Racial equity concepts can, at times, be abstract. Our workshops focus on the application of learning in the work place. *Doing* is often the best teacher.

REAL recognizes the importance of responding to unique situations. Context matters. We tailor workshops and learning activities to best meet the needs of participants and organizations. All of our workshops are informed by:

- Context setting to understand how best to tailor content and exercises
- Background research to ensure content is relevant and focused on connections between institutional and structural change
- Interviews with a selection of participants to ensure design meets needs and expectations of participants

We understand that Lake Worth Beach is ready to move forward to integrate equity as a value that is put into action. Leadership and staff must *normalize* racial equity as a key value and have clear understanding and shared definitions, *operationalize* equity via new policies and by transforming the underlying culture of our organizations, and finally, *organize*, both internally and in partnership with other institutions and the community.

The elements, deliverables, and actions are based on our understanding of your desired direction for an initial scope of services, with specific attention to the leadership, staff, and elected officials. We are strong believers in co-design; if any of our proposed options is either more, or less extensive than your desired direction, we would welcome the opportunity to adjust our scope to meet the scale of your expectations. If you have any questions, please do not hesitate to contact me or Rita Soler Ossolinski at ossolinski@nlc.org.

SCOPE OF SERVICES

The REAL team brings a wealth of substantial relevant experience and expertise, including leadership engagement; implementation of a comprehensive racial equity process; analysis of city infrastructures for advancing racial equity; training; and access to racial equity and racial healing experts and resources.

We describe here the key contributions REAL will make to support the racial equity work in Lake Worth Beach.

Initial Consultation

NLC REAL will schedule a three-hour virtual meeting with Lake Worth Beach leadership team. The meeting will be an opportunity to review and clarify expectations for the city's commitment to advancing racial equity.

Design and Conduct Assessment

REAL offers a range of assessment opportunities for cities to establish an understanding of the context for action that is essential for building an effective institutional transformation strategy. While this proposal does not include any assessment options, REAL looks forward to exploring the value and possibility of assessment work in future phases.

Racial Equity Training

REAL offers a four-part training series on racial equity. For this proposal, REAL will design an initial training, referred to as REAL 101. The session will be subject to modification based on new learning or developments from conversations with the leadership team.

The overall training series is designed around four key objectives:

1. Understand promising practices in local government to advance racial equity
2. Develop a shared understanding and common definitions for advancing racial equity
3. Identify opportunities to use a racial equity tool and data to drive results
4. Build an internal infrastructure for racial equity that includes opportunities to partner with the community

REAL 101: Understanding Racial Equity in Local Government

This session provides an introductory overview for city leaders on the history of institutional and structural racism in America. This training will equip leaders with a shared language for racial equity, examine existing racial disparities in the city and its implication for advancing racial equity. REAL 101 introduces important concepts and tools for organizing and operationalizing racial equity.

***Key learning topics:** equity versus equality, implicit and explicit bias, individual and institutional bias, levels of racism, racial equity tools, disaggregating data, community engagement strategies*

Plan and Host a Community Conversation Series

The REAL team will engage city and community leaders in a series of healthy and authentic conversations on race and draw conclusions from these conversations in order to make appropriate recommendations to City Council.

The REAL team will design, develop and organize a replicable approach/model for engaging a catalytic segment of Lake Worth Beach neighbors to embody in attitude and action the identified culture traits that promote equity, inclusion, racial healing and relational trust.

Meetings will be organized to facilitate healthy community conversations by employing effective practices that cultivate both deep appreciation and understanding of the values of hospitality, respect, inclusion, justice and dignity and advancing equity in education, jobs, and economic development. This approach will also reflect intent for significant collaboration and appropriate integration or alignment with kindred initiatives in Lake Worth Beach and other existing community-driven efforts.

The Community Conversations will also incorporate opportunities for participants to review, understand and reflect on local disparities in human outcomes as measured by city data. In reviewing Lake Worth Beach's data disaggregated by race, participants will begin to understand trends and disparities in the city that have differential impacts by race. These conversations will also develop opportunities to engage with community members regarding their own understanding and insights of the data and the root causes of these disparities that will inform the data analysis efforts.

The number of hosting/convening organizations & structure of the series (1-2-3) of Community Conversations will be appropriately scaled to fit "capacity" and to ensure quality of process and outcomes, transparency and the optimal experience of all participants. A host organization is one who

convenes the community conversations at their facility. A convening organization provides support, leadership for a community conversation convened at a public or more central facility.

Community conversations with community leaders: Anticipated areas to include but not limited to are:

1. **Narrative Change-** examining how to create and distribute new narratives in communications, digital and social media, monuments and parks and in the way we communicate that can influence people's perspectives, perceptions and behaviors about and toward one another.
2. **Racial Healing and Relationship Building-** focusing on ways for all of us to heal from the wounds of the past, to build mutually respectful relationships across racial and ethnic lines that honor and value each person's humanity, and to build trusting intergenerational and diverse community relationships that better reflect our common humanity.
3. **Segregation/Separation-** examining and finding ways to address segregation, colonization and concentrated poverty in neighborhoods to ultimately ensure equitable access to health, education and jobs.
4. **Local Economy:** studying structured inequality and barriers to economic opportunities and recommending approaches that can create an equitable society.

Debrief on Capacity Building

Normalizing conversations about race includes developing and sharing a racial equity framework as well as operating with urgency and accountability. REAL will debrief with the leadership team and make recommendations for developing an Interdepartmental Racial Equity Team drawn from across all departments that will sustain the engagement and build leadership that can facilitate greater commitment to advancing racial equity throughout the jurisdiction. The training that REAL offers is more effective when it is balanced with technical assistance and the capacity building of the leadership team and the Interdepartmental Racial Equity Team that is created and responsible for ensuring the sustainability of the city's commitment to advancing racial equity.

Ongoing Racial Equity Consultation

In addition to the debrief and recommendations for establishing an Interdepartmental Racial Equity Team to sustain the racial equity work, REAL will offer consultation on ways to develop a shared analysis of how work within the city should proceed. There are four assessments that the Racial Equity Team can consider:

Survey of Staff.

Key to program design and implementation is the collection of data from a broad cross-section of jurisdiction employees to understand perspectives on racial equity, areas of momentum upon which new work can be built, and places where challenges need be addressed. REAL will work with Lake Worth Beach leadership and staff to review, refine, and customize any instruments (i.e., surveys) used in collecting data. The initial survey process is often foundational, allowing for bi-annual redelivery of the instrument to track progress over time.

Institutional Assessment.

As part of the training process, the city team is provided with an assessment continuum that can be used to chart the progress toward creating an equitable workplace. The continuum is employed during the training cycle.

Stakeholder Mapping.

REAL works closely with local community partners to assess, design, and develop an approach for engaging a catalytic segment of community leaders to embody in attitude and action the traits that promote racial

equity and racial healing. The approach will reflect an intent for significant collaboration and appropriate integration or alignment with kindred initiatives that may already exist in the school districts, faith institutions, business sector, or community organizations.

Data Governance.

An initial assessment will be provided that examines what data across agencies is collected and disaggregated by race and ethnicity. Analysis will be provided on the available disaggregated data to identify potential patterns disparities. Recommendations will also be offered for improvements to infrastructure and processes to support disaggregation of data by race and ethnicity, including potential framing questions for discussion with city department leaders.

In addition, REAL can identify opportunities for the Racial Equity Team to design a more robust training series that includes a “train the trainer” option. The summary of what the additional trainings and key learning topics could include is provided below.

REAL 201: Advancing Racial Equity in Local Government

This session will explore the implications and impacts of institutional and structural racism for the city. City leaders will spend a significant amount of time learning about how to use a racial equity tool as they explore structural changes to daily operations, budgeting, communications, community engagement and decision-making.

Key learning topics: *institutional and structural racism, racial equity tools, racial equity goals, community engagement strategies, head versus heart strategies, inside versus outside strategies, communication tools for talking about race*

- **Using a Racial Equity Tool** - Instruction and practice on how to use a racial equity toolkit within policy, program, and budget decision-making processes. Participants will gain skills by using the tool with their own lines of business that they would like to assess from a racial equity perspective.
- **Communicating for Racial Equity** - Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This training provides tools for both interpersonal communication and communicating with the media and broader outside audiences.

REAL 301 & 302: Taking an Operational Approach to Advancing Racial Equity

This final two sessions will be an opportunity for city leaders to review the subject matter identified from the past session and current issues shared during the sessions. City leaders will learn and apply the racial equity tool to these priorities and determine an approach for advancing racial equity in the city that aligns with the taskforce and could include the development a racial equity plan.

Key learning topics: *Racial equity tools, racial equity goals, racial equity plan, case studies*

- **Developing a Racial Equity Action Plan** - Developing a Racial Equity Action Plan entails putting ideas and understanding into action, including building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy), using a Racial Equity Tool, and developing and implementing strategies.
- **Tools for Organizational Change** - This workshop provides hands-on exercises to discuss moving organizational change within government. Content is tailored to meet participants’ needs, and includes stakeholder analysis, power and politics, and tipping point theory.

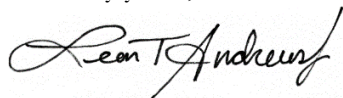
COST PROPOSAL

The table below is a pricing framework. The package was priced and discounted because Lake Worth Beach is a member city of the National League of Cities. Below is an estimated budget for the proposed work.

	Annual cost
1. Initial Consultation. (Virtual meeting)	\$0
2. Training. REAL 101 (6 hours; virtual training - 3 sessions)	\$11,500
3. Community Conversations: Facilitate a three-part community conversations virtual series	7,500
4. Debrief on Capacity Building. Make Recommendations for Continuity, Sustainability and Development of a Racial Equity Action Plan.	\$1,500
5. Ongoing Consultation. 5 hours of technical assistance @\$300 per hour	\$1,500
Sub-total	\$22,000
Admin (10%)	\$2,200
Subtotal	\$24,200
NLC membership discount	\$2,420
Grand Total	\$21,780

We appreciate your leadership and are excited about the possibility of moving this work forward. Please contact Rita Soler Ossolinski, ossolinski@nlc.org or 202-626-3008 with questions or to discuss next steps.

Sincerely yours,



Leon T. Andrews, Jr., Director
 Race, Equity And Leadership (REAL)
 National League of Cities