County of Santa Clara
Race, Equity, and Leadership (REAL) Cohort: 
*Racial Equity Capacity Building for County Departments*

The County of Santa Clara’s Racial Equity Steering Committee is pleased to announce the first training series for departments that are ready to systematically advance racial equity. The REAL series builds on the training curriculum developed by the Government Alliance on Race and Equity (GARE).

**What is the Government Alliance on Race and Equity?**

GARE is a national network of government working to achieve racial equity and advance opportunities for all. The Alliance employs three strategic emphases:

1) Support jurisdictions that are at the forefront of work to advance racial equity.

2) Build pathways for new jurisdictions to begin doing racial equity work.

3) Expand and strengthen local and regional collaborations that are broadly inclusive and focused on achieving racial equity.

Government’s proactive work has the potential to leverage significant change, setting the stage for the achievement of racial equity in our communities. Supporting targeted cohorts of jurisdictions and providing best practices, tools and resources is helping to sustains current efforts and builds a local and national movement for racial equity.

**County of Santa Clara Participation in GARE**

Since 2016, Public Health has participated in the GARE learning year training program to normalize conversations about race, organize the infrastructure for the work, and operationalize racial equity through the application of racial equity tools. Recognizing the moral imperative of this work, and critical partnerships necessary to disrupt systems and achieve systemic transformation to improve community health outcomes, the Public Health department has been a steward for Racial and Health Equity by inviting departments, agencies and key community organizations and allies to join in the racial equity movement.

Through 2019, Public Health coordinated, organized, and facilitated the participation in GARE of over 60 county employees representing:

- Social Services Agency
- Behavioral Health Services Department
- Office of Reentry Services
- Parks & Recreation
- Equal Opportunity Division
- Employment Services Agency
- Division of Equity & Social Justice: Office of Women’s Policy, Office of Immigrant Relations, Office of Cultural Competency, and Office of LGBTQ Affairs.
Additionally, Public Health has also invited and provided technical assistance/capacity building support to the City of San José, the Santa Clara County Office of Education, and FIRST 5 of Santa Clara County—all of whom have participated in the GARE yearlong training program along with Public Health, and have become members of the GARE network. Participating departments and system partners developed work plans to operationalize racial equity inside their institutions or agencies and are also in the process of resourcing positions to advance racial equity.

What is a REAL Cohort?

Over the last decade, a solid field of practice has developed that advances racial equity and transforms government. Government will not be able to advance racial equity without a fundamental transformation into an effective and inclusive democracy. The field of practice is based on the experiences of early adopters of racial equity within government. Cities and counties across the country have developed and are implementing racial equity initiatives or agendas and using racial equity tools. REAL cohorts will implement proven practices and replicate success, changing the norm of what is expected and possible from government and will increase our collective impact.

Departments can make use of the field of practice to begin and expand work on institutional and structural race and social equity. Based on the collective experiences of county leaders and building on four successful cycles of the training series between 2016 and 2019, REAL cohorts will participate in a synthesized structured curriculum that focuses on strategies to:

- **Normalize** conversations about race,
- **Operationalize** new policies and practices, and
- **Organize** to achieve racial equity

The goal of these strategies is to begin the shift to adopt a healing-centered approach to address the harm caused by government institutions.

What will County department get out of participating in a REAL cohort?

Departments will receive tools and resources, including:

- A racial equity training curriculum to equip cohort participants to implement with other employees,
- A Racial Equity Tool to be used in policy, practice, program, budget decisions, and community engagement,
- A capacity building plan and organizational structure to institutionalize equity within their departments,
- Example policies and practices that help advance racial equity, and
- Support with developing a Racial Equity Action Plan.
- **Healing centered engagement that is culturally grounded and views healing as the restoration of identity.**
What will County department get out of participating in a REAL cohort? Continued....

Implementation of these tools and resources will vary depending on the opportunities within individual departments. Technical assistance is provided by the County of Santa Clara’s Racial Equity Team to ensure responsiveness to the department’s needs.

How will the REAL cohort be structured?

The structure consists of weekly sessions, with a rotation between

1) skill building and strategy development,
2) an “Advancing Racial Equity” speaker series that connects community members to the process, and
3) peer-to-peer networking and problem solving.

This rotation process allows for implementation of action steps as the year progresses.

Key components of the REAL cohort experience include:

- A curriculum that builds on the existing and growing field of governmental practices to advance racial equity. Technical assistance from the Racial Equity Steering Committee will be provided.
- Mentors from the County of Santa Clara that have experience with implementation of racial equity initiatives. The cohort will be structured to support peer-to-peer strategizing and problem-solving (i.e. Race-Centered Affinity Groups).
- An “Advancing Racial Equity” speaker series that will be an opportunity for cohort participants, community members and elected officials to come together to learn and strategize in the spirit of shared commitment to advance racial equity and transform government.
- Healing centered approach that fosters well-being for staff and community at three levels:
  - Individual
  - Interpersonal
  - Institutional

What is expected from participating departments?

Participating departments will:

- Identify a team lead and a group of eight to twelve employees. Teams should include governmental leadership and staff committed to advancing racial equity and transforming government. A team of 12 tends to be sufficiently representative to move the group to action steps. Departments may consider staff from across leadership to line staff, as well as training and natural champions of race equity. When a team of 12 is not possible, departments may consider smaller teams and engage in multiple REAL cohorts (e.g., 5-6 staff per cohort).
- Complete an enrollment form that designates their team’s lead, team members, and provides information on specific opportunities and challenges.
What is expected from participating departments? Continued….

- Commit to participate in the full series, including each learning session and completion of assignments between sessions, including:
  - One-on-Ones: To share personal racial equity narratives — head, heart, and hands — what motivates each person and what are actions for advancing racial equity.
  - Development of a Racial Equity Narrative
  - Researching the Racial History of Santa Clara County:
    - What are the current demographics?
    - How are demographics expected to change?
    - What data do departments have about current racial inequities?
    - What role has government played historically in relation to racial inequity?
  - Completion of an Organizational Assessment Continuum
  - Development of Departmental Action Plan
  - Host monthly Healing Centered Engagement (ie. Restorative Practices, Cultural Humility, Circle Keeping and/or Staff Engagement)

### Racial Health Equity Steering Committee

The Racial Equity Steering Committee will be conducting the trainings and providing technical assistance and capacity building support to departments.

- Analilia Garcia, DrPH, MPH, Racial & Health Equity Sr. Manager, Public Health Department
- Arcel Blume, Ph.D., Director, Office of Cultural Competency
- Mark Paschal, Program Manager II, Equal Opportunity Department
- Marie Sanders, Staff Development and Training Manager, Social Services Agency
- Maribel Martinez, Director, Office of LGBTQ Affairs
- Maria Love, MPP, Program Manager II, Procurement Liaison, Employee Services Agency
- Protima Pandey, Esq., Director, Office of Women’s Policy
- Sabahete Kraja, Equal Opportunity Director
- Tamika Van Den Akker, Race, Equity, and Social Justice Coordinator, Social Services Agency

*Curriculum and dates are outlined below.*
# Race, Equity, and Leadership (REAL): Curriculum Outline and Calendar

## REAL Cohort Learning Sessions

Curriculum content is subject to adjustment, based upon presenter availability and participant needs. Leadership will be engaged and briefed periodically in collaboration with teams. Learning sessions are intended for cohort participants, as part of their departmental team.

<table>
<thead>
<tr>
<th>Date, Time, &amp; Location</th>
<th>Topic</th>
<th>Objectives</th>
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</table>
| **Wednesday, September 9th, 2020**  
Session: 1:00pm – 4:00 pm  
*Virtual Session* | **REAL Session #1**  
Introducing Core Racial Equity Concepts | 1. Define racial equity terminology  
2. Describe government’s role in racial equity  
3. Analyze policies from a racial equity perspective  
4. Name strategies for communicating about race |
| **Week of September 14th**  
Date/Time TBD | **Departmental Inter-Session** | 1. Development of Departmental Racial Equity Narrative  
2. Update County of Santa Clara Racial History Narrative |
| **Wednesday, September 23rd, 2020**  
Session: 1:00pm – 4:00 pm  
*Virtual Session* | **REAL Session #2**  
Operationalizing Racial Equity Tools Part I: *Introduction to Organizational Assessment* | 1. Define structural racism  
2. Learn methodology for Organizational Assessment |
| **Week of September 28th**  
Date/Time TBD | **Departmental Inter-Session** | 1. Complete Organizational Assessment |
| **September**  
Date/Time TBD | **Healing Centered Activity** | 1. Strengthen and re-root the capacity of individuals, families, and communities to honor, rebalance, and redevelop the authentic identity, values, traditions |
| **Wednesday, October 7th, 2020**  
Session: 1:00pm – 4:00 pm  
*Virtual Session* | **REAL Session #3**  
Operationalizing Racial Equity Tools Part II: *Organizational Assessment Results*  
*Equity-centered Results Based Accountability* | 1. Share Organizational Assessment results  
2. Identify strategies to build institutional capacity to advance racial equity  
3. Learn a methodology (Results Based Accountability) and practice on how to use racial equity informed results process for internal, policy, program, and budget decision-making |
### Weeks of October 12th & 19th

#### Departmental Inter-Sessions

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<thead>
<tr>
<th>Date, Time, and Location</th>
<th>Session Topic</th>
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<tbody>
<tr>
<td><strong>September</strong></td>
<td>The Role of Government in Addressing Institutional Racism.</td>
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<tr>
<td><strong>Time:</strong> 11:00-12:30</td>
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<td><strong>Location:</strong> Virtual</td>
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#### Additional sessions will likely be held in October, and November 2020

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<tr>
<td><strong>October</strong></td>
<td>Strategies for Addressing Implicit Bias; Legal Considerations Related to Advancing Racial Equity in Government; Trauma-Informed Workplace Strategies, Workforce Equity, Community Engagement</td>
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### Wednesday, October 28th, 2020

**Session: 1:00pm – 4:00 pm**

#### Session #4

**Operationalizing Racial Equity Tools Part III: Racial Impact Assessment and putting concepts into Action**

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<th>Date, Time, and Location</th>
<th>Session Topic</th>
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<tr>
<td><strong>Wednesday, October 28th</strong></td>
<td>Finalize Racial Equity Action Plan</td>
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<tr>
<td><strong>Date/Time TBD</strong></td>
<td>Identify long-term implementation strategies</td>
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<tr>
<td><strong>Virtual Session</strong></td>
<td>Generate strategies for overcoming barriers to change</td>
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<tr>
<td><strong>October</strong></td>
<td>Learn methodology to conduct Racial Impact Assessment</td>
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### October

**Date/Time TBD**

**Healing Centered Activity**

1. Strengthen and re-root the capacity of individuals, families, and communities to honor, rebalance, and redevelop the authentic identity, values, traditions

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**REAL – Advancing Equity Speaker Series**

Advancing Equity Speaker Series sessions are open to a broad audience of government employees, and REAL team members are encouraged to invite colleagues to these. Dates for the Advancing Equity Speaker Series will be finalized and promoted as speakers are confirmed.