

DC's Path to Racial Equity: Sustaining Progress Across District Agencies

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BATTEN DISCLAIMER

The author conducted this study as part of the professional education program at the Frank Batten School of Leadership and Public Policy, University of Virginia. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Policy degree. The judgments and conclusions are solely those of the author and are not necessarily endorsed by the Batten School, the University of Virginia, or any other agency.

HONOR CODE

On my honor as a University of Virginia student, I have neither given nor received unauthorized aid on this assignment.



Executive Summary

Mayor Bowser of the District of Columbia (D.C.) established the Office of Racial Equity (ORE) to advance fairness among groups. ORE's main goal is to create a framework that ensures

policies and programs in the District are assessed with a focus on equality. By working with all district agencies, ORE aims to listen to and address the needs, concerns, and values of citizens and communities at every level. The recent initiative by ORE involves a year pilot program starting in September 2021, providing support, fellowship, and technical help to 12 District agencies.

The agencies in the pilot cohort include:

- Department of Small and Local Business Development (DSLBD)
- D.C Fire and EMS
- D.C Public Library
- Department of Disability Services
- Department of Energy and Environment (DOEE)
- Department of Parks and Recreation
- Department of Youth and Rehabilitation Services (DYRS)
- Homeland Security and Emergency Management Agency (HSEMA)
- Metropolitan Police Department (MPD)
- Office of the Deputy Mayor for Education (DME)
- Office of Planning
- District of Columbia Department of Insurance, Securities & Banking

This program encourages agencies to work together and receive support from ORE in advancing racial equity. ORE has provided each agency with an outline for its racial equity plan, emphasizing the inclusion of measurable goals. Through interviews with four agencies in this cohort, I have identified areas where ORE can improve its support as agencies strive to make sustainable racial equity advancements.

This report outlines key areas where ORE can enhance its support to agencies in implementing and sustaining their racial equity plans. Based on what I have learned from talking and meeting with these agencies, these recommendations will make Washington, DC's racial equity initiatives even more effective. The report looks at three options for ORE to support agencies better: improving training and technical assistance programs, creating a loop for agencies to learn from each other and collaborate, and enhancing monitoring and evaluation efforts. These alternatives will be evaluated on how sustainable, effective, equitable, and cost-efficient they are. Finally, the report will suggest the best option, focusing on giving ORE a clear plan to help agencies in DC achieve their racial equity goals.

INTRODUCTION

Problem Statement

The primary objective is to incorporate principles of fairness into Washington, D.C.'s functions and decision-making processes to create enduring systemic transformation. Establishing equity is essential because it requires a holistic strategy to institutionalize equitable practices, uphold unwavering dedication, ensure answerability, and provide ongoing assistance to organizations. (Bowser, 2024) Attaining equity will benefit current residents and lay the groundwork for future generations to flourish in a more equitable society.

In my conversations with agencies, they all mentioned difficulties and barriers when trying to incorporate racial equity into their operations. One common issue was the struggle to change the culture to prioritize equity. Many agencies found that while there was excitement about implementing initiatives, maintaining long-term commitment and momentum proved challenging. Another frequent obstacle was the need for more resources and capacity to carry out equity programs. Agencies emphasized the importance of funding, staff training, and technical support to bolster their efforts.

Moreover, agencies highlighted leadership buy-in and support for these initiatives as crucial. Without backing from leaders, making substantial strides toward achieving equity objectives became an uphill battle. Additionally, agencies pointed out the difficulty of overcoming resistance from staff members who needed to be more accustomed to and comfortable with discussions on race and equity. Continuous education and training were essential in helping staff members grasp the significance of equity in their work.

Despite the obstacles they encounter, these agencies make an effort to promote equity and establish fairer communities. In my conversations with agencies, it has become evident that integrating equity into operations is an intricate task with obstacles to overcome. Despite efforts to address inequalities, numerous organizations need help in embedding equity into their functions and decision-making procedures. **Too few agencies within the District of Columbia (D.C.) have comprehensively incorporated principles of fairness into their operations and decision-making frameworks.**

Despite endeavors by the Office of Racial Equity (ORE) with agencies to formulate action plans for equity, achieving lasting progress remains an obstacle. Integrating considerations for fairness into the functions of agencies is critical for promoting enduring systemic change and addressing disparities in D.C. To attain lasting fairness, a thoughtful strategy is essential. This involves embedding practices into institutions, maintaining a dedication and responsibility, and offering adequate assistance and resources to agencies. These initiatives are necessary for the aim of achieving enduring equity in D.C. to prove elusive.

Client Overview

Under the leadership of Mayor Bowser, the Racial Equity Action Plan (REAP) was created. This plan acts as a guide detailing the steps the District Government plans to take over three years to address disparities and track progress towards a racially sustainable DC. Like the concept of equity, DC's REAP is not just a plan but an ongoing effort. As a process, DC REAP requires the District Government to assess its decision-making processes and program designs. As an end goal, DC's REAP establishes short-term and long-term objectives similar to those in a typical

strategic plan. These goals within REAP aim to bring about outcomes through an approach that leads to significant changes.

ORE collaborates with agencies to create action plans focused on fairness, offers training on fairness, and ensures that government activities are conducted equitably. During the process of selecting participants, for the cohort, individuals are given the freedom to decide if they wish to join; there is no obligation for them to take part. This voluntary approach ensures that those involved are genuinely interested and dedicated to promoting equity initiatives, leading to meaningful engagement and positive outcomes. ORE offers a template for participants to develop their racial equity plan. This template assists participants in defining their objectives, strategies, and approaches for implementing racial equity initiatives.

Examples of these cohort entities include an agency like the Department of Energy and Environment (DOEE) that initiated a pilot project called Racial Equity Impact Assessment (REIA). DOEE staff created and executed a training series and pilot program that mandated each division or department within the agency to conduct a REIA on one policy or program. ORE collaborated with DOEE to refine its REIA evaluation process, demonstrating an effort to embed equity into agency operations.

Another example is the DMOI Equity Council, comprising personnel from agencies such as the Department of Public Works, District Department of Transportation, and the Department of Motor Vehicles. This council meets regularly to discuss their agencies' equity endeavors and exchange practices. This endeavor showcases agency cooperation and knowledge sharing in advancing racial equity.

Moreover, the Department of Motor Vehicles allocated \$745 thousand from its budget for 2023 to bridge a pay gap among frontline staff. This financial commitment shows a dedication to tackling inequalities within the organization and ensuring wages for all employees.

In summary, the cohort process and examples of initiatives from cohorts showcase impactful approaches through which agencies are striving towards racial equity in Washington, D.C. These endeavors emphasize the significance of data-driven efforts to bring about lasting transformations.



BACKGROUND

Scope of the Problem- Sustaining Racial Equity

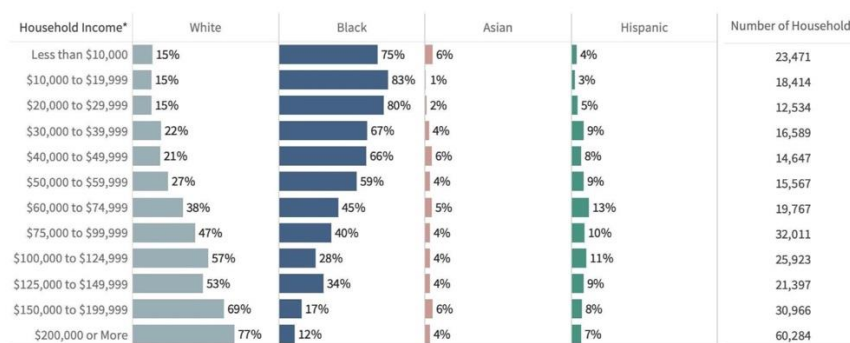
When the office in Washington, D.C., noticed disparities in outcomes among residents based on race or ethnicity, it saw these as signs of rooted injustices with a long history. For example, the observation that many single-family homes at risk of flooding are in Black communities points to

more significant issues like redlining, residential segregation, and wealth gaps. The office stressed the importance of addressing concerns such as helping families safeguard their homes from floods while also working towards resolving the underlying inequalities like making homeownership more accessible citywide. Each of these efforts involves strategies, timelines, and resource allocations.

The office identified two reasons for inequity: **past lack of investment in primarily Black neighborhoods and not involving the community meaningfully in government decision-making processes.** To tackle these obstacles, the office highlighted the necessity of prioritizing equity in policy making, programs, and budget decisions.

The Economic Racial Equity Profile for Washington, D.C., Sheds light on gaps, especially between White and Black residents. Despite the city's progress, Black residents encounter hurdles. For instance, White residents have a household income over three times higher than that of residents. Black families are more prone to living below the poverty line when compared to households. Moreover, Black-owned businesses in the area encounter challenges as Black business owners have access to financial support and resources compared to their White peers. These differences highlight the importance of implementing initiatives and strategies that support fairness and tackle longstanding obstacles that have impeded the financial progress of Black community members.

Figure 1 Majority of service and manual labor jobs are held by Black residents.



Source: ACS 2019 1-year estimates. Created by D.C. Policy Center| dcpolicycenter.org

In the year 2020, Washington, D.C., was home to a population representing racial and ethnic backgrounds. Since the 1950s, it has been recognized for its community, a notable demographic feature until the 2010s. Over time, D.C. has served as a center for communities of artists, scholars, and political figures. Despite these past disparities in outcomes for residents in 2023, they still show differences based on race and ethnicity. The origins of these systems can be partly linked to Washington D.C.'s belated attainment of self-governance (Home Rule) in 1973 and its ongoing lack of statehood. Both are remnants of discrimination.

The economic gaps in Washington, D.C., Are deeply entrenched in injustices and systemic racism. Past practices like redlining, racial agreements, and limited wealth-building chances have disproportionately impacted residents by decreasing their homeownership rates and restricting

their prospects (DC Racial Equity Profile for Economic Outcome, 2021). These practices have widened the wealth disparity between White and Black residents; White households typically have higher incomes and better access to financial resources.

Table 2:
Race and Ethnicity in Washington, DC

Race/Ethnicity	Population		
	2000	2010	2020
White	31%	38%	41%
Black or African American	60%	53%	45%
American Indian or Alaska Native	0.3%	0.28%	0.35%
Asian	2.7%	3.48%	4.1%
Native Hawaiian or Pacific Islander	0.1%	0.06%	0.05%
Two or more races	2.4%	1.82%	4.24%
Some other race	3.8%	3.43%	4.81%
Hispanic or Latino	8%	9%	11%

Source: U.S. Census Bureau ACS 5-year estimates and decennial censuses

Factors that contribute to the issue include employment and housing discrimination and discrepancies in achievement. Black individuals are more inclined to work in paying service sectors and less likely to secure managerial positions, which affects their income levels. The lack of access to quality education and resources further limits their chances of obtaining paying jobs, thus perpetuating the cycle of inequality. Despite attempts to tackle these gaps, the issue lingers due to the intertwined nature of disparity. Structural obstacles like housing restricted access to funding for Black-owned enterprises and unequal educational opportunities impede advancements toward fairness. Moreover, systemic racism and implicit biases in policies and practices contribute to sustaining gaps.

Various specific subgroups affected by these differences encompass individuals, /Latino communities, Asian residents, as well as other marginalized groups like women and older adults. These groups encounter hurdles when it comes to accessing prospects and bear a disproportionate burden of poverty and joblessness. Resolving these equity matters necessitates tailored approaches that target the root causes of disparities while fostering economic growth for all community members. Achieving fairness, in terms of race, has been an issue in the District of Columbia, marked by differences in access to opportunities and results based on race. Efforts have been made to address these disparities. Notable inequalities still exist in education, job opportunities, healthcare, and housing. The Mayor’s Office of Racial Equity (ORE) defines fairness as a combination of a procedure and a desired outcome.

The concept of fairness, according to the Mayor’s Office of Racial Equity (ORE), involves both a process and an end goal. In the process aspect, racial fairness means using a perspective that ensures individuals most affected by inequality actively shape and implement policies that impact their lives. Bowser (2024). As for the end goal, achieving equity means that one’s race no longer determines their chances, outcomes, or access to resources within the district community for Black, Indigenous, and People of Color residents.

Consequences of the Problem

The disparities in Washington, D.C., in the job market and education are closely tied to the lack of equity integration within city agencies. These gaps have impacts on people, families, and the community. They create barriers to jobs, education, and healthcare, affecting overall well-being and prospects. For instance, in D.C., the unemployment difference between white individuals aged 20 to 24 is approximately five times greater than the national average of about two times (Schnur, 2024). This contrast highlights the obstacles that young Black workers encounter in securing employment and advancing their careers – issues that can have long-term repercussions on their stability and social mobility. These factors also influence household financial security since lower educational achievement and limited job options can lead to instability and poverty perpetuation. The racial inequality in Washington, D.C., has effects that touch individuals, families, and society. At a level, members of marginalized communities – Black people as well as Indigenous and People of Color (BIPOC) residents – face significant hurdles in accessing key opportunities, like education, healthcare, employment opportunities, Housing services, Criminal Justice system involvement, and more.

Societal disparities contribute to a lack of diversity at work, which hampers innovation and economic progress. They also fuel inequalities and rifts, weakening trust and unity within communities. Moreover, these disparities result in increased healthcare costs, spending on social welfare programs, and reduced productivity due to underemployment and joblessness. Tackling these gaps necessitates targeted investments in quality job initiatives, comprehensive support services, and policies that promote inclusion and fairness. By emphasizing equality in decision-making processes and resource distribution, policymakers can strive towards establishing a more welcoming and fair society for all Washington, D.C. Residents.

Despite the city's population makeup, where Black or African American residents make up 44.66% of residents, 40.46% of individuals identifying as Two or more races, 5.69%, with those identifying as Other races at 4.76%, racial segregation remains a notable concern. Past policies have led to distinct enclaves within the city. Wards 4, 5, 7, and 8 are predominantly home to residents, while Wards 2, 3, and 6 are primarily White populated areas. Additionally, approximately half of the D.C. community resides in Wards 1 and Wards 4, which show clustering patterns in regions (Urban Institute, 2016). The division highlighted here shows the issues of inequality and the importance of inclusive approaches to encourage unity and fairness across the city.

In Washington, D.C., the gap in opportunities exacerbates inequalities, significantly impacting Black and Hispanic individuals. While all white residents aged 25 and above have completed school and pursued some college education, a considerable number of Hispanic and Black residents do not possess a high school diploma or its equivalent. This disparity in education results in differences in employment, income, housing, and health outcomes, putting marginalized communities at a disadvantage throughout their lifetimes. To address these disparities, targeted investments in job programs, comprehensive support services, and policies that foster unity and fairness are necessary. By prioritizing equity in decision-making processes and resource distribution, policymakers can strive towards building an inclusive and fair society for all inhabitants of Washington, D.C.

Existing Evidence

In this section, I have examined existing evidence related to my policy statement and potential solutions. Before developing my policy alternatives, I thoroughly examined solutions proposed or implemented by other researchers and practitioners. This process helped me shape my alternatives and strengthen them by incorporating insights from existing research, findings, and scholarly articles.

Diversity Equity and Inclusion Trainings

A research study conducted by the Translational Behavioral Medicine team looked into the increasing emphasis on diversity, equity, and inclusion (DEI) along with anti-racism in workplaces, which is evident from the growing investment in training programs. However, there's still a lack of understanding regarding how effective these programs are given their content, goals, delivery methods, and evaluation processes. (Wang, Gomes, Luiza, Copeland, & Santana, 2023) This study supports my suggestion of introducing a training and technical support program for staff. The suggested training sessions and workshops align with the study's findings, which highlight the importance of approaches in advancing equity.

This systematic review aimed to assess the characteristics, metrics, and outcomes of DEI and anti-racism training programs as documented in peer-reviewed studies from 2000 to 2022. The review discovered 15 DEI training studies and eight anti-racism training studies by searching Google Scholar, JSTOR, and a university library database. Most of these studies (75% for racism training studies and 66.6% for DEI training studies) followed a one-time training session format. However, there was variation in the content, goals, metrics used, and impact among these programs.

Many of these studies did not use randomized designs (13%), and a majority of the studies predominantly included participants. The results of this review underscore the importance of enhancing diversity, equity, and inclusion (DEI) as antiracism training programs. Key suggestions involve refocusing the curriculum from knowledge to fostering organizational changes, offering long-term training, standardizing outcome measures, and implementing thorough evaluation methods. While the study concentrated on settings, its implications extend to contexts, including addressing our policy challenges in Washington, D.C. The spotlight on training programs and data-informed decision-making can significantly aid in promoting equity within bodies.

Another study looked into racism workshops within environments; researchers explored the effects of Undoing Racism™ Workshops (URW) in New York City on participants' endeavors to promote racial equity within their workplaces. URW sessions conducted by the People's Institute for Survival and Beyond (PISAB) aim to educate attendees about racism and inspire them to launch equity initiatives at their jobs. The evaluation of URW focused on changes in participants' understanding and attitudes toward racism, their involvement in equity initiatives at work, and their perceptions regarding their organization's progress toward achieving racial equity goals (Abramovitz & Blitz 2015). The research discovered that participants in the URW showed increased knowledge and a shift in attitude, indicating that the workshop effectively raised awareness about racism. Moreover, many participants expressed involvement in promoting racial equity after the workshop. However, the study also highlighted progress within

organizations towards achieving equity, underscoring the complexities and hurdles of bringing about systemic change. Challenges like resource hesitance to address conflicts related to resource allocation and resistance from colleagues and leaders were identified as obstacles to advancement. On a note, favorable organizational aspects such as support from leadership, peer interest, and open discussions on equity were linked to increased individual engagement and organizational advancement.

In summary, the assessment of URW offers insights into the efficacy of equity training and its influence on organizational transformation. The study's robust methodology involving surveys of workshop participants along with an analysis of dynamics lends credibility to its conclusions. While focused on URW in New York City limiting its applicability to settings its findings remain pertinent to the broader issue of advancing racial equity within organizations.

The work by Wang, alongside the evaluation of URW in New York City, has influenced my proposal for enhancing training programs for D.C. Agencies with an aim to foster equity. Wang's research emphasized the importance of training and thorough assessments in line to create training schemes. Likewise, the URW assessment highlighted the significance of overcoming obstacles and boosting factors that promote change, such as support from leadership and engagement from peers. By integrating these findings, I have developed training initiatives geared towards equipping staff with the skills to sustain efforts for equity.

I also looked into another study that explores the implementation of diversity training programs. This study outlines the difficulties in establishing guidelines for practices and stresses the need for more rigorous evaluation and collaboration between researchers and practitioners. Understanding these intricacies is vital for shaping diversity initiatives that contribute significantly to advancing equity within organizational contexts. The examination of the literature on diversity training underscores the challenges in setting practice guidelines. The narrative synthesis of studies highlights a lack of findings on the effectiveness of DT programs. Scholars and practitioners often rely on measures of success. There is a discrepancy between the level of enthusiasm and investment in these programs versus concrete evidence supporting their effectiveness. The review suggests that progress in DT science requires enhanced evaluation methods and closer collaboration, between researchers and practitioners.

In workplaces Diversity and Inclusion initiatives aim to create welcoming environments by involving individuals, from minority backgrounds in aspects of an organization's dynamics, structure, and power dynamics. However, there is conflicting evidence on the effectiveness of these programs according to a review. While some studies indicate changes in emotional and skill-related outcomes after interventions others show more complex results. Some suggest that initial improvements may not lead to lasting transformations. The review emphasizes the significance of factors and the necessity for measures to assess bias accurately in Diversity and Inclusion programs.

The limitations of evidence highlight the need for thorough research methodologies and evaluations to gauge the impact of Diversity and Inclusion initiatives effectively. In the future, I think these types of studies should concentrate on benchmarks like the representation, retention, and progression of employees from marginalized communities. Moreover, close collaboration between researchers and practitioners is vital for advancing Diversity and Inclusion practices in workplaces.

These findings from the literature study have influenced the creation of an approach called Monitoring and Evaluation as a solution to address equity gaps within government agencies, in D.C. In grasping the intricacies and hurdles of diversity training programs the Monitoring and Evaluation option aims to create a more applicable method, for evaluating the impact of diversity efforts guaranteeing they play a role in promoting racial equality, within organizations.

Criteria

To tackle the general problem being around sustaining racial equity efforts the Mayor's Office of Racial Equity (ORE) needs to step up its assistance to organizations in adopting lasting racial equality measures. This segment will assess policy suggestions by how they work in lessening gaps in the District of Columbia (D.C.). Though many standards can be used these four are especially vital for stakeholders to consider when pushing forward initiatives to promote fairness in D.C.

Sustainability

Sustainability is evaluated by measuring the ability to provide lasting advantages in terms of promoting equality. This standard is essential as it looks at more, than effects striving to make enduring changes that tackle the root causes of inequality. Sustainable policies are known for their capacity to endure over time showing they can consistently work well and be expanded.

Emphasizing sustainability ensures that efforts to lessen gaps not only establish plans but also uphold them as well-thought-out operational strategies. This method keeps the objective in focus guaranteeing that advancements towards fairness persist and stay a priority. It showcases a dedication to fairness that goes beyond time aiming to shape a future where everyone, irrespective of their background has opportunities and access, to resources.

Equity

Assessing equity involves evaluating fairness and impartiality, within and among agencies. It entails examining whether the introduction of an initiative might unfairly impact groups. This standard aims to ensure that policies not only uphold equality in outcomes but in their execution considering the diverse needs of various communities.

Measuring equity establishes a framework where agencies receive treatment and resources are distributed fairly. This approach helps prevent groups from bearing a burden due to policies that may unintentionally benefit others. It promotes a society by ensuring that everyone regardless of their backgrounds or circumstances has access, to opportunities and resources.

Effectiveness

The success of a policy will be judged on how it accomplishes the intended results. This assessment involves examining whether the proposed policies have a track record of success, in situations drawing from existing research and best practices. It also entails considering the practicality of implementing the policy considering resources the environment and administrative capabilities.

An important aspect is determining if the policy can lead to improvements in equity and if it can be sustained and expanded over time for a broader impact. This necessitates creating plans that not only address immediate needs but also incorporate mechanisms for ongoing assessment, adaptation, and enhancement to ensure their continued effectiveness in meeting their objectives.

In assessing each alternative's effectiveness the primary focus will be on promoting equity and inclusivity. This involves evaluating how well each option contributes to creating an inclusive environment, particularly for individuals from marginalized communities. The evaluation will gauge progress in reducing disparities and advancing justice. Given that these agencies evolving the evaluation will consider each alternative's potential impact based on current strategies and commitments. This includes examining outcomes such as increased opportunities, for marginalized groups and enhanced diversity-supporting policies. By delving into this factor, it gives insights into which options prove most impactful in creating tangible change and advancing racial equality, in Washington, DC.

Cost- effectiveness

When considering policy options to promote equality I not only assess their sustainability, effectiveness, and fairness but also look into their cost-effectiveness. This involves comparing the expenses of implementing a strategy or program with the outcomes it produces. By doing we can gauge how efficiently these interventions tackle disparities and support equity. For example, if a strategy involves introducing a training initiative to enhance staff knowledge of equality we can calculate the cost, per participant. Compare it to the perceived impact on awareness and actions toward racial equity. Likewise, if another approach focuses on fostering communication and collaboration between agencies we can evaluate its cost based on the improvements in coordination and alignment of equality efforts, among these organizations. To assess this effectively we will need to review the budget allocations and resources for our office of equity while also considering these operational costs.

ALTERNATIVES

Enhanced Technical and Training

Description

The Enhanced Training and Technical Assistance Program underscores the significance of every staff member playing a role, in promoting equity no matter their job title. Its goal is to deliver training and assistance to help staff grasp and execute equity initiatives effectively. The program provides a range of training opportunities, including sessions, workshops, seminars, and webinars covering topics like recognizing biases, cultural competence leading inclusively, and creating policies. Tailored training modules tackle equity issues relevant to each agency's areas of focus. Moreover, the program organizes peer learning sessions and forums for staff to share experiences and best practices. Continuous technical support is available to aid staff in crafting and executing their equity strategies. Smith et al. (2020) stress the importance of approaches in equity training programs by highlighting the necessity of tailoring sessions to address the specific challenges faced by state agency employees.

While employing a training and technical assistance approach may appear routine for sustaining efforts towards achieving equity the Enhanced Training and Technical Assistance Program presents an exceptional and thorough solution. Unlike some organizations that might already have training measures, in place, this program builds upon existing endeavors by stressing that every staff member has a role to play in advancing equity.

The program offers training sessions, workshops, and opportunities for peer learning designed to tackle challenges related to racial equity that different agencies encounter. By providing guidance and assistance the program ensures that agencies possess the necessary resources and knowledge to execute impactful racial equity programs.

During a conversation, with one agency they emphasized the importance of all employees contributing to initiatives promoting equity regardless of their position or department within the organization. They shared an example from their technology division where staff members may not initially see how they can contribute. However utilizing this program the team was able to explore ways to make a difference, such as developing an inclusive alert system. This demonstrates that every part of an organization can contribute towards advancing equity underscoring the significance of training and support, for all staff members to effectively comprehend and implement these initiatives.

Sustainability:

The sustainability of the Enhanced Training and Technical Assistance Program is hindered by many factors. While the program provides training and assistance its ability to drive change might be limited, because of this this alternative scores a **low** in in sustainability. Relying solely on one-time training sessions and workshops without a plan, for support or follow-up could lead to a lack of sustained influence. Moreover, focusing primarily on training may overlook issues within organizations, such as structural barriers or ingrained biases. Without an approach, to tackling these challenges the program's impact could be short-lived and may not result in enduring transformation.

Effectiveness: The Enhanced Training and Technical Assistance Program has proven to be successful, in improving staff members' grasp and execution of equity efforts. According to a study conducted by Smith and colleagues in 2020, customized training initiatives can effectively involve participants. Empower them to advocate for equity within their organizations. By providing tactics and real-life instances this program can furnish staff members with the knowledge and abilities to further racial equity. The program's effectiveness can be assessed by evaluating the level of engagement among participants, their feedback, about the program, and how it enhances staff members' comprehension and utilization of racial equity initiatives. This alternative achieves a score of **medium**.

Equity: The Enhanced Training and Technical Assistance Program promotes equitability by ensuring that all staff members have equal access to training and support. By tailoring training modules to address specific racial equity challenges faced by each agency, state agencies can ensure that their staff members are equipped to address systemic disparities and promote inclusivity. Equitability can be assessed by making sure the program is accessible to all staff, and providing equal chances for training and support, especially for groups that have been marginalized. Tracking who participates and their feedback can help see if the program is fair and inclusive in state agencies. This alternative scores a **medium**.

Cost Effectiveness: Opting for the technical and training option may lead to increased expenses especially if external advisors or experts are enlisted for training purposes. It is crucial to consider the costs involved in hiring professionals to conduct these sessions as well, as any expenses related to creating or acquiring training materials. I have examined the costs associated with diversity and inclusion initiatives and racial equity strategies in organizations or agencies which has provided me with insights into budgeting for DEI training and racial equity programs.

For instance, I came across a consultant specializing in diversity and racial equity named Diversity Essentials that offers consulting services to support organizations in their diversity and equity training endeavors. Their services encompass workshops, personalized training sessions, keynote speeches, and policy advisory services. Engaging with a firm like Diversity Essentials or similar DEI training consultants can be pivotal in advancing efforts toward achieving equity.

These consultants provide workshops personalized training sessions and policy advisory tailored to meet the needs of organizations. The charges for their services typically range from \$350 to \$600 for workshops with more than 35 participants and from \$475 to \$725, for workshops. Keynote speeches lasting 60 minutes are priced between \$750 and \$2850. If we were to break down the expenses and set up a workshop, with a representative from each department in an agency comprising 10 departments assuming an average of 5 individuals per department the total count of participants would be;

$10 \text{ departments} \times 5 \text{ individuals/department} = 50 \text{ participants}$

For a workshop with 50 participants, the cost would vary from \$350 to \$600 per session. Therefore the total expense for the workshop considering both upper estimates would be;

estimate; $\$350 \times 1 \text{ session} = \350

Upper estimate; $\$600 \times 1 \text{ session} = \600

This provides us with an approximate cost for arranging a workshop involving representatives from all departments within an agency.

These consultants possess expertise and resources that can aid organizations in advancing their diversity, equity, and inclusion objectives. By conducting workshops and offering advice on policy matters and case consultations they can improve communication and collaboration among agencies ensuring compliance with equity plans and industry norms. Although engaging consultants may involve costs the benefits they bring in supporting racial equity initiatives can be substantial. This option ranks **low** in this area as it demands an amount of expenditure along, with resources that are currently unavailable.

Peer Learning and Interagency Collaboration

Description

This new alternative isn't brand new as ORE has tried to establish a communication and collaborative loop. It just hasn't produced the desired results. For instance, they attempted to have the first cohort present their findings to the cohort, for learning and operational enhancements. However, this method didn't work as expected due to communication issues and difficulties in sharing lessons learned. Despite these challenges, valuable insights were gained from the experiences of the cohort. Looking ahead the interagency collaborative loop seeks to bolster OREs endeavors by promoting effective communication and collaboration among agencies. This will involve setting up communication channels, regular check-ins, and platforms for agencies to openly exchange practices and address challenges. The new strategy will also focus on nurturing relationships and trust among agencies fostering a shared commitment to advancing equity, in Washington, D.C. By leveraging lessons and strengthening their communication and collaboration efforts ORE aims to establish a unified and impactful racial equity initiative.

It emphasizes the importance of creating channels for sharing practices, lessons, and innovative ideas to promote racial equity. The Peer Learning and Interagency Collaboration loop is a communication system that enables all district agencies to interact with each other. While ORE currently supports these agencies there is room for improvement in facilitating communication. Some state agencies have suggested that enhancing this communication could enhance ORE support. Enabling these agencies to communicate with each other would foster an understanding of each other's work. Collaboration enhances agencies' ability to address equity issues by pooling resources and expertise. Working together allows them to tackle challenges beyond their capacities. This collaborative approach fosters innovation as agencies share ideas and explore

ways to address equity. Collaborative efforts can have an impact than endeavors by producing outcomes that benefit the wider community and promote lasting racial equity. Peer learning and collaboration among agencies are vital for sustaining efforts, toward achieving equity. By exchanging stories, achievements, and obstacles organizations can gain insights from one another and apply practices to their projects. This exchange of knowledge can result in a streamlined execution of initiatives focused on promoting racial equality.

To conclude, this alternative can aid in holding organizations accountable for their commitments to equity. By sharing advancements and results with their peers organizations can receive input and encouragement to remain aligned with their objectives. Peer learning and collaboration foster an atmosphere, for organizations to uphold their efforts toward equity leading to favorable outcomes for communities of color.

Sustainability: This approach focuses on improving communication and cooperation among all agencies involved with ORE aligning with the Racial Equity Action Plan (REAP) and industry standards. By creating an atmosphere where agencies can share their successes and challenges to enhance the implementation of equity plans more efficiently. This initiative appears hopeful in terms of sustainability as the costs involved mainly revolve around communication and coordination efforts making it feasible and predictable. Considering the advantages of collaboration like increased efficiency in addressing racial equity issues this program is likely to be well-received by agencies and stakeholders. The sustainability of this alternative will be assessed by evaluating how different communication methods and tools help agencies collaborate. This evaluation includes looking at how effectively agencies communicate and how it helps them work together towards shared objectives. Implementing a program, for peer learning and interagency collaboration in the District of Columbia to support efforts for racial equity shows promise for racial equity efforts.

Nevertheless, the long-term viability of this initiative may face risks due to budget cuts or shifts in agency priorities. While the costs are consistent and foreseeable significant reductions in funding or resources could impede the effectiveness of peer learning and collaboration efforts. Therefore, maintaining support and commitment, from both agencies and stakeholders will be crucial to sustain the progress achieved through this endeavor. This alternative still scores **High** in sustainability.

Effectiveness: A study published in 2021 by Policy Link emphasizes the importance of collaboration among organizations and communities in achieving racial equity. It highlights successful collaborative efforts and provides strategies for effective collaboration. The report underscores that sustainable change requires working together across sectors and communities, emphasizing the need for peer learning and collaboration to sustain racial equity efforts.

The effectiveness of the alternative will be assessed based on its ability to improve coordination and collaboration among agencies. Facilitating communication would enable agencies to learn from each other, avoid duplication of efforts, and align their racial equity strategies. Effectiveness would be measured by the extent to which the loop enhances information sharing, collaboration, and the overall impact of agencies' racial equity initiatives. This alternative scores **high** on effectiveness as it enhances agency capacity to address racial equity and ensures that agencies have the knowledge and skills they need to implement meaningful changes.

Equity: The important thing to consider with this alternative is the equitable aspect as a diverse representation of people within district agencies come together and they each can contribute their experiences. The collaboration ensures that voices from various communities and demographics are heard and considered in decision-making processes.

By bringing together people from different backgrounds, the collaboration promotes learning and understanding among participants. This exchange of knowledge and experiences not only enhances the effectiveness of racial equity initiatives but also creates a more inclusive and equitable environment. Since the big idea around this alternative comes together to collaborate on an equity initiative this alternative scores a **medium**.

Cost Effectiveness:

This Peer Interagency Collaboration would include cost and even use some of the resources here are already built into the operation. When thinking about how to enhance communication and collaboration among agencies, this alternative recognizes that effective communication is the critical first step in bridging the gap between these entities. To facilitate this, leveraging existing technology platforms such as Teams could provide a seamless collaboration experience.

Additionally, appointing a dedicated staff person to facilitate this communication gap, whether from ORE or an external source, could ensure the program's success. After looking at the publicized D.C. government salaries I saw that reviewing the costs associated with hiring someone for this position, the estimated breakdown is as follows:

With the annual salary set at \$151,980.00 for the Diversity Program Manager, at the Fire & Emergency Medical Services Department in D.C. we can estimate their service cost for enhancing interagency communication and collaboration. Assuming a work schedule of 20 days per month the daily cost of their services can be calculated as. Let's assume that the Diversity Program Manager spends two days each month specifically focusing on bridging communication gaps between agencies. This would total to **\$15,198.00** per month. To break it down further the daily cost for this effort would be around **\$7,599.00**, with an expense of **\$15,198.00**. This breakdown offers an insight into the commitment needed for this program aspect.

This alternative scores a **medium** in cost-effectiveness as it does require a lot of additional costs it still uses some platforms that they already have in place.

Monitoring and Evaluation System

Chicago has introduced programs to improve how its agencies monitor and evaluate their activities with a focus, on promoting equality. For instance, they utilize performance metrics and data-driven decision-making to gauge how policies and programs affect marginalized groups. By examining data on disparities in city services Chicago can pinpoint areas needing enhancement and track progress over time. The city places importance on transparency and accountability in its monitoring and evaluation processes. Regular reports are shared to update stakeholders on progress toward achieving equality goals fostering transparency and allowing for feedback. This openness helps foster trust within communities it also ensures the city remains responsible for its actions. Chicago has made efforts to enhance the capacity of its agencies for monitoring and

evaluation. To enhance their data analysis skills staff members are given training and resources allowing them to evaluate how their work affects equality. In essence, Chicago's focus on monitoring and evaluation demonstrates its commitment, to promoting fairness through policies that cater to the diverse needs of all communities.

ORE's current strategy, for overseeing and assessing equity initiatives in Washington, D.C. focuses on utilizing indicators across seven themes to monitor advancements toward a more racially just city. These indicators were developed through a year of effort involving community members DC Government officials and experts. ORE intends to utilize these indicators to create a tracking dashboard for monitoring progress and setting benchmarks acknowledging that certain factors influencing equity couldn't be included due to limitations in stakeholder input and data availability.

While ORE's approach is thorough and cooperative there are areas where it could be strengthened. My proposed alternative approach builds upon ORE's existing methods by suggesting a systematic data collection process, regular evaluations to offer timely feedback to agencies, and placing greater emphasis on engaging with the community. Furthermore, my approach underscores the significance of recognizing the interconnected aspects of equity and the necessity for improvement based on new data and insights.

The Office of Racial Equity (ORE) could implement a monitoring and evaluation system to monitor how agencies are progressing with their equity plans. This process would involve defining objectives and indicators gathering data and regularly evaluating agency performance. ORE could then offer feedback and assistance to support agencies in enhancing their initiatives. Establishing a monitoring and evaluation (M&E) system is essential for tracking agency progress in implementing their equity plans. ORE can lead the way in creating and executing such a system. Here's how the process could be organized.

Establish Clear Goals and Indicators; ORE should collaborate with agencies to establish relevant time-bound goals for advancing racial equity. It is crucial to identify indicators to track progress towards these goals.

Gather Pertinent Data; ORE should develop systems for collecting data to assess progress accurately. This may encompass information on recruitment practices, service provision, resource distribution, and outcomes, across ethnic groups.

Data gathering needs to be consistent and methodical to guarantee precision and dependability.

Evaluate Agency Performance Regularly; It's important for ORE to consistently evaluate how agencies are performing based on the goals and benchmarks set. This might involve conducting assessments, audits, or reviews to monitor progress and pinpoint areas needing enhancement.

Offer Guidance and Assistance; Using the findings from monitoring and evaluation ORE should offer feedback to agencies regarding their performance. This feedback should be constructive aiming to assist agencies in enhancing their efforts, towards equity. Additionally, ORE should provide support, tools, and technical aid to help agencies overcome any obstacles they may face.

I decided to include this alternative as I believe it addresses areas where ORE's current strategy could be enhanced. By incorporating these improvements the alternative approach aims to

establish a framework for monitoring and evaluating racial equity initiatives in Washington, D.C. ultimately fostering tangible progress, toward achieving racial equity objectives.

Effectiveness

This different approach offers a way to showcase the Office of Racial Equity's commitment, to promoting equity in Washington, D.C. By setting up a system to monitor and evaluate agency progress in implementing its equity plans the ORE can prove its dedication to fairness and inclusivity in the community. This initiative has the potential to draw in and retain individuals from marginalized groups by demonstrating steps toward achieving racial equity.

However, the success of this alternative depends on how it's put into action and followed through. While it could be beneficial for those who use OREs services it might not reach an audience, especially those who are not tech-savvy or familiar with the website. To make the impact ORE should ensure that this initiative is backed up by actions and outreach efforts to involve a diverse group of stakeholders which will show a commitment to equality and inclusivity for all Washington, D.C. residents. This different approach rates, as **medium** effectiveness.

Sustainability

In this alternative, sustainability will be evaluated by looking at how the racial equity efforts carried out by organizations, in Washington, D.C. Have a lasting impact and are effective. A critical way to gauge sustainability is to see how progress these organizations are making in reaching their long-term objectives for promoting equity. This evaluation will involve monitoring the implementation of initiatives the outcomes achieved and the overall effect on inequalities in the city. Sustainability will be evident if organizations consistently advance and meet their goals over time. Sustainability, in this context, entails taking an approach to overseeing and assessing efforts toward equity in Washington, D.C. This includes establishing time objectives to promote racial equality and utilizing data to guide decision-making and measure advancements. This alternative could score low in terms of sustainability if there is inadequate support and commitment from these district agencies or limited resources like funding and more.

Equity

This new method presents a way to enhance fairness within the government departments of Washington, D.C. By creating a system, for monitoring and evaluating the advancement of agencies in carrying out their equity plans, the Office of Racial Equity (ORE) can guarantee implementation and progress towards equity objectives.

The district agencies will utilize this system to establish goals for promoting racial equity and to pinpoint relevant indicators for measuring advancement. They will gather data on recruitment practices, service provision, resource distribution, and outcomes across ethnic groups. Regular evaluations will be carried out to monitor progress and identify areas needing enhancement.

ORE will offer guidance and assistance to aid agencies in enhancing their initiatives ensuring they are responsible, for their actions. This strategy not only assists agencies in addressing inequalities but also fosters an atmosphere of fairness and inclusivity within the government. This new alternative is rated as a **medium** in equity.

Cost Effectiveness

Implementing a monitoring and evaluation system for racial equity efforts doesn't necessarily require a substantial financial investment, especially if the Office of Racial Equity (ORE) already has access to some of the necessary technology tools. For instance, basic data management platforms and spreadsheet tools might already be available within the organization. Additionally, collaboration tools like Microsoft Teams or Slack may already be in use, reducing the need for additional expenses. Leveraging existing resources and tools can significantly lower the overall cost of implementing this alternative. However, there may still be costs associated with training staff, integrating new tools, and ensuring data security and compliance. This alternative scores **high** as it doesn't require outside sourcing as well as a lot of additional cost.

OUTCOMES MATRIX

Policy Alternatives	Sustainability	Effectiveness	EQUITY	Cost-effectiveness
Enhanced Technical and Training	LOW	MEDIUM	MEDIUM	LOW
Peer Learning and Interagency Collaboration	HIGH	HIGH	MEDIUM	MEDIUM
Monitoring and Evaluation System	LOW	MEDIUM	MEDIUM	HIGH

RECOMMENDATION

I recommended that the D.C.'s Office of Racial Equity pursue **Alternative 2: Peer Learning and Interagency Collaboration Loop**. As you can see from the above outcome matrix this option provides the most balanced approach, scoring well across all the criteria. It provides a sustainable, effective, and equitable way of addressing state agency racial disparities. Based on, in-depth interviews, data analysis, and observations it has become evident that there is a requirement for collaboration and knowledge exchange, among agencies to progress toward racial equity objectives effectively. As I spoke with district agencies everyone emphasized the importance of relying on other agencies for advice/support. One agency talked about how they would have liked to see what other agencies came up with when it came to getting all employees on board and introducing surveys. I think this alternative is crucial as it promotes collaboration and knowledge sharing with different agencies which is important for sustaining racial equity efforts especially as this idea of working on racial equity initiatives is brand new for most people. By bringing together people from different agencies it also helps diversify perspectives as you can learn from each other and develop best practices/solutions.

As mentioned above in the detailed outlining this alternative goes a step further in outlining ways these district agencies can lean on one another. Although ORE has attempted to create a way where people in the first-year cohort can communicate with people currently going through the program, it didn't quite work. This alternative provides a more complex design on how this approach can happen and be sustained.

TRADE-OFFS

This alternative Peer Learning and Interagency Collaboration Loop stands out as the pick, for the Office of Racial Equity (ORE) as it is the most practicable compared to the two other alternatives. It fits well with ORE's mission to not only sustain racial equity efforts but also bring together diverse perspectives as it allows for idea sharing and fosters learning. Alternative 1: Enhanced Training and Alternative 3: Evaluation and Monitor System both outlined

Both Alternative 1 and Alternative 3 have their limitations that make them less ideal compared to Alternative 2. Alternative 1 which focuses on Enhanced Training and Technical Assistance Programs puts an emphasis, on training that may not fully address the underlying reasons behind racial disparities. While training is important it might not bring about lasting change without collaboration and support. On the other hand, Alternative 3 which involves Monitoring and Evaluation is crucial for tracking progress and lacks the collaborative aspect needed for agencies to learn from one another and enhance their efforts collectively. Thus it is clear that Alternative 2 Peer Learning and Interagency Collaboration Loop emerges as the rounded and effective approach for promoting racial equity, in Washington, D.C.

The Peer Learning and Interagency Collaboration Loop alternative is highly regarded for its sustainability focus, in establishing term practices by setting up a framework for collaboration this option ensures that efforts towards racial equity remain consistent over time resulting in ongoing progress. In terms of effectiveness, Alternative 2 also excels. Through the promotion of peer learning and exchange of knowledge, this approach taps into the expertise and experiences of district agencies leading to informed decision making and impactful strategies for advancing racial equity.

When it comes to equity considerations Alternative 2 falls within the rating. While the approach encourages representation and input from communities challenges may arise in ensuring that all voices receive equal attention and consideration during decision-making processes. Nevertheless, the collaborative essence of this inherently fosters inclusivity and equity by offering a platform for all participants to contribute.

Regarding cost-effectiveness, Alternative 2 is also rated as medium. While there may be some costs involved in implementing this approach. Such as staff time and resources, for facilitating collaboration. Utilizing existing technology platforms and emphasizing the use of resources help keep costs at a manageable level.

IMPLEMENTATION STEPS

In this section, you will find out specific steps that ORE can do and use to adopt this alternative.

Here's how ORE can assist government agencies in implementing the Peer Learning and Interagency Collaboration Loop;

1. ORE can offer a facilitator to steer the collaboration process making sure that all viewpoints are considered and discussions stay focused, on achieving equity objectives.
2. Resource Allocation; ORE can distribute resources to support the collaboration, such as funding, for training initiatives data analysis tools, or staff specifically dedicated to the project.
3. Monitoring and Evaluation; ORE can aid agencies in creating monitoring frameworks to monitor progress and assess the effectiveness of their projects providing feedback and advice based on collected data.

4. Community Engagement; ORE can lead community engagement activities ensuring that community perspectives and needs are incorporated into the efforts.

Here are some in-depth ways ORE can facilitate these ideas

- **Establishing Communication Channels;** Use existing technology platforms, like Teams or Slack to set up communication channels for interagency collaboration. This step is cost-effective as it makes use of resources in place.

Using existing technology tools like Teams or Slack can be cost-efficient since they utilize resources in the district agencies. This means agencies don't have to spend on communication tools saving both time and resources. In essence, establishing communication channels is crucial for fostering collaboration, among district agencies and achieving the objectives of interagency cooperation.

By creating channels on these platforms agencies can make sure that everyone has access to important information. These channels can be used for sharing updates exchanging ideas and addressing any issues that come up during collaboration.

- **Appoint a Coordinator;** Choose a team member either from ORE or an outside source to act as a facilitator for the collaboration process. This person will oversee organizing meetings ensuring communication and fostering teamwork. The expenses related to this role can be found in the alternative's description.

Here is a breakdown of the expenses to have someone come in and facilitate this:

Salary; The Diversity Program Managers' yearly salary amounts to **\$151,980.00.**

Monthly Expenses; With a work schedule of 20 days, per month the daily cost of the managers' services comes out to around **\$7,599.00.**

Monthly Expense; If the manager dedicates two days monthly to improving communication between agencies the total cost for that month would be **\$15,198.00.**

Regarding funding options;

Grants; ORE could seek grants tailored for promoting diversity and inclusion in government agencies to cover the Diversity Program Manager's salary.

Budget Adjustment; ORE could consider adjusting its budget to allocate funds towards hiring the manager and supporting initiatives focused on equity.

Cost-sharing Deals; ORE could engage in cost-sharing agreements with agencies benefiting from the manager's services lightening the load on ORE.

Analyzing costs and benefits;

ORE can perform a cost-benefit analysis to showcase returns on investing in a Diversity Program Manager. This assessment can outline savings from efficiency and effectiveness in

interagency interactions along with gains, like fostering an inclusive workplace and advancing racial equity goals.

- **Hold Meetings;** Arrange meetings among representatives from different agencies to discuss progress exchange best practices and tackle obstacles. These meetings can be held virtually to cut down on travel costs.

ORE should collaborate closely with district agencies and appoint a designated contact person in each agency. These individuals should be chosen based on their expertise and dedication to promoting equity, within their organizations.

- **Arrange Workshops and Training;** Organize workshops and training sessions to enhance participants' skills in areas such as data analysis, program evaluation, and equity principles. These sessions can also be conducted online to save on expenses.

ORE should provide training and support to these contact persons to improve their communication, collaboration, and project management skills. This preparation will enable them to lead discussions, share practices and overcome challenges effectively. Additionally, regular virtual meetings should be organized for the contact persons to track progress on equity initiatives and exchange ideas. Learn from each other's experiences. ORE should work together with the contact persons to plan meeting agendas that focus on topics and maintain a discussion environment.

- **Monitor and Evaluate Progress;** Establish a system, for monitoring and evaluating the effectiveness of the collaboration process. This may involve tracking the implementation of equity initiatives collecting feedback from participants and assessing how the collaboration impacts equity outcomes.

In this alternative there still needs to be a way that ORE can monitor the success of this collaboration process, so establishing a feedback system among all district agencies will gather insights on the effectiveness of collaboration efforts allowing for adjustments and enhancements over time. In summary, by appointing contact persons in each agency and facilitating meetings among them ORE can establish a structured approach, to interagency cooperation that encourages communication sharing of best practices and efficient problem-solving.

POTENTIAL STRUGLES

To maintain long-term viability it is important to think about introducing frameworks or rewards that encourage involvement in the partnership cycle. This might involve acknowledging agencies that play a role in the collaboration or offering resources to bolster their initiatives. ORE has tried before to create a system for peers to learn from each other and collaborate across agencies. It didn't work as well as hoped. This new method is meant to fix those problems by keeping things simple and efficient. The goal is to make sure that groups are introduced smoothly and that they get results in the run. By making processes more straightforward and communication clearer this new idea aims to encourage cooperation, among agencies making sure that valuable knowledge and best practices are shared successfully.

To support long-term sustainability and encourage involvement, in the Interagency Collaboration Loop here are some recommended steps;

- **Establish Clear Objectives;** Clearly outline goals that align with OREs objectives and the missions of the agencies involved.
- **Develop a Structured Plan;** Create a framework that includes defined roles, meeting schedules, and methods for sharing knowledge
- **Provide Training Opportunities;** Offer training sessions to staff members to enhance their ability to participate actively.
- **Implement Incentives;** Consider offering rewards or recognition to motivate increased engagement from participants.
- **Ensure Responsibility;** Put in place systems for reporting progress addressing obstacles and ensuring accountability among collaborators.
- **Seek Continuous Improvement;** Gather feedback from stakeholders to make adjustments and enhance collaboration, over time.

CONCLUSION

After reviewing and analyzing the options the recommended approach, for the D.C. Office of Racial Equity is **Alternative 2; Peer Learning and Interagency Collaboration Loop**. This strategy emerged as an effective choice scoring positively across all evaluation criteria. It presents a fair and practical method to address inequalities within state agencies.

This option highlights the significance of cooperation and sharing knowledge among agencies, which is vital for making progress toward equity goals efficiently. By fostering collaboration and exchanging ideas this method not only encourages learning and diverse perspectives. Also contributes to developing effective practices and solutions. While Alternative 1 (Enhanced Training) and Alternative 3 (Evaluation and Monitoring System) have their strengths they lack the element for agencies to learn from each other and enhance their collective efforts. Alternative 2 shines due to its focus on sustainability establishing practices that ensure progress over time.

To successfully implement this strategy the Office of Racial Equity can take actions such as assigning a facilitator for collaboration allocating resources appropriately monitoring advancements closely and involving the community. By establishing communication channels appointing coordinators strategically conducting meetings proactively and organizing workshops efficiently ORE can facilitate productive collaboration, among district agencies.

To ensure its lasting sustainability ORE could introduce systems or incentives that promote participation in the effort. Through setting goals creating organized strategies offering training options implementing rewards upholding accountability and pursuing enhancements ORE can guarantee the effectiveness of the Peer Learning and Interagency Collaboration Loop in advancing racial equity, in Washington, D.C.

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