



**MEMORANDUM**

**To:** MAPC Mayors, Town Managers/Administrators, and Council Representatives  
**From:** Marc D. Draisen, Executive Director  
**Subject:** Notice of Grant Opportunity for the Development and Implementation of a Racial Equity Municipal Action Plan (REMAP)  
**Date:** July 31, 2020

The disproportionate impact of COVID-19 on communities of color, the growing national outrage about police violence, and recent evidence of massive discrimination in the housing market have again surfaced racial inequity and racial bias as critical issues for local leaders throughout our region, and indeed throughout the nation.

Many communities are grappling with the daily impacts of the racial wealth divide, unequal law enforcement, and persistent segregation. At an even more operational level, the public has raised critical questions about municipal hiring, decision-making processes, and funding priorities. Cities and towns are looking for ways to address racism in an up-front and effective manner. But the ways forward to address the root causes of inequality and to make effective change are not always clear, and strong differences of opinion within individual communities can bar the way to progress.

In an effort to support local communities through this process, the Federal Reserve Bank of Boston (“FRBB”), the Government Alliance on Race and Equity (“GARE”), and the Metropolitan Area Planning Council (“MAPC”)<sup>1</sup> are collaborating to promote a racial equity training and action program for municipalities in our region. This is a unique opportunity to receive tailored training from a nationally recognized organization and to work with other municipalities in the region to address shared challenges and learn from best practices. In this year-long program, the first four months will focus on training, reflection, and self-assessment; the next eight months will focus on developing a Racial Equity Municipal Action Plan (“REMAP”) and beginning to implement elements of the plan.

We can support three to five communities in this effort. If we are successful, we hope to expand the program next year. Please consider responding to this Notice of Grant Opportunity and joining in this effort. The deadline for applications is August 20. We also invite you to learn more about the program and to ask questions in a webinar scheduled as follows:

**Thursday, August 6<sup>th</sup>, 2020**  
**9:00 - 10:00 AM**  
[Register Here](#)

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<sup>1</sup> Together FRBB, GARE, and MAPC are referred to herein as “REMAP Partners”.

## **REMAP Program Description**

The purpose of REMAP is to support municipalities that are looking to address racial inequity by engaging in a year-long assessment and planning process. A key goal will be to build racial equity practices by establishing racial equity as a community value, developing shared understanding of key equity concepts, and fostering partnerships within the community to address racial inequity. We aim to work with each municipality to enhance staff and organizational capacity to support racial equity work both internally within municipal government and externally throughout the community.

Participating municipalities will learn to use GARE's Racial Equity Toolkit, which will help them to create and implement a Racial Equity Municipal Action Plan (REMAP), including embedding new systems for measurement and accountability. Each plan will include local projects, policies, and actions that facilitate long-term innovative changes and improve the delivery of services to address the impacts of inequity. If we are successful, the program will help municipalities to achieve tangible community-level economic and administration improvements and by addressing institutional and structural policies and practices that contribute to racial inequity.

Municipalities eligible to participate in the program must be among the 101 communities of the MAPC region. REMAP is looking to serve a variety of municipalities, with varying demographics. Some are likely to be communities with substantial low/moderate-income populations and/or communities of color, and which are seeking to ensure a more racially just future for all their residents; others are likely to be communities with less diversity that are looking forward to a future that is both racially equitable and more diverse. All communities are encouraged to apply!

## **Project Roles and Responsibilities**

**Participating Municipalities:** Municipalities whose applications are accepted into the REMAP Program will each appoint a Core Team<sup>2</sup> of 6 to 12 individuals including leaders who will be responsible for designing, coordinating, and organizing their racial equity plans, and who will be involved for the duration of the program. We strongly urge each participating municipality to appoint a racially diverse Core Team that includes voices from various communities and backgrounds. The Core Team may include local elected officials, appointed officials, municipal staff,<sup>3</sup> leaders or staff of key institutions or community organizations, or other leaders of local opinion. The members of the Core Team are expected to share a common understanding that racial equity is a serious problem in the community, and they should all have a commitment to seek meaningful change.

Each member of the Core Team should expect to devote a minimum of 75 hours in Part 1 of the program and 150 hours in Part 2 of the program. Core Team members should commit time and effort to participate in trainings (either virtually, or if safe to do so, in person), peer exchanges, research and data accumulation, internal action planning and strategy meetings. At the end of the program, the staff will be expected to convey what they have learned to staff within departments and other community leaders through facilitation, coaching, and technical assistance to community leaders/staff across departments. In addition, all recipients will complete a brief interim progress report at the end of Part 1 as well as a final report within a month of the program's conclusion.

**MAPC:** MAPC staff will provide technical expertise to assist the Core Team in developing immediate

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<sup>2</sup> More information on racial equity Core Teams can be found at: [https://www.racialequityalliance.org/wp-content/uploads/2018/11/RaceForward\\_CORETeamsToolGuide\\_Final.pdf](https://www.racialequityalliance.org/wp-content/uploads/2018/11/RaceForward_CORETeamsToolGuide_Final.pdf)

<sup>3</sup> This can include representatives from multiple municipal departments, the senior leadership team, managers, supervisors, and/or line staff.

action steps in Part 1 and the Racial Equity Municipal Action Plans in Part 2.<sup>4</sup> This assistance includes 1) organizing meetings to develop and discuss action steps among the participating communities; 2) having MAPC staff with expertise in various racial equity topics assist municipal staff in goal development and action planning through data analysis and research; and, 3) cultivating partnerships with additional community organizations and groups, particularly those representing communities of color.

**GARE:** GARE will serve as the trainers for the participating municipalities throughout the duration of the project. GARE will incorporate into the curriculum some of the topics where they have developed nationally-regarded expertise, including “Advancing Racial Equity: The Role of Government”, “Communicating Effectively About Race”, “Leadership for Racial Equity”, and “Developing a Racial Equity Action Plan”, as well as how to use and operationalize the Racial Equity Toolkit.

**FRBB:** FRBB has a long history of research, analysis, and policy recommendations to address the racial wealth divide and related equity issues throughout the New England region. FRBB has contracted with GARE to provide GARE's expertise to the participating municipalities. It will remain an active partner throughout the entirety of the project.

Staff support provided by MAPC, GARE and the Federal Reserve Bank of Boston is covered by a variety of internal and external funding sources.

### **Program Elements and Projected Timeline**

#### **Part 1: Months 1 to 4**

Part 1 is anticipated to take approximately 4 months, (although there may be overlap between Part 1 and Part 2). This part of the program will focus on learning, training, self-assessment, and reflection regarding racism and racial inequity in the participating communities, and in the society at large.

#### **Part 1 Goals:**

1. Develop shared understanding of the government's role in contributing to racial inequity and the responsibility to advance racial equity; develop a shared racial equity analysis, including definitions of key concepts and terminology; learn how to utilize [GARE's Racial Equity Toolkit](#).
2. Surface key issues in each community; tackle those issues as a Core Team; develop goals and objectives to address those issues.
3. Develop consensus around “immediate action steps,” small steps that can be implemented quickly to demonstrate commitment and to develop an action-oriented mind set.
4. Share lessons among participating communities; learn from each other's work.
5. Develop baseline indicators to measure progress toward achieving goals and objectives developed in #2, above.

#### **Part 2: Months 5 to 12**

Part 2 is anticipated to take approximately 8 months, and it may overlap with Part 1. This part of the

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<sup>4</sup> At this time, MAPC cannot provide participating municipalities with funding for their participation in REMAP. However, MAPC will continue to fundraise, and should additional funds become available during the term of the project, those funds will be made available to participating municipalities.

program will focus on creating the Racial Equity Municipal Action Plan (REMAP), building internal organizational capacity through quick and direct action and launching a long-term commitment to addressing issues of racism and racial inequity.

1. Use GARE's Racial Equity Toolkit to draft a Racial Equity Municipal Action Plan (REMAP), complete with priorities and timeline. These steps could include regulatory changes, funding programs, policy shifts, changes in leadership diversity, or improved messaging, all of which will be developed through a process that advances understanding of the underlying racial inequities in our society. The steps could include quick, short-term actions that can be implemented promptly, as well as longer-term reforms that might require more time to advance.
2. Develop a communication strategy to educate the public and key leaders on the elements of REMAP; partner with other institutions in the community, especially grassroots and "grasstops" (that is, community leaders) individuals and organizations to advance racial equity; seek input and recommendations, with an emphasis on input from individuals and communities of color.
3. Advocate for implementation of REMAP through engagement with local elected and appointed officials, key private sector institutions and businesses, community and faith-based organizations, and others.
4. Assess progress using baseline indicators developed in Part 1; make changes as needed.
5. Share results across participating municipalities and beyond.

### **Submission of Project Concept**

The deadline for submission is August 20, 2020. MAPC will acknowledge receipt of proposed project concepts within two business days. MAPC anticipates beginning the review of submitted applications after August 20 and decisions should be announced by September 3, 2020.

Municipalities are invited to submit concepts that include a description of key municipal staff who will serve as the Core Team that will remain engaged throughout the process, as well as achievable goals that will be pursued as part of the process. Municipalities whose applications are accepted into the REMAP Program must sign an agreement on a scope of work, based off of their application, with MAPC.

Eligible projects may cover a wide variety of topics, including but not limited to, public safety and racial justice, housing/housing choice, workforce development, small business development, financial stabilization, economic mobility, procurement, public health, and the integration and representation of marginalized populations.

Please submit a completed application form, as well as a short, 2-3 page maximum project concept on municipal letterhead to Raul Gonzalez at [rgonzalez@mapc.org](mailto:rgonzalez@mapc.org) with a subject heading of "Racial Equity Municipal Action Plan" followed by the name of your municipality. The following are the elements we ask you to include in your project concept. Additional details can be found in the application form.

1. Municipality and Contact for Submittal
2. Description and Context
3. Project Need
4. Project Deliverable(s) and Outcomes

5. Municipal Commitment
6. Municipal Contribution
7. Signature

### **Decision-Making Process**

The following criteria will be used in evaluating each project concept (further details to be added). As you devise your project concept, please provide us with information that will help us to evaluate your application based on the following criteria:

1. Ability of applicant to create a Racial Equity Municipal Action Plan and to take action toward implementation.
2. Ability to incorporate real-time learning and evaluation into process.
3. Applicant values racial equity.
4. Applicant is committed to collaborating regionally.
5. Ability to measure or quantify improvements.
6. Ability to create opportunities for learning, replication, and/or development of best practices.
7. Applicant demonstrates commitment to implementing racial equity outcomes.

The Selection Committee will include staff from GARE, MAPC, and an allied organization, the Interaction Institute for Social Change.

For any questions or to check on the status of your submittal, contact Senior Planner Raul Gonzalez at 617.933.0763 or [rgonzalez@mapc.org](mailto:rgonzalez@mapc.org).