
BLACK & GOLD LEADERSHIP BOOT CAMP: FACILITATOR GUIDE*

Boot camp overview

[Black + Gold Leadership Boot Camp: Strengthening Black & Asian Relations](#) is an initiative to give the City of Philadelphia’s appointed commissioners and key community leaders tools to help them strengthen understanding, communication, and interaction between Black and Asian communities through experiential learning. The boot camp builds on work that was started in 2021 with the Mayor’s Commission on African American Males and the Mayor’s Commission on Asian Pacific American Affairs, and through the [“Circles of Truths”](#) event, [“Safety & Solidarity within AAPI and Black Communities”](#) – a virtual event that invited City appointed commissioners to participate in breakout discussions on race relations after watching a public fireside chat on the title topic.

The *Black + Gold Leadership Boot Camp* is comprised of the *Breaking Bread, Breaking Barriers* series and the *Dialogue on Race* program.

Breaking Bread, Breaking Barriers

The *Breaking Bread, Breaking Barriers* (BBBB) initiative was based on the concept posited in sociologist Elijah Anderson’s book, [“The Cosmopolitan Canopy: Race and Civility in Everyday Life,”](#) how public spaces (in Center City Philadelphia) that offer shopping, dining, and gathering can ease intergroup tensions. BBBB brought together different ethnic or social groups around the city that either had tensions or did not interact with each despite living in the same neighborhood through food and conversation. Specifically, participants at a BBBB dinner were invited to a cooking demonstration of foods that reflected the cultural groups present to learn about the significance of the dishes prior to dinner (where a facilitated discussion centering on food and commonality) occurred. In the [first iteration of BBBB](#), a second dinner would be held in which the discussions were facilitated by volunteer participants of the first dinner and in which the topic was more about how the groups can strengthen their relations in the neighborhood. In [BBBB 2.0](#), dinners were held in or near [neighborhood parks](#) where the new pairings not only worked on strengthening intergroup relations, but also utilizing the park as a focal point and building the parks “Friends of” volunteer groups. In this iteration, the paired groups would also plan a third dinner or activity at the park.

In this newest version of BBBB, the process is blended with the *Dialogue on Race* 4-Step Model.

Dialogue on Race

Dialogue on Race is a program developed by the U.S. Department of Justice (DOJ) Community Relations Service (CRS) to help people organize and conduct their own productive conversation on race. DOJ CRS offers an informational and step-by-step [program guide](#) to assist people in planning a successful convening focused on uniting diverse communities through solution-based facilitated dialogue. The Dialogue on Race program is a four-step multi-session process that is designed to allow participants opportunities to share individual experiences and get deeper understandings around race; and to develop a shared vision and plan of action. The process consists of the following steps:

Step 1: “Who are we?” – Exploration of personal stories and tone-setting for the dialogue series.

Step 2: “Where are we?” – Deeper dive into participants’ experiences to understand personal and shared racial history in the community.

Step 3: “Where do we want to be?” – Participants develop a shared vision for the community.

Step 4: “What will we do as individuals and with others to make a difference?” – Shared interests are discovered and partnerships develop around actionable items.

Facilitation Guide*

Role of the facilitator

The facilitator’s role is to manage the flow of the conversation. While they do not need to be an “expert” on the topic, they should demonstrate good listening skills and be able to remain impartial during the discussion.

In order to maintain a dialogue, facilitators must be able to keep track of time and items being discussed; and be ready to enforce guidelines of the discussion. Some basic guidelines include:

- Respect confidentiality
- Share time equitably
- Speak from your own experience and perspective (use “I” language)
- Listen carefully (and not interrupt)
- Keep an open mind
- Be respectful of the speaker (even when we do not agree with their views)

Before beginning the discussion, the facilitator confirms the guidelines with the group and asks:

- *Are there any questions about the guidelines?*
- *Can we all agree to them before we continue?*
- *Are there any others that should be added?*

Facilitation tips*

Create a relaxed and open tone. Be welcoming and friendly to the participants.

Stay neutral. It is most important that a facilitator remain impartial during the discussion. They should not share personal views or push their own agendas into the discussion. They must be present to the dialogue; not join it. One good strategy is to focus on the facilitator's role rather than the substance while facilitating.

Stress confidentiality. Ensure participants have a common understanding of what confidentiality means to them. For instance, confidentiality can mean that participants will not share the content of the dialogue, but can share their own personal insights as a result of the discussion.

Encourage participants to be open. Participants should not feel restricted with expressing their own thoughts and opinions (using non-offensive language).

Balance the dialogue among participants as best as possible. While some speakers may speak less than others, they should be encouraged (not forced) to share their insight more as the dialogue continues.

Track the conversation. Listen carefully for topics and themes that emerge from the discussion. As you present topics that are coming out of the conversation, refocus participants as necessary to the topic before moving on.

Be comfortable with silence. If there is a lull in conversation after presenting a topic or question, allow for the silence to draw individuals towards conversation.

Paraphrase expressed opinions. When paraphrasing, summarize what the person said and any emotions that may have been expressed (verbally or non-verbally). Remember to remain impartial and not interject your own thoughts, opinions, or feelings (verbally or non-verbally).

Monitor the dialogue for conflict escalation. While facilitators should expect disagreements to occur over opinions and ideas, remind participants that conflicts should stay on topic and not become personal. Revisit the guidelines as needed.

Thoughtfully close the dialogue. Allow participants time towards the end of the session to share important points they gained from the conversation.

Leadership Boot Camp Series Outline and Scripts

- I. May 19, 2022, 6:00pm – *Breaking Bread, Breaking Barriers*: First Dinner
 The purpose of this BBBB dinner is to introduce participants to each other through a shared food experience. It will also cover the first step of the *Dialogue on Race* process.

Time	Activity
5:30pm-6:00pm	Participants arrive and check-in.
6:05pm-6:10pm	Welcome and overview of the leadership series.
6:10pm-6:30pm	Participants will be familiarized with the dinner menu [and the items’ cultural significances].
6:30pm-6:40pm	<p>Before dinner is served, the large group is oriented on the purpose of the discussion of the evening by the lead facilitator stating:</p> <p><i>As you break bread you will be guided through a discussion by facilitators at your table [facilitators, raise your hand]. Your discussion will explore ‘who we are’ by listening to one another’s personal stories to gain insights into ourselves and the people we are sharing a meal with tonight. Furthermore, by sharing our personal experiences through food, we can learn more about each other as individuals and about how we have been influenced by our diverse backgrounds which—in turn—can also shed light on our different perceptions and understandings of race relations and racial equity.</i></p> <p><i>Finally, to ensure productive conversations at your table, we offer you these guidelines:</i></p> <ul style="list-style-type: none"> • <i>Respect confidentiality</i> • <i>Share time equitably</i> • <i>Speak from your own experience and perspective (use “I” language)”</i> • <i>Listen carefully (and not interrupt)</i> • <i>Keep an open mind</i> • <i>Be respectful of the speaker (even when we do not agree with their views)</i> <p><i>Can we agree to these guidelines? Are there other guidelines that we should have?</i></p> <p><i>With that said, let’s begin....</i></p>
6:40pm-7:45pm	<p>During dinner, facilitators will use the following questions to guide their table discussions:</p> <ul style="list-style-type: none"> • <i>Please introduce yourself (name, where you’re from/where you grew up/where do you live now, what you do).</i> • <i>What fond memories do you have with any of these foods (or other foods) growing up?</i> • <i>Are there any dishes here that you are very familiar with or unfamiliar with? What thoughts or stories do some of these foods bring up for you?</i> • <i>What memorable experience do you have breaking bread with people unfamiliar to you?</i> • <i>Did you learn something new during the food presentation or in listening to your table partners or is there something you heard that you would like to know more about?</i> <p>Note that while it is ideal to have a separate note-taker (either assigned or a volunteer at the table) for the entire discussion, notes should at least be taken during the last question.</p>

7:45pm-7:55pm	Lead facilitator asks tables to report out on insights and common themes that emerged from their conversation.
7:55pm-8:00pm	Final thoughts and announcements about the next event are made. In addition, participants will be asked the following questions in preparation for the next event: <ul style="list-style-type: none"> • <i>When it comes to race relations, what are the issues, if any, impacting the community?</i> • <i>What are the community's greatest strengths for overcoming these issues?</i>

II. June 23, 2022, 5:30pm-9:00pm - *Dialogue on Race*

The program will consist of two 90-minute sessions and be based on Steps 2 and 3 of the four-step dialogue process.

Time	Activity
5:00-5:30pm	Participants arrive and check-in.
5:35pm-5:45pm	<p>The large group is welcomed and a brief recap of the BBBB is made. Afterwards, the lead facilitator describes the events of this convening:</p> <p><i>Tonight, we are going to go deeper into the conversations we had the last time we met. We will be exploring 'where we are' and 'where we want to be.' We will have a short break between these discussions, but for now; let's get into the first conversation to explore our second question, 'where are we?' The purpose of this session is to look at our current experiences of race and ethnicity and to discuss the state of racial equity in our community. It's okay to feel uncomfortable as that's a normal part of the dialogue process where we seek to better understand various perspectives.</i></p> <p><i>As a reminder and to ensure productive conversations at your table, here are the guidelines we agreed upon the last time we met:</i></p> <ul style="list-style-type: none"> • <i>Respect confidentiality</i> • <i>Share time equitably</i> • <i>Speak from your own experience and perspective (use "I" language)</i> • <i>Listen carefully (and not interrupt)</i> • <i>Keep an open mind</i> • <i>Be respectful of the speaker (even when we do not agree with their views)</i> • <i>(Any additional guidelines that were added last time)</i> <p><i>Are there any other guidelines we should add to this list? Now that we have our guidelines, let's begin with our first conversation of the evening.</i></p>
5:45pm-7:00pm	<p>Table facilitators will frame the discussion at their table by saying:</p> <p><i>The goals of this first discussion are to allow you to express your own understandings about race and exploring where these differing, individual understandings come from. Before we begin, let's take three deep breaths to center us [facilitator leads in breathing].</i></p>

	<p>The facilitator will use the following questions to guide the conversation:</p> <ul style="list-style-type: none"> • <i>How much contact do you have with people of other races?</i> • <i>What type of contact do you have with people of other races?</i> • <i>How would you describe the overall state of race relations and racial equity in our community?</i> • <i>What are some of the factors affecting race relations and racial equity in our community?</i> <p>It is important for someone to take notes on issues, common themes, and insights that come out of the conversation.</p>
<p>7:00pm-7:10pm</p>	<p>The lead facilitator reconvenes the group and guides them through a short deep-breathing exercise. Afterwards, table groups are asked to report out on insights and common themes that emerged from their conversation.</p> <p>Before going to a break, the lead facilitator will ask participants to consider the following questions as they are on break:</p> <ul style="list-style-type: none"> • <i>What can we do to improve relationships between all community groups?</i> • <i>When it comes to strategies to support racial equity, what types of actions can we take?</i>
<p>7:10pm-7:25pm</p>	<p>BREAK</p>
<p>7:25pm-7:30pm</p>	<p>The participants are brought back together with the lead facilitator saying: <i>Thank you for all your hard work, thus far. Let's turn our attention to the question, 'where do we want to go?' You may all share a common desire to support racial equity, so let's talk about what we mean by that and explore specific actions to achieve that goal. Let's begin.</i></p>
<p>7:30pm-8:45pm</p>	<p>Table facilitators will center their groups by stating: <i>Thank you again for moving through this process. As you heard, we want to see if we can build a collective vision for the future, but before we begin, let's take three deep breaths to center us [facilitator leads in breathing].</i></p> <p>The facilitator will use the following questions to guide the conversation:</p> <ul style="list-style-type: none"> • <i>What kinds of things would we see in a diverse community that has strong relationships across racial groups?</i> • <i>What would we hear in that type of community?</i> • <i>How would our community feel?</i> • <i>What are the main changes that need to happen to support equity, understanding, and cooperative action across racial lines?</i> • <i>What might impact racial equity in our community?</i> <p>Being mindful of time, transition the dialogue to address racial equity by asking the following questions:</p> <ul style="list-style-type: none"> • <i>Where do you see racial equity in your community?</i> • <i>What are some steps we could take to better support racial equity in our community?</i>

	<ul style="list-style-type: none"> • <i>What are some steps we could take to better support racial equity in our organizations, schools, and institutions?</i> <p>As with the previous dialogue session, it is important for someone to take notes on the ideas that arise from this step.</p>
8:45pm-8:55pm	The lead facilitator reconvenes the group and guides them through a short deep-breathing exercise. Afterwards, table groups are asked to report out on insights and common themes that emerged from their conversation.
8:55pm-9:00pm	<p>Final thoughts and announcements about the next event are made. In addition, participants will be asked the following questions in preparation for the next event:</p> <ul style="list-style-type: none"> • <i>What concrete steps can you take as an individual to support race relations and racial equity in the community?</i> • <i>What concrete steps can you take with others to support race relations and racial equity in the community?</i> • <i>What do you think is most needed in this community, if anything?</i>

- III. July 21, 2022, 6:00pm – 8:00pm - *Breaking Bread, Breaking Barriers: Dinner & Boot Camp Wrap-Up*
 This BBBB session will be different in that it will be more about a celebration. The evening program will include a brief description of the food for the event; a 30-45 minute review of the outcome of the Dialogue on Race and pledges of who will do what moving forward (similar to Step 4 of the [Dialogue on Race](#)); and an open dinner/mingling.

Time	Activity
5:30pm-6:00pm	Participants arrive and check-in.
6:05pm-6:15pm	<p>The large group is welcomed and a brief recap of the previous sessions is made. Afterwards, the lead facilitator frames the evening by saying:</p> <p><i>You have done a lot of work over the past couple of months and tonight is a celebration of our work towards a diverse community that has strong relationships across racial groups. But first, we have one more dialogue activity. The purpose of the session is to identify specific steps we would like to take to support racial equity in our community.</i></p> <p><i>As a reminder and to ensure productive conversations at your table, here are the guidelines we agreed upon the last time we met:</i></p> <ul style="list-style-type: none"> • <i>Respect confidentiality</i> • <i>Share time equitably</i> • <i>Speak from your own experience and perspective (use “I” language”)</i> • <i>Listen carefully (and not interrupt)</i> • <i>Keep an open mind</i> • <i>Be respectful of the speaker (even when we do not agree with their views)</i> • <i>(Any additional guidelines that were added last time)</i>

	<i>Let's get started.</i>
6:15pm-6:45pm	<p>The facilitator will use the following questions to guide the conversation:</p> <ul style="list-style-type: none"> • <i>Are there actions each of you are personally willing to take to support race relations and racial equity in our community? If so, what are those actions?</i> • <i>Are there actions you are willing to take as a group to support race relations and racial equity in our community? If so, what are they?</i> • <i>How do we implement the actions we've discussed?</i> • <i>How will we know if our actions are working?</i> <p>It is important for someone to take notes on issues, common themes, and insights that come out of the conversation as they will form the basis of a plan of action.</p>
6:45pm-6:55pm	Lead facilitator asks tables to report out on insights and common themes that emerged from their conversation.
6:55pm-7:00pm	Wrap-up of the boot camp series. Participants are offered the opportunity to be trained in the <i>DOJ Dialogue on Race</i> process to be conducted at a later date.
7:00pm	Dinner is served (and entertainment begins)