Strategic & Racial Equity Action Plan Update

Reporting Period: Plan Adoption – Q4 2019

Committee of the Whole – Race Equity Subcommittee

Minneapolis
City of Lakes

Race & Equity

Year 1 Operational Priorities

Adopted by City Council in December 2018

Workforce: Increase the hiring and retention of People of Color and Indigenous People in the City's workforce

Human Resources

Spending: Increase the percent count of, and spend with, racially and ethnically diverse suppliers across all departments

City Coordinator, Civil Rights, Procurement

Data: Improve the use of racially disaggregated data for decision making in the legislative process

City Clerk, Race & Equity

Community Engagement: Improve the capacity of appointed boards and commissions (ABCs) to advance the City's racial equity work

City Clerk, Race & Equity

Year 1 Policy Priorities

*Adopted by City Council in July 2019*

Public Safety: Increase the number of Black, Indigenous, and People of Color ages 10 to 24 years living in higher violence areas of Minneapolis who participate in high quality youth development programs.

Health, Police

Housing: Reduce involuntary displacement in rental housing for Black, Indigenous, and People of Color communities

Regulatory Services, Community Planning & Economic Development
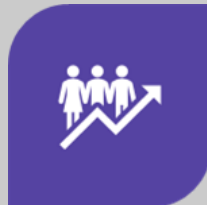
Economic Development: Increase the number of Minneapolis-based businesses owned by Black, Indigenous, and People of Color; and increase businesses with BIPOC ownership that are still in business after 5 years.

Community Planning & Economic Development

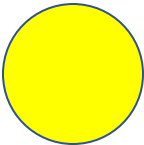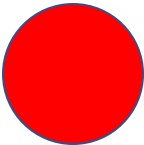# Update Format

Strategic Need

Goal

Metric(s) of Urgency

Vital Few Projects

STATUS INDICATORS

	Metrics of Urgency	Vital Few Projects
🟢	Data for this metric is reporting a positive trend.	You have completed all of the tasks you planned to complete during the reporting period.
🟡	Data for this metric is not trending positively. We know the cause and are addressing it. We anticipate a positive trend in the next 1-2 reporting periods.	Based on our implementation plan, we are not on schedule. We have addressed the delay and anticipate being back on track in the next 1-2 reporting periods.
🔴	Data for this metric is not trending positively. We do not know the cause and do not anticipate a positive trend in the next 1-2 reporting periods.	Based on our implementation plan, we are not on schedule. We do not anticipate being back on schedule in the next 1-2 reporting periods.

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PEFORMANCE SUMMARY

STATUS

PRIORITY AREA	Metric(s) of Urgency	Vital Few Projects
Operational Policy Priorities		
Spending		🟡
Workforce		🟢
Data	*This is the first reporting period for the SREAP. Status on data performance trends will be reported in future reporting periods. Where possible, baseline data is provided on the following slides.*	🟡
Community Engagement		🟡
External Policy Priorities		
Housing		🟢
Economic Development		🟢
Public Safety		🟢

Workforce

Process Owner: Human Resources

WORKFORCE –
METRICS OF URGENCY

STRATEGIC NEED: Increase the retention of Black, Indigenous, and People of Color in the City's workforce.

GOAL: There is no racial/gender gap in the tenure of City employees who voluntarily leave their job.

METRIC OF URGENCY	2019	TREND STATUS
Average tenure of men of color who voluntarily leave the City.	4.2 YEARS	N/A

WORFORCE – VITAL FEW PROJECTS

KEY ACTIVITIES COMPLETED IN 2019

- Completed five-year analysis of voluntary employee separations. Analysis showed a statistically significant difference in tenure when comparing the average tenure of male and female employees.
  - Male employees leave the City faster than female employees (4.9 years vs. 6.0 years).
  - Male employees of color are leaving the City faster than white males, women of color, and white females regardless of generation.

- Continued to administer the pulse survey that measures the degree to which employees experience cultural agility in their part of the enterprise.

- Modified exit interview process by integrating with ServiceNow via the separation process in an effort to increase the response rate and in an effort find out why employees leave.

- Offer learning opportunities to employees and leaders to support adoption of the new cultural agility expectation.

PLANNED ACTIVITIES FOR Q1 2020

- Analyze voluntary employee separation rates by Department, Division, etc. to identify areas of opportunity.

- Engage employee resource groups in the development of strategies to foster a more respectful, welcoming and inclusive workplace.

- Review results of previous employee pulse surveys and take action to improve the workplace.

- Enhance workforce reporting to enable City leaders to make more informed data driven decisions about their workforce.

- Introduce the new Agile Manager program to foster increased cultural agility in frontline leaders.

- Implement process improvement changes and communications plan for the Anti-Discrimination Harassment and Retaliation program (ADHR).
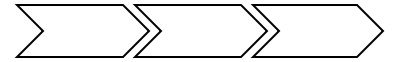
Spending

Process Owners: Civil Rights, Procurement, City Coordinator's Office

SPEND –
METRICS OF URGENCY

STRATEGIC NEED:
Increase the percent count of, and spend with, racially and ethnically diverse suppliers across all departments

GOAL: Achieve an annual professional/technical Disparity Index of 80 or higher for African American, Hispanic American and Native American suppliers.

data provided in the 2017 Joint Disparity Study

METRIC OF URGENCY		Availability (2011-2016)	Utilization (2018)	TREND STATUS
Percent availability* and utilization with African American, Hispanic American, and Native American-owned suppliers on professional/ technical contracts, by industry	African American-owned	3.55%	0.63%	🔴
	Hispanic American-owned	0.68%	2.15%	🟢
	Native American-owned	0.69%	3.23%	🟢

SPEND –
VITAL FEW PROJECTS

KEY ACTIVITIES COMPLETED IN 2019

- Enterprise wide diverse spend goal was adopted.

- All 2016-2019 spend has been categorized by department and type of procurement allowing for departments to more easily identify where they are spending their money and to identify diverse vendors available for bid

- Developed methodology to track spend moving forward, both at the departmental and enterprise level

- ABC Modules Rolled Out streamlining the requisition process to eliminate work arounds

PLANNED ACTIVITIES FOR Q1 2020

- Department specific spend analysis will be completed for past three years

- Finalize methodology for including both primary and secondary spend

- Begin 2019 utilization analysis at the enterprise and departmental level

- Calculate and compare utilization and availability of Asian American- and Native American-owned firms for more accurate tracking
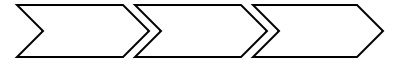
Data

Process Owners: City Clerk, Race & Equity

DATA –
METRICS OF URGENCY

STRATEGIC NEED: Improve the use of racially disaggregated data (RDD) for decision-making in the legislative process.

GOAL: When appropriate, 100% of RCAs include racially disaggregated data

METRICS OF URGENCY	2019	TREND STATUS
Number and percent of "need" for racially disaggregated data in RCAs	N/A	N/A
Number and percent of times racially disaggregated data was included in RCAs	N/A	N/A

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DATA –
VITAL FEW PROJECTS

KEY ACTIVITIES COMPLETED IN 2019

- Researched local and national best practices on racial equity impact assessment processes

- Developed a Racial Equity Impact Assessment (REIA) process for Minneapolis

- Collaborated with members of the Racial Equity Steering Committee and Racial Equity Community Advisory Committee to develop threshold criteria for staff to use the REIA in the legislative process

- Completed tactical planning for REIA implementation

- Identified pilot projects to test the REIA

PLANNED ACTIVITIES FOR Q1 2020

- Train RCA drafters from first wave of departments, Mayor's Office staff and Council ward office staff on REIA

- Develop criteria to embed the REIA in the Legislative Information Management System (LIMS) as a component of Requests for Committee Action (RCA's)

- Design and implement intermediary system to capture REIA's pending LIMS enhancements

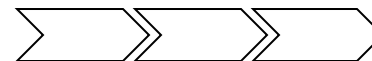- Create training and other job aids to enhance LIMS training on REIA components

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Community Engagement

Process Owners: City Clerk, Race & Equity

COMMUNITY ENGAGEMENT –
METRICS OF URGENCY

STRATEGIC NEED: Improve the capacity of appointed boards and commissions (ABCs) to advance the City's racial equity work

GOAL: When applicable, 100% of Appointed Board and Commission recommendations include some kind of racial equity analysis.

METRICS OF URGENCY	2019	TREND STATUS
Number and percent of "need" for any kind of equity analysis in ABC deliberation	N/A	N/A
Number and percent of times an equity analysis was conducted	N/A	N/A

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COMMUNITY ENGAGEMENT–
VITAL FEW PROJECTS

KEY ACTIVITIES COMPLETED IN 2019

- Researched local and national best practices on racial equity impact assessment processes

- Developed a Racial Equity Impact Assessment (REIA) process for Minneapolis

- Collaborated with members of the Racial Equity Steering Committee and Racial Equity Community Advisory Committee to develop threshold criteria for staff to use the REIA with Appointed Boards and Commissions

- Completed tactical planning for REIA implementation

PLANNED ACTIVITIES FOR Q1 2020

- Train ABC staff from first wave of departments on REIA

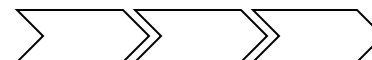- Create training and other job aids to enhance ABC staff training on REIA components

Public Safety

Process Owners: Health & Police

PUBLIC SAFETY –
METRICS OF URGENCY

STRATEGIC NEED: Increase the number of Black, Indigenous, and People of Color ages 10 to 24 years living in higher violence areas of Minneapolis who participate in high quality youth development programs.

GOAL: A decrease in the number/percent of Black, Indigenous, and People of Color ages 10 to 24 living in higher violence areas who are reported as victims or perpetrators of violence.

METRICS OF URGENCY	2019	TREND STATUS
Number/percent of high-quality, culturally responsive youth development programs serving BIPOC ages 10 to 24 in higher violence areas in Minneapolis.	N/A	N/A
Number/percent of BIPOC participants in each high-quality, culturally responsive youth development programs	N/A	N/A

CURRENT STATUS:

KEY ACTIVITIES COMPLETED IN 2019

- Internal Team meetings to refine operational definitions and data collection processes

- Progress report update to Public Health, Environment, Civil Rights & Engagement Committee - October 28, 2019

- Progress report update to Public Safety and Emergency Management Committee - October 30, 2019

- Mayor convened inaugural meeting of Minneapolis Youth Investment Task Force - December 2019

PLANNED ACTIVITIES FOR Q1 2020

- Solidify definitions
  - "higher violence areas in Minneapolis"
  - "high-quality, culturally responsive youth development programs"
  - Compile information about existing youth development programs (number, reach, quality) starting with City-funded programs
- Compile information about current City budget spending on youth development and violence prevention programming
- Ongoing Minneapolis Youth Investment Task Force meetings through April 2020
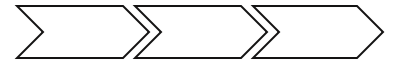
Housing

Process Owners: Regulatory Services & Community Planning and Economic Development

HOUSING –
METRICS OF URGENCY

CURRENT STATUS:

STRATEGIC NEED: Reduce involuntary displacement in rental housing for Black, Indigenous, and People of Color communities

GOAL: Residents renting in zip codes 55411, 55412, and 55404 reside in safe, habitable, affordable, secure/stable, and respectful homes until they choose to leave.

METRICS OF URGENCY	2019	TREND STATUS
Count/percent of Tier 2 and 3 units located in 55411, 55412 and 55404 that improve their Tier assignment	N/A	N/A
Number of service requests made to Regulatory Services by residents in 55411, 55412 and 55404	N/A	N/A
Number of Tier 2 and 3 property owners that attend the rental property owners management course	N/A	N/A

HOUSING –
VITAL FEW PROJECTS

KEY ACTIVITIES COMPLETED IN 2019

- Policy changes supporting renter rights and safe, stable, accessible, and affordable housing

- Partnered with owners and managers on multiple ordinances, programs, and studies

- Free legal services for renters facing eviction or pursuing habitability cases

- Tenant Navigators build relationships with owners, managers, and renters

- Pre-eviction mediation information at Rental Property Owner Workshops

- Emergency Repair Board and Tenant Remedies Actions

PLANNED ACTIVITIES FOR Q1 2020

- Formalize and streamline coordination of activities in support of SREAP Housing goal

- Review, adjust as needed, and finalize MOUs and Vital Few projects

- Review metrics with legal services agreements

- Identify activities that support three policy streams:
  - Licensing and Tier Study recommendations
  - Implementation of Renter First policies
  - Implementation of Renter Protection Ordinances

- Continue programmatic efforts, including: 4d Affordable Housing Incentive Program, legal services, expanding use of Tenant Remedies Actions and Conditions, and finalizing implementation protocols for Emergency Repair Board

- Proactive engagement with owners and managers to build relationships and identify resource needs

- Development of Opportunity to Purchase ordinance

Economic Development

Process Owner: Community Planning & Economic Development

CURRENT STATUS:
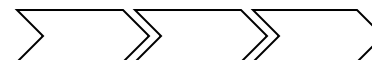
STRATEGIC NEED: Increase the number of Minneapolis-based businesses owned by Black, Indigenous, and People of Color; and increase businesses with BIPOC ownership that are still in business after 5 years.

GOAL: BIPOC businesses that directly and indirectly interact with the City meet or exceed national average survival rate benchmarks.

METRICS OF URGENCY	2019	TREND STATUS
Count/percent and reason for all business-related contacts with City or our intermediaries, by business owner race/ethnicity	N/A	N/A
Count/percent of issues solved, and how solved, by business owner race/ethnicity	N/A	N/A
Relationship management indicators, by business owner race/ethnicity	N/A	N/A
Database entries of BIPOC-owned businesses.	N/A	N/A

ECONOMIC DEVELOPMENT –
VITAL FEW PROJECTS

CURRENT STATUS:

KEY ACTIVITIES COMPLETED IN 2019

- Small Business Program Review, examining current CPED programs that support small businesses with a racial equity lens. (*Presented at 1/7 EDRS*)

- Small Business Team cases up 40% from 421 in 2018 to 590 in 2019

- Proactive outreach to BIPOC businesses through events, such as
  - East African Business Forum
  - Black Business Week
  - Latino Business Map and Meet

- Over 450 BIPOC entrepreneurs received training and technical assistance though the Business Technical Assistance Program (B-TAP)

- Culturally specific Great Streets funded activities

PLANNED ACTIVITIES FOR Q1 2020

- Begin implementing recommendations from the Small Business Program Review
  - Moving B-TAP
  - Program modifications
  - Data collection

- SREAP Tactical Planning

Next Steps

- Future 2020 SREAP Update
  - April 15, 2020
  - July 8, 2020
  - October 7, 2020

- Council Committee/Mayoral Updates

- Questions?