



# Strategic & Racial Equity Action Plan 2019 - 2022

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# Vision, Mission, Values, and Goals

## Vision

Minneapolis is an intentionally compassionate city where each of us can reach our full potential while caring for one another, eliminating racial disparities, improving our environment and promoting social well-being. We lead in innovative and creative ways, focused not only on our present needs, but also the success of future generations.

## Mission

Our City government takes strategic action to address climate change, dismantle institutional injustice and close disparities in health, housing, public safety and economic opportunities. In partnership with residents, City leaders help to ensure all communities thrive in a safe and healthy city.

## Values

**Equity:** City government works side-by-side with community members to engage all voices, creatively problem solve, and build trust, particularly with those who have been most impacted by inequities. This helps to ensure that opportunities are accessible to everyone.

**Safety:** People have a strong sense of security and can live peacefully in safe neighborhoods, knowing that City government is accountable for responsive and proactive public safety services.

**Excellence:** To achieve the best outcomes and the highest quality service, we are forward-thinking and exhibit competence, professionalism, and integrity, and strive for personal growth.

**Welcoming:** All individuals are welcome, regardless of race, ethnicity or place of origin, gender identity or religious affiliation. This enhances Minneapolis' cultural fabric, economic growth, global competitiveness and overall prosperity for current and future generations.

**Stewardship:** We serve as trusted stewards of financial, environmental, social, and physical resources, recognizing that resources are for the common good today and tomorrow. We seek solutions that reflect our long-term commitment to end suffering in our city.

**Transparency:** People can trust City government and hold them accountable for making and communicating decisions grounded in accurate information and integrity. We build credibility by accepting feedback, owning our actions, and providing reliable follow-through.

**Health:** To achieve physical, emotional and mental health, we all work to ensure equitable access to healthy food, recreational opportunities, natural amenities, positive youth development, and walkable neighborhoods.

## Goals

**Public Safety:** The City prioritizes collaborative and community-inclusive strategies to ensure safety for all members of our community.

**Housing:** The City prioritizes equitable access to safe, stable, accessible, and affordable housing to eliminate racial disparities in housing.

**Economic Development:** The City prioritizes economic inclusion so that all workers and families are supported and Black, Indigenous, and People of Color-owned businesses in all sectors can thrive.

**Public Services:** The City prioritizes reliable and equitable access to high-quality public services.

**Environmental Justice:** The City prioritizes sustainable practices and renewable resources to equitably address climate change while restoring and protecting our soil, water and air.

**Built Environment & Transportation:** The City prioritizes high quality neighborhoods, streets, infrastructure and equitable access to multimodal transportation in all parts of the City through thoughtful planning and design.

**Public Health:** The City prioritizes positive youth development so that all children can grow healthy and safe.

**Arts and Culture:** The City prioritizes arts and culture as an important part of inclusive economic development and placemaking in our communities.

# Priorities

## Section I: Operational Priorities

- 1. Diversifying our Spend**  
Increase the percent count of, and spend<sup>1</sup> with, racially and ethnically diverse for-profit suppliers across all departments.
- 2. Diversifying our Workforce**  
Increase the retention of People of Color and Indigenous People in the city's workforce.
- 3. Using Racially Disaggregated Data**  
Improve the use of racially disaggregated data (RDD) for decision-making in the legislative process.
- 4. Engaging Diverse Communities**  
Improve the capacity of appointed boards and commissions (ABCs) to advance the City's racial equity work.

## Section II: Policy Priorities

- 1. Housing**  
Reduce involuntary displacement in rental housing for Black, Indigenous, and People of Color communities.
- 2. 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.
- 3. 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.

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<sup>1</sup> All purchases made, with or without a contract.

**Section I: Operational Priorities 2019 - 2022**

## 1) Spend Diversity

### Strategic Need

Increase the percent count of, and spend<sup>2</sup> with, racially and ethnically diverse for-profit suppliers across all departments.

### Rationale

Racially and ethnically diverse businesses help drive the City's economic growth. Diversifying our City government's vendor base increases our access to high-quality products and services, supports competitive pricing, and ensures we are doing our fair share in supporting important sources of income and jobs in racially and ethnically diverse communities.

### Goal

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

### Key Lagging Indicator

Annual Disparity Index by race and ethnicity ( $100 \times (\text{Utilization}^3/\text{Availability}^4)$ )<sup>5</sup>

### Problem Statement

There is significant underutilization of businesses owned by African-Americans, Hispanic Americans and Native Americans (Index of 20, 36, and 13<sup>6</sup>, respectively. Under 80 is substantial<sup>7</sup>). In particular, the greatest disparity among the City's four contract types occurs in contracts for professional technical services.

### Metric(s) of Urgency

- Percent utilization with African American-, Hispanic American- and Native American-owned suppliers on professional/technical contracts, by industry.
- Percent availability of African American-, Hispanic American- and Native American-owned bidders<sup>8</sup> on professional/technical contracts, by industry.

### Process Owner(s)

- Procurement
- Civil Rights

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<sup>2</sup> All purchases made, with or without a contract.

<sup>3</sup> Percent spend.

<sup>4</sup> Percent of businesses in the state available as prime or subcontractor for each of the city's procurements that year.

<sup>5</sup> Formula used by Keen Independent Research in the 2017 MINNESOTA JOINT DISPARITY STUDY City of Minneapolis Draft Executive Summary.

<sup>6</sup> Index adjusted for an extremely large "outlier" contract.

<sup>7</sup> Keen Independent Research in the 2017 MINNESOTA JOINT DISPARITY STUDY City of Minneapolis Draft Report.

<sup>8</sup> Businesses on the City's vendor lists (TMP, SUBP, MnUCP, and CERT)

## 2) Workforce Diversity

### Strategic Need

Increase the retention of People of Color and Indigenous People in the City's workforce.

### Rationale

Racially and ethnically diverse employees are key to serving residents and other customers with excellence. A workforce that mirrors our population increases City government access to great ideas, strengthens innovation and problem-solving, and ensures we are doing our fair share in providing decent paying jobs to all our communities.

### Goal

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

### Key Lagging Indicators

- Average annual tenure of employees<sup>9</sup>who voluntarily<sup>10</sup>leave city employment
- Reasons for choosing to leave.

### Problem Statement

From 2009 to 2016, 2% of the city's Indigenous employees or employees of Color voluntarily left. More than half of them were women in predominately administrative and professional positions who left after only 2.4 years. This was 5 years sooner than their male counterparts, and 6 years sooner than white men. These women's positions turned over an average of 2.5 times more often than those held by white men, costing the city an estimated 2.6 million<sup>11</sup> more to keep those positions filled than if the women had stayed as long as white men.

### Metric of Urgency

Tenure of indigenous women and women of color who voluntarily leave their jobs.

### Process Owner

- Human Resources

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<sup>9</sup> Regular full-time, part-time and intermittent staff; and seasonal full-time workers

<sup>10</sup> Does not include retirement or "other" reasons for leaving.

<sup>11</sup> Assuming an average salary of \$50,000 and a cost of replacement at 20% of salary (<https://www.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>).

### 3) Using Racially Disaggregated Data

**Strategic Need**

Improve the use of racially disaggregated data for decision-making in the legislative process.

**Rationale**

In the City's legislative process, the standing committees play a critical role exercising primary oversight of specific areas of municipal policy as well as those departments and divisions within their purviews. In particular, committees deliberate and recommend City ordinances (local laws, regulations, and policies) which usually regulate persons or property and usually relate to matters of a general and permanent nature. Standing committees are also responsible for evaluating and making recommendations on all matters referred to them. Ensuring policymakers have access to racially disaggregated data will help improve decision-making and outcomes from the legislative process.

**Goal**

When appropriate, 100% of RCAs include racially disaggregated data.

**Key Lagging Indicator**

Annual number and percent of appropriate "Request for Committee Action" (RCA) forms that include racially disaggregated data (RDD).

**Problem Statement**

Requests for Committee Action forms are not equipping committees (and therefore the Council and Mayor) to think critically about race equity in their deliberations. In a review of 17 ordinance-related RCAs presented to council from Jan 1 – Oct 31, 2018, CultureBrokers found only 1 (6%) that clearly included racially disaggregated data.

**Metrics of Urgency**

- Number and percent of "need" for racially disaggregated data in RCAs.
- Number and percent of times racially disaggregated data was included in RCAs.

**Process Owners**

- Race Equity Division
- City Clerk



## 4. Engaging Diverse Communities

### Strategic Need

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

### Rationale

The role of appointed boards and commissions is to advise the Mayor and Council on City policies and practices. Enabling ABCs to consider the impact on all racial and ethnic groups when developing and presenting policy recommendations will advance the City's long-range racial equity goals.

### Goal

When applicable, 100% of ABC recommendations include some kind of racial equity analysis.

### Key Lagging Indicator

Annual number and percent of applicable ABC deliberations that include some kind of race equity analysis.

### Problem Statement

ABCs are not being equipped with skills, knowledge and structure to think critically about race equity in their deliberations. In a review of the 17 ABCs that posted minutes (via LIMS or their own webpages), CultureBrokers found only 10 ABCs (42%) had notes reflecting any kind of racial equity conversation in 2017. Of 241 actions these 17 ABCs conducted in 2017, only 39 (16%) indicated any kind of racial equity consideration. Additionally, 70% of ABC staff surveyed said their ABC had not received racial equity training in the last year.

### Metrics of Urgency

- Number and percent of "need" for any kind of equity analysis in ABC deliberation.
- Number and percent of times an equity analysis was conducted.

### Process Owners

- Race Equity Division
- City Clerk
- Neighborhood and Community Relations

**Section II: Policy Priorities 2019 - 2022**

## 1) Housing

### Strategic Need

Reduce involuntary displacement in rental housing for Black, Indigenous, People of Color, and Immigrant communities.

### Rationale

The City of Minneapolis relies on property owners to provide safe, stable housing for its residents. Through our rental licensing authority, the City has a unique relationship with rental property owners that can be more effectively leveraged in upstream activities to ensure racially and ethnically diverse residents who rent are equitably supported in meeting their needs for safe, affordable and accessible housing.

### 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.

### Key Lagging Indicators

- Count and percent of eviction filings and judgements.
- Count and percent of Notices to Vacate or other communication directing residents to move.
- Frequency of move/relocation and whether the move is voluntary or involuntary.

### Problem Statement

BIPOC communities experience rental evictions at a higher rate than white communities in Minneapolis. Evidence suggests that BIPOC communities also experience involuntary rental displacement outside the formal eviction process. Poorly maintained units affect housing stability for BIPOC residents which can lead to increased displacement.

### Metrics of Urgency

- Count/percent of Tier 2 and 3 units located in 55411, 55412 and 55404 that improve their Tier assignment
- Number of service requests made to Regulatory Services by residents in 55411, 55412 and 55404
- Number of Tier 2 and 3 property owners that attend the rental property owner's management course

### Process Owners

- Regulatory Services
- Community Planning & Economic Development

## 2) Economic Development

### 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.

### Rationale

BIPOC business ownership is an important strategy for increasing community and household wealth, and contributes to overall economic growth. Despite increases in new BIPOC businesses over time, racial gaps in business ownership, revenues, and employment persist. Reducing these gaps requires targeted support for both new businesses creation and retention of existing BIPOC businesses.

### Goal

BIPOC businesses that interact directly or indirectly with the City will meet or exceed national average business survival benchmarks.

### Key Lagging Indicators

- Annual Number/percent of Minneapolis-based businesses that interact with the City started, by owner race/ethnicity.
- Number/percent of Minneapolis-based businesses that interact with the City still in business, by owner race/ethnicity.

### Problem Statement

The City of Minneapolis has a range of supportive programs available to BIPOC businesses, and while the City collects information about program participation, including demographics, current data collection, tracking, and evaluation practices limit our knowledge of how well these programs work for BIPOC businesses.

### Metrics of Urgency

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

### Process Owner

- Community Planning and Economic Development

### 3) Public Safety

#### **Strategic Need**

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

#### **Rationale**

High quality youth development programs offer protective social opportunities for young people at risk of involvement with violence. Since 2003, funding for youth programs has been diminishing across Minnesota. The City is responsible for public safety of all residents, including social and community protections. An absence of quality, sustainable, and culturally responsive programming may contribute to an overreliance on enforcement as the primary method of ensuring public safety. Youth development programs that provide key protective factors that buffer against violence must be a part of the City's public safety approach.

#### **Goal**

A significant 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.

#### **Key Lagging Indicators**

- Number/percent of Black, Indigenous, and People of Color ages 10 to 24 living in higher violence areas who are participating in high-quality, culturally responsive youth development programs
- Amount of funding allocated to high-quality youth development programs in high violence areas of Minneapolis compared to the need

#### **Problem Statement**

The presence of protective factors can lead to substantial reductions in involvement with violence, even for young people who have significant risk factors for involvement with violence present. Yet there has been a decline in youth development funding, including significant decreases in YMAP funding, State of MN Afterschool Grants, and private grants for afterschool programs, combining for a \$24 million gap in investment over the last 20+ years.

#### **Metrics of Urgency**

- Number/percent of high-quality, culturally responsive youth development programs serving BIPOC ages 10 to 24 in higher violence areas in Minneapolis.
- Number/percent of BIPOC participants in each high-quality, culturally responsive youth development program

#### **Process Owners**

- Minneapolis Health Department
- Minneapolis Police Department