

REPORT, April 30, 2014:

EQUITABLE SOLUTIONS FOR ONE MINNEAPOLIS: A RACIAL EQUITY FRAMEWORK

Introduction

Equitable Solutions for One Minneapolis is a racial equity framework, or roadmap, that can be used to guide policy in ways that will create equitable outcomes for communities of color. The *Equitable Solutions for One Minneapolis* framework consists of **data, proposed targets, strategies, values, concepts** and **tools** that provide a way of viewing the City's work through a racial equity lens that will change the way we engage the community, plan activities, make policy and deliver services to improve the socio-economic condition for the residents of Minneapolis. While this framework focuses on three key policy areas as identified by City Council Resolution 2012R-456 - **employment** (recruitment and selection), **engagement** (board and commission membership), and **purchasing** – it is intended that the framework applies to all work in the city.

Background

The City of Minneapolis has a long and laudable history of doing the right thing when issues of discrimination, fairness, and equality are at stake. Minneapolis has passed civil rights ordinances and taken actions that demonstrate its value and commitment for doing the right thing which include, but are not limited to the following:

- In 1955 the Mayor's Fair Employment Practices Commission created by Hubert H. Humphrey to identify employers and those connected to real estate and housing from discriminating against non-white people and Jewish persons, and the City's Fair Employment Practices Commission which investigated complaints of discrimination based on race, religion or national origin, were merged to create the agency that would become the present-day Civil Rights Department and the model for the U.S. Civil Rights Commission.
- In 1982, Minneapolis became one of the first cities in the country to pass an ordinance that prohibits "red-lining" and home mortgage/loan discrimination because of the social, economic or environmental conditions of the neighborhood in which a home is located.
- In 1991, the City provided for the registration of two committed adults as Domestic Partners in recognition that a family is more than a traditional marriage or blood relationship.

- In 2008 the City Council passed Resolution 2008R-184 that, once again, showed the City's leadership by example because the resolution called attention to and prescribed actions to reduce racial disparities in Minneapolis and established a steering committee to oversee the work.

In the summer of 2010, the city and the region were under scrutiny by the nation when the Economic Policy Institute released its report titled "Uneven Pain" that showed the Twin Cities region as having the worst employment disparity between whites and blacks in the country.

Approximately one year later, the Minneapolis Foundation, with research conducted by the Wilder Foundation, showed that across a wide range of socio-economic indicators, the City of Minneapolis was not "One Minneapolis" but is a "Tale of Two Cities" where the socio-economic condition of communities of color falls well-short of the socio-economic status of whites.

In 2010, the City of Minneapolis began to look deeper into data, causes and possible solutions to correct inequities through a series of Results Minneapolis reports. That work focused on data and trends related to:

- Hiring of employees within the City
- Buying practices within the City
- Business and workforce support for disadvantaged communities within the City

In 2012, the City Council passed the 2012R-456 that directed the Civil Rights Director, CPED Director and City Coordinator, with other department heads and appropriate staff to:

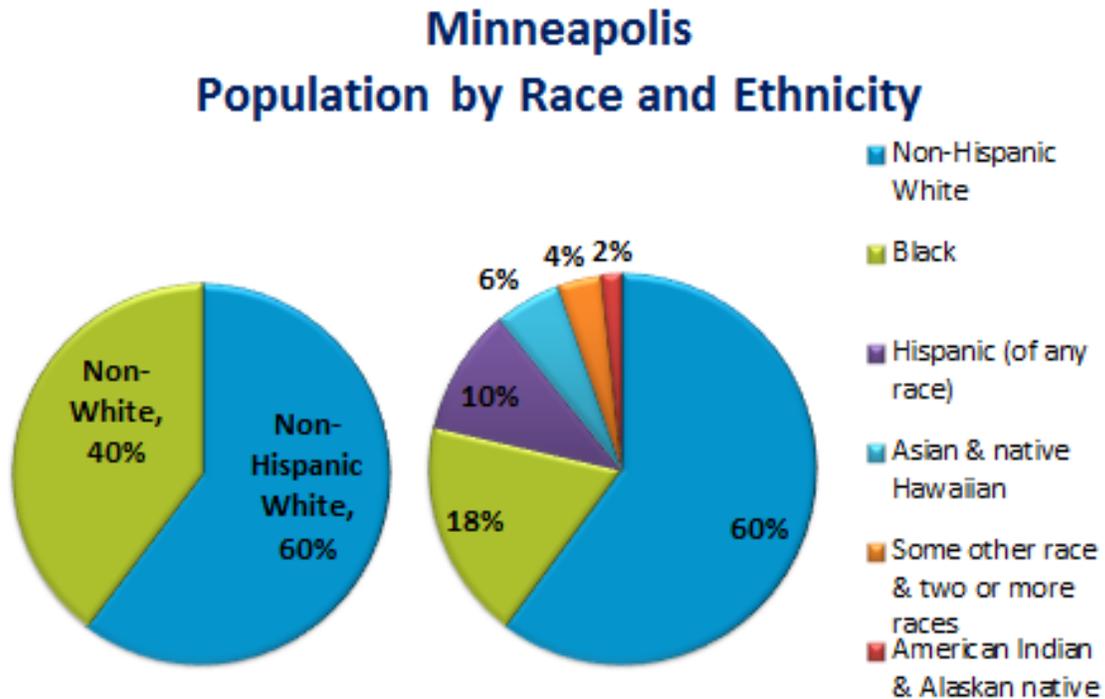
- Develop and implement a racial equity assessment toolkit that would specifically address unemployment, procurement, and community engagement.
- Assess and implement the recommendations of the Equity in Employment Task Force
- Recommend fair hiring provisions be added to city ordinances
- Report back on the status of the work within six months.

As instructed, staff reported to the City Council on October 24, 2012, that it was in the process of developing a racial equity assessment toolkit that would focus on hiring, engagement, and procurement within the City; that it had assessed the recommendations of the Equity in Employment Task Force; and that some of the recommendations had been implemented and those that had not would be the focus of the City's racial equity work going forward.

The Civil Rights Director, with assistance from the CPED Director and the City Coordinator, and with the work of a dedicated Equitable Solutions Staff Team composed of managers and professional staff from Human Resources, Neighborhood & Community Relations and Civil Rights and CPED, have studied the best models from cities engaged in racial equity work and, today, present their requests and recommendations in this report and the accompanying Request for Council Action.

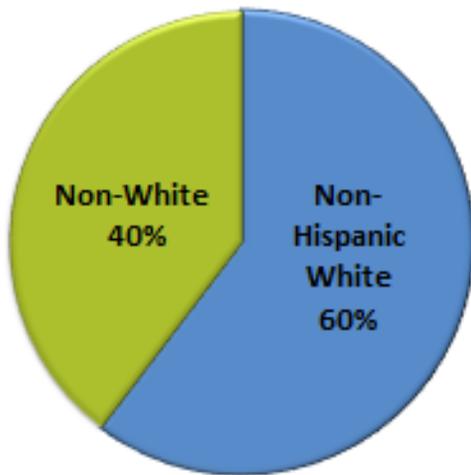
Data

Data that is being used to support this request consists of Minneapolis population data by race and ethnicity; Minneapolis Public School Enrollment Data (future workforce); and current City of Minneapolis employment. Most notable is the significant difference between current city demographics (40% non-White, 60% White-non Hispanic) and current school enrollment (70% students of color to 30% white students). Clearly, as students mature and become our workforce and the majority of our population, if we do not address racial disparities today, we can assume tragic consequences for the future economic vitality of our city.

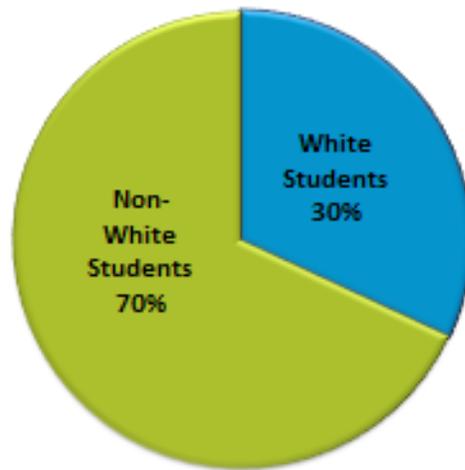


Source: <http://quickfacts.census.gov> (2012)

**Current Minneapolis
Population**

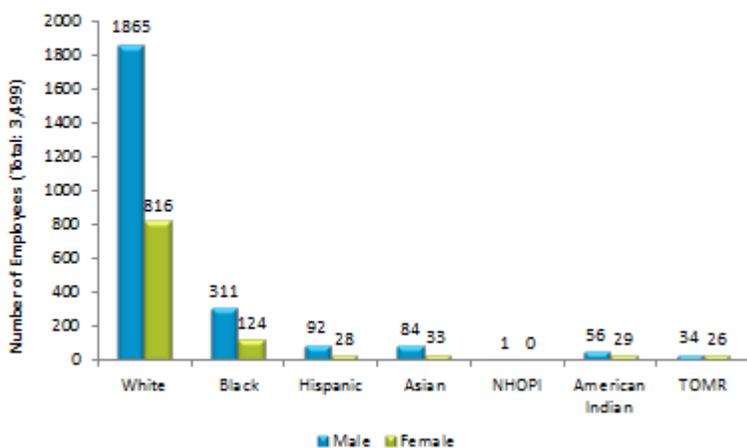


**Current MPS
Enrollment
(Future Workforce)**



City of Minneapolis Employees By Race/Ethnicity

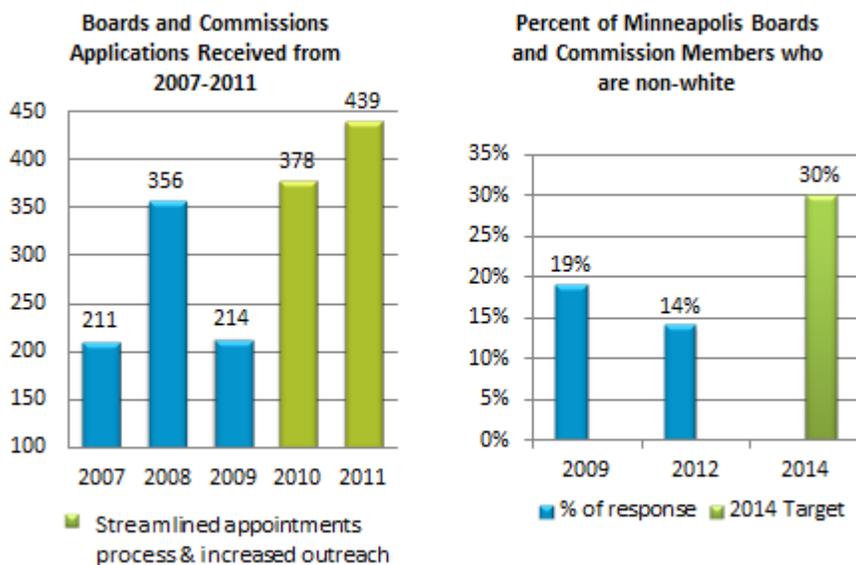
(Based on data released in June 2013)



Source: City of Minneapolis HRIS Report - June 2013

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When we compare the current composition of the City of Minneapolis enterprise workforce to the current population, we see that the workforce is approximately 23% people of color when they are represented in the population at 40%.

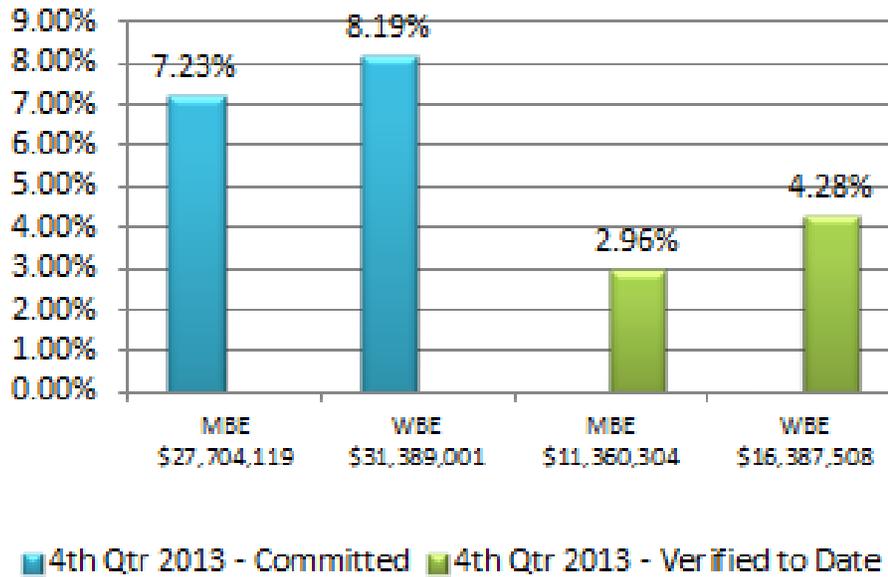


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In its 2011 voluntary survey of members of City of Minneapolis boards and commissions, 14% of the members surveyed responded that they are racial or ethnic minorities compared to 40% of the city population.

SMALL AND UNDERTUTILIZED BUSINESS PROGRAM

76 active construction projects with a value of \$383,205,976

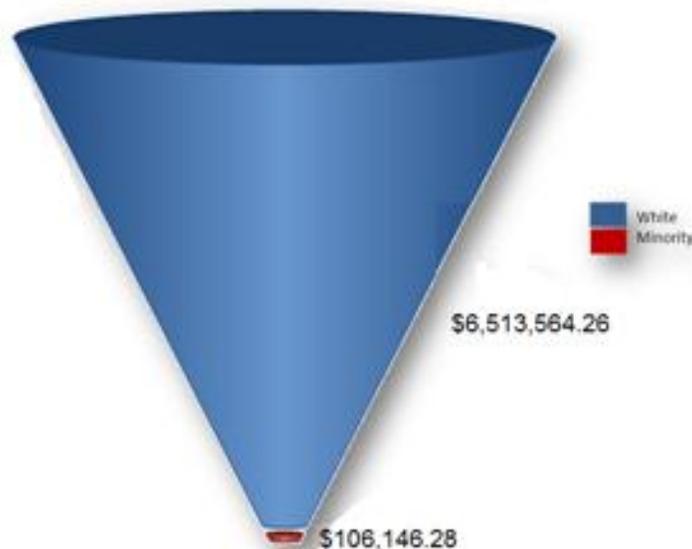


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In its most recent analysis of minority business inclusion on construction and development contracts of \$50 thousand dollars or more, of a goal of 12%, the City was tracking commitments of approximately 7% - well below its stated goal.

Additionally, in a 2012 evaluation of its direct purchasing in contracts below \$50 thousand, out of approximately \$6.5 million in spending, the City could identify only \$106 thousand spent with minority businesses.

2012 Supplier Diversity Results



Source: Minneapolis Department of Civil Rights

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Targets

To determine if the City is achieving its racial equity goals in the focus areas of recruiting and hiring, engaging boards and commissions and procurement, the Equitable Solutions Staff Team is recommending four key targets:

- Create market parity in the City enterprise workforce by 2020
- Improve racial diversity in the City enterprise workforce to be reflective of city demographics per the decennial census
- Increase participation of minority businesses to 12% of total open market procurement by 2020
- Improve board and commission membership to be reflective of city demographics by 2020

Strategies

After a thoughtful examination of the data and information in the City and outside, to work to achieve racially equitable outcomes for historically underserved and under-represented communities of color, the Equitable Solutions Staff Team is recommending three key strategies:

- Apply a racial equity lens to all programs and projects
- Build racial equity into policies and city-wide initiatives
- Partner with other institutions and communities

Values

The values for racial equity work were mined from the Goals and Strategic Directions adopted by the Mayor and City Council in April, 2014. They are:

- Racial inequities are addressed and eliminated
- Equitable systems and policies lead to a high quality of life for all
- Focus on areas of greatest need and seize promising opportunities
- The workforce is diverse, well-educated and equipped with in-demand skills
- Engaged and talented employees reflect our diverse community
- Residents are informed, see themselves represented in City government and have the opportunity to influence decision-making

Concepts

The concepts listed below provide a number of aspirational ideals that invite us to dream about what could be, within limits. The “what if” statements are examples of what a department racial equity team might propose as they consider a program, policy, or new initiative for which to conduct a racial equity assessment with the goal of achieving racially equitable outcomes. What if...

- the HR Department had resources to visit colleges, universities, and specialty schools to attract the best and brightest?
- the City could retain and develop employees so that it became a top-tier employer of choice with an organization culture that was reflective of its strategic goals?

- the City could replicate or improve on current models being used in the region and other municipalities to create a community engagement academy?
- the City could refresh and re-energize its current most engaged residents?
- the City could utilize practices from public and private sectors for engaging board and commission membership?
- the City was proactive in addressing the needs of the minority business community?
- the City adopted a Target Market program that would offer small businesses greater opportunity to obtain City contracts?

Tools (Attached)

A Racial Equity Assessment will be used by elected leadership, executive leadership, and staff to thoughtfully evaluate the racial equity impacts of a policy, program, project or initiative; to consider existing, or needed data and information on which to baseline the current impact of a policy, program, project or initiative and to gauge improvement; and, to consider the individuals and community organizations with whom to engage to give the City the best chance of achieving racial equity results.

For example, a Racial Equity Assessment might be used to assess how Minneapolis police resources are allocated to neighborhoods and how that contributes to the improvement or deterioration of neighborhoods or how street-sweeping services are deployed.

Three Racial Equity Guides have been or are in the process of being developed. They are the Recruitment and Hiring Guide, the Guide to Engaging Boards and Commissions, and the Guide to Equitable Purchasing. These are “how-to” guides. They include a set of actions that should be undertaken with the intent of producing equitable outcomes.

The Recruitment and Hiring Guide will be used to institutionalize recruitment and hiring practices that will achieve workforce diversity in the city and a workforce that is truly reflective of our ever-changing community.

The Guide to Engaging Boards and Commissions will be used to embed equity into city processes to seek and engage individuals with the skill, aptitude, and attitude to serve on the City’s appointed boards and commissions.

The Guide to Equitable Purchasing, which is currently under development, is a how-to guide that will be used to provide a two-way exchange between small minority firms and city offices to increase procurement and contracting opportunities for minority firms.

The Racial Equity Team Structure is a model to engage City leaders and staff to become advisors, champions, and users of the racial equity tools. Ideally, as teams are created within the enterprise, awareness of racial equity is increased with the ultimate goal of de-institutionalizing racism. Depending on the size and structure of a department, all or some of the model could be deployed.

Racial Equity Training is essential to changing the culture of the City. In the city of Minneapolis, data shows that we have some of the worst disparities in the US between whites and people of color across all measures of success. In a recent Gallup Poll, it was noted the only thing Americans care less about than climate change is race relations. Training is a first step in setting expectations, increasing knowledge, changing attitudes, and improving understanding about race, the root causes of racism and discrimination, racial equity, and the City's racial equity work. Training would begin by training leadership and department racial equity teams and could begin as early as September 2014 and would continue for the next several years for all City employees.

In addition to the Racial Equity Assessment, the Racial Equity Guides and racial equity training, other tools will become available such as a customer service help-line, tutorials, a speakers bureau, and examples of racial equity assessments, FAQs, data, and directories.