



# **2017-2018 Racial Equity Action Plan**

*An internal working document*

*November 16, 2016*

# The 2017-2018 Racial Equity Action Plan

*An internal working document*



Minneapolis  
Park & Recreation Board

The Minneapolis Park and Recreation Board (MPRB) has been working on equity, inclusion and diversity since 2011. Currently, three areas of work – Racial Equity, ADA and Gender Inclusion – are the focus. The Racial Equity Action Plan is an internal working document that will guide racial equity work during 2017-18. It reflects what staff have heard from community members and groups through existing relationships and projects, and captures ongoing work from the past years, work that was initiated this year, and new initiatives. It establishes timelines, accountability and performance measures for each action. Furthermore, it outlines key steps to ensure staff are equipped with necessary training, knowledge and tools to integrate racial equity into their work and the organization a whole.

The Racial Equity Action Plan was developed through a year-long process in conjunction with 13 other jurisdictions as part of a local cohort of the Government Alliance on Race and Equity (GARE). It is a working document, and as such, it will be continually enhanced and improved upon through future staff and community dialogue.

The action plan supports ongoing internal transformational change to ensure a continued high level of service to the evolving community. The Racial Equity Action Plan is organized under five goals:

- A. MPRB is committed to creating/developing/fostering a culture that values and advances racial equity.**
- B. Minneapolis residents view the MPRB as an effective and inclusive government that engages all communities.**
- C. MPRB workforce reflects the diversity of community across the breadth and depth of the organization.**
- D. MPRB investments in contracting and procurement benefit the diversity of the community.**
- E. The MPRB provides programs and services that are responsive and reflective of community needs.**

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## ***Parks and Equity***

Minneapolis has had an amazing shift in cultural and racial demographics over the past twenty years. As a result, the city is more diverse in terms of age, race and ethnicity, and recreational needs of its residents. Minneapolis and the Twin Cities region face some of the biggest, race-based disparities in the country.

Nationwide, parks play a vital role in the health and wellbeing of community members as well as the livability of our cities. Historically disadvantaged communities, including immigrants, experience poorer general health and shorter life spans than white community members. Research shows that the number one prescription for healing health and educational disparities is to provide access to parks and open space.

## ***Minneapolis Park and Recreation Board***

Minneapolis is fortunate to have an extensive park system that allows ninety-four percent (94%) of residents to live no more than one fourth (1/4) of a mile from a park. The MPRB employs more than 500 full time employees, with seasonal employment increasing its workforce to close to 2,000. MPRB has an annual operating budget more than \$90 million. For many years the MPRB has focused on making capital, recreation, maintenance, and operations investments in parks that are in racially diverse and low income neighborhoods.

## 2017-18 Minneapolis Park & Recreation Board (MPRB) Racial Equity Action Plan – An internal working document

A. MPRB is committed to creating/developing/fostering a culture that values and advances racial equity.						
Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report	Resources Needed
<ul style="list-style-type: none"> <li>% of employees who believe advancing racial equity is a priority of the MPRB (by work group and by race)</li> <li>% of employees who believe that racial equity is a value of the MPRB (by work group and by race)</li> </ul>	<b>MPRB employees and commissioners understand, are committed to, and have the infrastructure needed to advance racial equity.</b>					
	<b>1) Convene a racial equity steering committee</b> – Convene an internal leadership team (with representatives from each division) responsible for high-level accountability and oversight of implementation. The Steering Committee will empower and support other work groups identified in this Action Plan with implementation.	2016 (prep for 2017)	Deputy Superintendent	Racial Equity Steering Committee meets monthly ongoing basis and develops the path for support and professional development on racial equity.	complete	Existing staff resources
	<b>2) Convene racial equity project specific work teams</b> – Racial Equity Work Teams are convened to assist leadership in the development and implementation of Action Plan initiatives.	2017	Deputy Superintendent	# of action teams convened # of specific projects identified for work teams that support action plan		Existing staff resources
	<b>3) Implement system-wide racial equity training</b> – Provide introductory Racial Equity Training to all employees, including new employees as part of onboarding. Use a “train-the-trainer” model to continue to build internal expertise. Develop tiered model for training implementation connected to service delivery and competencies. Provide Racial Equity Toolkit training to all supervisory staff. Create an internal cohort of leadership that is immersed in racial equity and able to support racial equity work throughout the organization.	2017	Director of Community Outreach and Director of Human Resources	% of MPRB employees who <ul style="list-style-type: none"> <li>Attend training w/in each training group for each employee type</li> <li>Utilize model used by City of Minneapolis in Comet</li> <li>Developed training calendar</li> </ul>		Contract with GARE for training model
	<b>4) Incorporate racial equity into budgeting processes</b> <ol style="list-style-type: none"> <li>Budget managers use a Racial Equity Tool in the development of 2017 budget proposals beginning in 2016. The Executive Team and Board of Commissioners review individual decisions and the cumulative impacts of the proposed budget on racial equity.</li> <li>Continue to implement use of equity-based criteria to determine priorities and allocate funding for NPP20 capital and rehab projects</li> <li>Expand equity base criteria to regional park projects.</li> </ol>	2016 (prep for 2017)	Superintendent and Board of Commissioners  Director of Strategic Planning	% of budget decisions that incorporate use of the racial equity tool  Development and implementation of equity-based criteria		Add to existing process  Add to existing process

**A. MPRB is committed to creating/developing/fostering a culture that values and advances racial equity.**

Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report	Resources Needed
	<p>5) <b>Build racial equity into policies and planning initiatives-</b> Each department will pilot the use the Racial Equity Toolkit in selected policy or long-range planning efforts. Learnings from each effort will be documented and shared as an opportunity to further build the racial equity capacity of staff. As part of applying the racial equity tool kit, this action will include community engagement or outreach.</p> <p>6) <b>Provide Park Police with implicit bias training</b> - All Park Police officers and agents will participate in Implicit Bias training in 2017. Curriculum will include: 1) Race the Power of an Illusion, 2) Listen, Explain with Equity and Dignity (LEED), and 3) Bias Free Policing. As part of this goal, Park Police will train two officers to serve as instructors so that newly hired employees will also be able to be trained in Implicit Bias.</p> <p>7) <b>Commissioner development</b> – Provide Commissioners with racial equity training, education, support and coaching to support them in their role as organizational leaders and with their decision-making in regard to racial equity.</p>	<p>2017</p> <p>2016-2017</p> <p>2017-2018</p>	<p>Deputy Superintendent</p> <p>Director of Park Safety and Security</p> <p>Board President</p>	<p># (and %) of new or revised policies and long-range plans that utilize racial equity toolkit in decision making</p> <p>% of Park Police officers and agents that have participated in Implicit Bias Training</p> <p># of commissioners that have participated in training, education, support and coaching.</p>		<p><i>Add to existing processes</i></p> <p><i>Consultant and existing staff resources</i></p> <p><i>Consultant and existing staff resources</i></p>

**B. Minneapolis residents view the MPRB as an effective and inclusive government that engages all communities.**

Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report	Resources Needed
<ul style="list-style-type: none"> <li>% of Minneapolis residents who believe the MPRB values community participation and engagement (by neighborhood and by race/ethnicity)</li> <li>% of Minneapolis residents who are aware of MPRB's commitment to racial equity (by neighborhood and by race/ethnicity)</li> </ul>	<b>MPRB employees and commissioners have outreach and engagement skills to advance racially inclusive outreach and engagement.</b>					
	<b>1) Revise organization-wide policies and practices to engage diverse communities in decision making processes-</b> Utilize racial equity toolkit in update of Community Engagement Policy toward ensuring that outreach and engagement methods are responsive to community needs. As part of policy update, analyze structure and responsibility of Community Advisory Committees (CACs) from a racial equity perspective. This will include community engagement.	2016-2017	Director of Strategic Planning	Policy updated to reflect input from key stakeholders, communities of color, and staff		<i>Add to existing processes</i>
	<b>2) Provide inclusive outreach and engagement training –</b> Provide introductory training on inclusive outreach and engagement for employees that routinely engage with the public. Provide ongoing training in engagement methods and meeting facilitation skills for appropriate staff.	2017-2018	Director of Strategic Planning and Director Community Outreach	% of identified MPRB employees who attend training % of staff attend training report gaining useful skills, tools and resources		<i>Consultant(s) to deliver training on identified topics</i>
	<b>3) Deliver cultural awareness and competency training for staff and commissioners-</b> Retool and deliver organization-wide cultural awareness and competency training focused on MPRB's service delivery for current staff and in the onboarding to new staff.	2018	Director Community Outreach and Director of Human Resources	% of employees who attend training, report an understanding of importance of training and fit for their work		<i>Consultant to develop content and deliver training</i>
	<b>4) Develop and implement translation and interpretation plan -</b> Provide a systematic approach for addressing translation and interpretation needs of residents and park visitors. The plan will include strategies to communicate through traditional and non-traditional methods in regular communications, and emergency situations. The plan for continuous improvement identified and implemented as community needs change.	2017-18	Director of community Outreach and Director of Communications	Plan developed and launched.		<i>Existing staff resources</i>

**B. Minneapolis residents view the MPRB as an effective and inclusive government that engages all communities.**

Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report	Resources Needed
	<p><b>5) Implement community dialogues and listening sessions-</b> Throughout the course of the plan staff and community members will engage to share successes and opportunities for improvement. Information shared will allow for modifications to the plan and approach as well as direction for the next plan. Implementation of this action will include community engagement.</p>	2017-2018	Director of Community Outreach, Deputy Superintendent,	Community engagement plan developed		<i>Existing staff and consultant resources</i>
	<p><b>6) Create and deliver MPRB101 for Minneapolis residents, including underrepresented and underserved communities</b> - Develop orientation training and materials that allow for more active and immediate contributions by participants who are unfamiliar with the MPRB and its processes. Implementation of this action will include community engagement.</p>	2018	Director of Community Outreach	Curriculum for MPRB 101		<i>TBD</i>

**C. MPRB workforce reflects the diversity of community across the breadth and depth of the organization**

Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report	Resources Needed
<ul style="list-style-type: none"> <li>MPRB workforce demographics reflect City of Minneapolis demographics across job classifications (compared to adults of working age in Minneapolis)</li> </ul>	<b>The MPRB is a model government employer advancing racial equity.</b>					
	<b>1) Establish clear racial equity expectations for hiring managers</b> –Training on implicit bias and equitable hiring practices for all hiring managers and clear expectations and accountability for racially equitable work places, including articulation of hiring goals.	Q1-Q2 2017	Director of Human Resources	Number of managers trained, and Sustainable training/professional development model	In process	<i>Consultant to assist in developing and implementing training</i>
	<b>2) Foster a workforce that represents the race and ethnicity of Minneapolis</b> - Identify, by job classifications, strategies to reach or exceed hiring goals.	Q2-4 2017	Director of Human Resources	% of workforce by job classification for each race and ethnicity	In progress	<i>Existing staff resources</i>
	<b>3) Include racial equity as core competency in job descriptions</b> –As job descriptions are developed and/or revised, incorporate racial equity as a core competency / expectation into the job descriptions.	Q1-2 2018	Director of Human Resources	Number of new or revised job descriptions that incorporate racial equity (by EEOC job category)		<i>Existing staff resources</i>
	<b>4) Create processes to measure employees’ accountability to racial equity in their roles and responsibilities</b> - Incorporate racial equity values in performance evaluation process. Provide training and clear performance expectations for both supervisors and supervisees, developed tiered approach for implementation.	Q4 2017	Director of Human Resources	Racial equity incorporated into performance measure process for supervisors		<i>Add to existing performance evaluation update process</i>
	<b>5) Develop succession planning</b> - Conduct analysis of employee population to ensure viability of workforce—identify and develop a workforce to sustain the long term viability of MPRB work.	Q4 2017	Director of Human Resources	Identify skillsets needed to sustain our long term growth strategy		<i>Existing staff resources; funding may be needed for specific initiatives</i>



D. MPRB investments in contracting and procurement benefit the diversity of the community.						
Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report	Resources Needed
<ul style="list-style-type: none"> <li>Number of new vendors who are Small and Underutilized Businesses</li> <li>Percentage of overall contract spending with Small and Underutilized Businesses</li> <li>Percentage of NPP20 capital and rehabilitation contract funding spending with Small and Underutilized Businesses</li> </ul>	<b>The MPRB is a model government employer advancing racial equity.</b>  <b>1) Revise contracting and procurement practices to demonstrate racial equity in contracts across the system.</b> a. Develop and implement a policy and procedure for the acquisition of Professional Services utilizing the Racial Equity Toolkit. b. Review catering contract practices utilizing the Racial Equity Toolkit. Based on findings, pilot new process aimed at making catering opportunities more accessible to small businesses. c. Revise existing policies and practices such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors, to enable equity in contracting. d. Develop strategies to share the procurement processes.	Q4 2017	Director of Finance	Policy developed and implemented with evidence based usage		Existing staff resources
		Q1 2017	Director of Customer Service	Process updated and implemented		
		2017-2018	Director of Finance	# of policies and practices updated		
	<b>2) Set contracting and procurement targets-</b> Set specific targets to ensure contracting and procurement dollars are accessible to and benefiting the diversity of Minneapolis small business owners.  a. Implement contracting and procurement data collection system for NPP20 project funds. Collect and analyze data to be able to identify gaps in contracting and procurement.	2017-2018	Director of Finance	Targets set for Small and Underutilized Businesses		Existing staff resources
		2017-2018	Director of Finance, Assistant Superintendent for Planning, Assistant Superintendent for Environmental Stewardship	Tracking and reporting mechanism established and implemented		Existing staff resources

E. The MPRB provides programs that are responsive and reflective of community needs.						
Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report	Resources Needed
<ul style="list-style-type: none"> <li>Participation in MPRB programming by Minneapolis residents increases, especially by communities of color and low-income residents.</li> </ul>	<b>MPRB recreation programming is responsive and reflective of community needs.</b>					
	1) <b>Revise recreation center budget model using Racial Equity Tool</b> - Make changes to budget model as necessary to ensure equity in budgeting for recreation center programs. As part of applying the racial equity tool kit, this action will include community engagement or outreach.	Q2-4 2017	Director Recreation Centers & Programs	Developed training for budget process using racial equity in budget Budget model updated		<i>Existing staff resources as part of budget process</i>
	2) <b>Address programming needs of historically underserved communities as part of RecQuest</b> - Develop guiding principles to ensure that programming is responsive and reflective of needs of historically underserved communities. Collect data on the usage of MPRB programs across the system on participation by neighborhood with racial and ethnic demographics, types of programs, and affordability of programs. The action includes community engagement.	2017	Director of Recreation Centers and Programs and Director Community Outreach	Develop robust evaluation process of current program participants. The MPRB's recreation management software is collecting data in these categories		<i>Existing staff resources as part of RecQuest</i>
	3) <b>Apply the racial equity toolkit in building/field reservation and use policies and practices</b> - Working with community stakeholders and staff members to complete the review and update. Develop and implement to ensure transparency and consistency in implementation throughout the park system. As part of applying the racial equity tool kit, this action will include community engagement or outreach.	Q2-4 2017	Director of Recreation Centers and Programs and Director of Athletic Programs and Aquatics	Review and update of policies and practices complete. Communication plan complete and implemented.		<i>Existing staff resources</i>