



2019-2020 Racial Equity Action Plan

An internal working document

The 2019-2020 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 2019-20. 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 as 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.**

The 2019-2020 Racial Equity Action Plan

An internal working document



Minneapolis
Park & Recreation Board

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.

| 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 |
| | 1) Implement system-wide racial equity training – 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. | 2017-2020 | Director of Community Outreach and Director of Human Resources | <p>% of MPRB employees who</p> <ul style="list-style-type: none"> Attend training w/in each training group for each employee type <ul style="list-style-type: none"> Of the 550 certified employees 20.7% have participated in racial equity training. <p>52.22% Administrative Support 75.96% Officials and Administrators 40.94% Paraprofessional 45.21% Professional 1.86% Service-Maintenance 1.42% Skilled Craft Work 31.62% Technician</p> <ul style="list-style-type: none"> Utilize model used by City of Minneapolis in Comet Developed training calendar – <i>development in progress</i> | <p>In progress.</p> <p>An introductory training has been developed and piloted, and is being implemented by division. Staff are also developing a sequence of future trainings and training requirements for staff. The Support Services and Planning Divisions will participate in the launch of the organization-wide racial equity training during 3rd and 4th Quarter of 2018 with the plan for all other divisions to follow into 2019. Creating the internal cohort of leadership was accomplished by creating an Internal Influencer Cohort was developed that consists of 65+ employees from across the organization.</p> | <i>Contract with GARE for training model</i> |

| 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 |
| | 2) Build racial equity into policies and planning initiatives- 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. | 2017-2020 | Deputy Superintendent | 14 of new or revised policies and long-range plans that utilize racial equity toolkit in decision making complete or in progress | In progress. Department Heads have identified that policy or plan they will use to pilot the Racial Equity Toolkit. Department heads have received an initial training and one-on-one assistance, as needed, for the Racial Equity Toolkit. | <i>Add to existing processes</i> |
| | 3) Commissioner development – 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. | 2017-2020 | Board President | 2014-2017 Board – 9 commissioners participated in training, education, support and coaching. 2018-2021 - # of commissioners that have participated in training, education, support and coaching. | In progress. In 2016, GARE provided three trainings from Commissioners during Committee of the Whole meetings. In 2017 Commissioners have received additional racial equity coaching. | <i>Consultant and 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 |
|---|---|-----------|--|--|---|--|
| <ul style="list-style-type: none"> % of Minneapolis residents who believe the MPRB values community participation and engagement (by neighborhood and by race/ethnicity) – Question for community survey 2019 % of Minneapolis residents who are aware of MPRB’s commitment to racial equity (by neighborhood and by race/ethnicity) – Question for community survey 2019 | MPRB employees and commissioners have outreach and engagement skills to advance racially inclusive outreach and engagement. | 2016-2020 | Director of Strategic Planning | Policy update complete # of community engagement contacts | In progress. CE Policy update underway. Approval anticipated in early 2019. Internal meetings held, external stakeholder meetings upcoming. | <i>Add to existing processes</i> |
| | 1) Revise organization-wide policies and practices to engage diverse communities in decision making processes- 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. | 2017-2020 | 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 | In progress. Planning meetings held with Strategic Planning and Community Outreach Departments. The training would follow the approval of the revised Community Engagement Policy. | <i>Consultant(s) to deliver training on identified topics.</i> |
| | 3) Deliver cultural awareness and competency training for staff and commissioners- 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. | 2018-2020 | 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 | Will follow the Organization-Wide Racial Equity Training (RE101). | <i>Consultant to develop content and deliver training</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>4) Develop and implement translation and interpretation plan - 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.</p> | 2017-20 | Director of Communications and Marketing and Director of Community Outreach | Plan developed and launched. | <p>In progress. In 2017, research was conducted on best practices locally and nationally. In 2018, a cross-departmental work team convened and engaged internal and external stakeholders, including the English Language Learners community. The team recommended actions to hire a consultant to develop a Language Access Plan (LAP) and funds for signage, translation and interpretation services, and multicultural advertising. Budget requests were submitted by the Communications and Marketing Department for FY 2019 and funding is allocated in 2019 budget for a consultant to develop the LAP.</p> | <p><i>Consultant to develop Language Access Plan and funding to implement short-term and long-term strategies.</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 |
|-----------|--|-----------|---|-------------------------------------|---|--|
| | <p>5) Implement community dialogues and listening sessions- 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>6) Create and deliver MPRB101 for Minneapolis residents, including underrepresented and underserved communities - 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> | 2018-2020 | Director of Community Outreach | Curriculum for MPRB 101 | In progress. During 1Q 2019 Community Outreach will determine who the learner will be, the desired learning outcomes, and the best curriculum delivery method. | <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"> MPRB workforce demographics reflect City of Minneapolis demographics across job classifications (compared to adults of working age in Minneapolis) | <p>The MPRB is a model government employer advancing racial equity.</p> | | | | | |
| | <p>1) Foster a workforce that represents the race and ethnicity of Minneapolis - Identify, by job classifications, strategies to reach or exceed hiring goals.</p> | 2017-2020 | Director of Human Resources | % of workforce by job classification for each race and ethnicity | In progress. 2018 Q3 – HR Director convenes group to discuss mechanics of MPRB adoption & rollout of hiring goals. | <i>Existing staff resources</i> |
| | <p>2) Create processes to measure employees’ accountability to racial equity in their roles and responsibilities- Incorporate racial equity values in performance evaluation process. Provide training and clear performance expectations for both supervisors and supervisees, developed tiered approach for implementation.</p> | 2018-2019 | Director of Human Resources | Racial equity incorporated into performance measure process for supervisors | In progress. Evaluation of pilot groups results to be delivered to executive team in December 2018. Rollout and training on new performance evaluation given to all of MPRB by end of 1Q 2019. | <i>Add to existing performance evaluation update process</i> |
| | <p>3) Develop succession planning- Conduct analysis of employee population to ensure viability of workforce—identify and develop a workforce to sustain the long term viability of MPRB work.</p> | | | Identify skillsets needed to sustain our long-term growth strategy | In progress. Succession planning will occur after the pilot of the new performance evaluation program. Criteria for succession plan approved by Exec Team 2Q 2019. Succession planning materials/metrics/ criteria will be developed & piloted 3rd & 4 th Q 2019. | <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"> Number of new vendors who are Small and Underutilized Businesses -The City of Minneapolis Target Market Program is aimed at expanding opportunities for historically underutilized small businesses. In 2018, 479 businesses enrolled in the program and are potential vendors for Park Board purchases. Percentage of overall contract spending with Small and Underutilized Businesses - The City of Minneapolis tracks spending with diverse suppliers. In 2017, 11% of Park | <p>The MPRB is a model government employer advancing racial equity.</p> <p>1) Revise contracting and procurement practices to demonstrate racial equity in contracts across the system.</p> <p>a. Develop and implement a policy and procedure for the acquisition of Professional Services utilizing the Racial Equity Toolkit.</p> <p>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.</p> <p>c. Revise existing policies and practices such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors, to enable equity in contracting.</p> <p>d. Develop strategies to share the procurement processes.</p> | 2017-2020 | <p>Director of Finance</p> <p>Director of Customer Service</p> <p>Director of Finance</p> | <p>a. Policy developed and implemented with evidence based usage</p> <p>b. Process updated and implemented</p> <p>c. # of policies and practices updated</p> | <p>In progress. Work team has been developed for PSAs.</p> | Existing staff |
| | <p>2) Set contracting and procurement targets- Set specific targets to ensure contracting and procurement dollars are accessible to and benefiting the diversity of Minneapolis small business owners.</p> <p>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.</p> | 2017-2020 | <p>Director of Finance</p> <p>Director of Finance, Assistant Superintendent for Planning, and Assistant Superintendent for Environmental Stewardship</p> | <p>Targets set for Small and Underutilized Businesses</p> <p>Tracking and reporting mechanism established and implemented</p> | | Existing staff resources |

| | | | | | | |
|---|--|--|--|--|--|--|
| <p>Board spending was with diverse suppliers compared to 5% in 2016.</p> <ul style="list-style-type: none">Percentage of NPP20 capital and rehabilitation contract funding spending with Small and Underutilized Businesses <p>- Target Market Program vendors make up five percent of NPP20 capital and rehabilitation spending.</p> | | | | | | |
|---|--|--|--|--|--|--|

| 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"> Participation in MPRB programming by Minneapolis residents increases, especially by communities of color and low-income residents. | <p>MPRB recreation programming is responsive and reflective of community needs.</p> <p>1) Address programming needs of historically underserved communities as part of RecQuest - 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.</p> | 2017-2020 | 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 | <p>In progress. The programming prioritization of RecQuest is complete. MPRB's recreation program management systems do not currently collect race based demographic data. However, as culturally specific program offerings continue to increase, we will see a correlated increase in diverse program participants.</p> | Existing staff resources as part of RecQuest |