



2017-2018 Racial Equity Action Plan

An internal working document

November 16, 2016

With December 2018 updates

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 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 2017-2018 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
<ul style="list-style-type: none"> % of employees who believe advancing racial equity is a priority of the MPRB (by work group and by race) – Question for employee Survey 2019 % of employees who believe that racial equity is a value of the MPRB (by work group and by race) – Question for employee survey 2019 	<p>MPRB employees and commissioners understand, are committed to, and have the infrastructure needed to advance racial equity.</p> <p>1) Convene a racial equity steering committee – 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.</p>	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, The committee will become combined with the Internal Influencers that is being developed with the assistance of Justice Leadership Solutions. Additionally, a meeting is held every other month with the leads of each action in this plan to review progress.	<i>Existing staff resources</i>
	<p>2) Convene racial equity project specific work teams –Racial Equity Work Teams are convened to assist leadership in the development and implementation of Action Plan initiatives.</p>	2017	Deputy Superintendent	<p>18 action teams convened (teams for relevant actions and A.5)</p> <p>14 of specific projects identified for work teams that support action plan (based on A.5)</p>	Complete. Over the course of the plan, teams were created for actions. Each department was asked to identify a project to use the Racial Equity Toolkit (action A.5).	<i>Existing staff resources</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
	<p>3) 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.</p>	2017	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. Will continue in 2019-2020 Racial Equity Action Plan. 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>	Contract with GARE for training model

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>4) Incorporate racial equity into budgeting processes</p> <p>a. 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.</p> <p>b) Continue to implement use of equity-based criteria to determine priorities and allocate funding for NPP20 capital and rehab projects</p> <p>c) Expand equity base criteria to regional park projects.</p>	2016 (prep for 2017)	<p>Superintendent and Board of Commissioners</p> <p>Director of Strategic Planning</p>	<p>In developing the 2018 budget, all requests and impacts were accompanied by an equity assessment. Forty percent of the requests and impacts indicated an impact on equity.</p> <p>Developed and implemented equity-based criteria for NPP20 capital projects and regional parks projects, and utilized equity-based criteria as a factor in rehabilitation project selection.</p>	<p>a. Complete. Racial Equity tools are part of 2018 budget process.</p> <p>b. Complete. Used equity-based criteria for neighborhood park project selection for 2nd year. Updated metrics with 2017 data. Rehabilitation projects used equity criteria as one factor in project selection. Criteria vary by rehabilitation category.</p> <p>c. Complete. Regional equity criteria ordinance passed, Metrics used in 2018-2023 CIP.</p>	Add to existing process
	<p>5) 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.</p>	2017	Deputy Superintendent	14 of new or revised policies and long-range plans that utilize racial equity toolkit in decision making complete or in progress	<p>In progress. Recommend capturing projects in 2019-2020 plan. Recommend a developing a new Racial Equity Framework/toolkit in 2019-2020 plan.</p> <p>Department heads</p>	Add to existing processes

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>6) Provide Park Police with implicit bias training - 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>	2016-2017	Director of Park Safety and Security	<p>98% of Park Police officers and agents that have completed Procedural Justice training, which includes training on implicit bias.</p> <p>Two Park Police employees have received implicit bias “trainer” instruction from the MN Bureau of Criminal Apprehension.</p>	<p>have identified the 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.</p> <p>Complete. In 2017, the Park Police Department retained the services of the MPD Procedural Justice Unit to deliver 24 hours of training to all Park Police employees.</p> <p>Two Park Police officers completed implicit bias “trainer” instruction in November 2016.</p>	<i>Consultant and existing staff resources</i>
	<p>7) 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.</p>	2017-2018	Board President	<p>2014-2017 Board – 9 commissioners participated in training, education, support and coaching.</p>	<p>In progress. Will continue in 2019-2020 Racial Equity Action Plan. In 2016, GARE provided three trainings from</p>	<i>Consultant and existing staff resources</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
				2018-2021 - # of commissioners that have participated in training, education, support and coaching.	Commissioners during Committee of the Whole meetings. In 2017 Commissioners have received additional racial equity coaching.	

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 	<p>MPRB employees and commissioners have outreach and engagement skills to advance racially inclusive outreach and engagement.</p> <p>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.</p>	2016-2017	Director of Strategic Planning	<p>Policy update complete</p> <p># of community engagement contacts</p>	<p>In Progress. Will continue in 2019-2020 Racial Equity Action Plan. CE Policy update underway. Approval anticipated in early 2019. Internal meetings held, external stakeholder meetings upcoming.</p>	<p><i>Add to existing processes</i></p>
	<p>2) Provide inclusive outreach and engagement training – 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.</p>	2017-2018	Director of Strategic Planning and Director Community Outreach	<p>% of identified MPRB employees who attend training</p> <p>% of staff attend training report gaining useful skills, tools and resources</p>	<p>In Progress. Will continue in 2019-2020 Racial Equity Action Plan. Planning meetings held with Strategic Planning and Community Outreach Departments. The training would follow the approval of the revised Community Engagement Policy.</p>	<p><i>Consultant(s) to deliver training on identified topics</i></p>
	<p>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.</p>	2018	Director Community Outreach and Director of Human Resources	<p>% of employees who attend training, report an understanding of importance of training and fit for their work</p>	<p>Will continue in 2019-2020 Racial Equity Action Plan. Will follow the Organization-Wide Racial Equity Training (RE101).</p>	<p><i>Consultant to develop content and deliver training</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>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>	2017-18	Director of Communications and Marketing and Director of Community Outreach	Plan developed and launched.	<p>In progress. Will continue in 2019-2020 Racial Equity Action Plan. 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	Will continue in 2019-2020 Racial Equity Action Plan.	<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	Director of Community Outreach	Curriculum for MPRB 101	In Progress. Will continue in 2019-2020 Racial Equity Action Plan. 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) – See Attachment A 	The MPRB is a model government employer advancing racial equity. 1) Establish clear racial equity expectations for hiring managers –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	In 2017 a total 60 hiring managers (HM) and oral panelists (OP) trained. August 2018 a total of 24 HM & OP attended Part 2 of implicit bias training w/an additional 35 people in September.	Complete. Hiring managers and interview oral panelists have received three hours of implicit bias training. Part 2 training introduced in 2018.	<i>Consultant to assist in developing and implementing training</i>
	2) Foster a workforce that represents the race and ethnicity of Minneapolis - 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 (<i>See Attachment A</i>)	In progress. Will continue in 2019-2020 Racial Equity Action Plan. 2018 Q3 – HR Director convenes group to discuss mechanics of MPRB adoption & rollout of hiring goals.	<i>Existing staff resources</i>
	3) Include racial equity as core competency in job descriptions –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 (JD) that incorporate racial equity (by EEOC job category)	Complete. 100% of all new JD done in past 2 years. As other JD updates occur racial equity language included.	<i>Existing staff resources</i>
	4) 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.	Q4 2017	Director of Human Resources	Racial equity incorporated into performance measure process for supervisors	In progress. Will continue in 2019-2020 Racial Equity Action Plan. Evaluation of pilot groups results to be delivered to executive	<i>Add to existing performance evaluation update process</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
	5) 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.	Q4 2017	Director of Human Resources	Identify skillsets needed to sustain our long-term growth strategy	<p>team in December 2018. Rollout and training on new performance evaluation given to all of MPRB by end of 1Q 2019.</p> <p>Will continue in 2019-2020 Racial Equity Action Plan. 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 & 4th Q 2019.</p>	<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. 	<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>	Q4 2017	Director of Finance	a. Policy developed and implemented with evidence based usage	a. Will continue in 2019-2020 Racial Equity Action Plan. Work team has been developed for PSAs.	<i>Existing staff resources</i>
		Q1 2017	Director of Customer Service	b. Process updated and implemented	b. Complete. New catering process has been implemented.	
		2017-2018	Director of Finance	c. # of policies and practices updated	c. Will continue in 2019-2020 Racial Equity Action Plan.	
					d. Will continue in 2019-2020 Racial Equity Action Plan.	
<ul style="list-style-type: none"> Percentage of overall contract spending with Small and Underutilized Businesses - The City of Minneapolis tracks spending with diverse suppliers. In 	<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>	2017-2018	Director of Finance	Targets set for Small and Underutilized Businesses	In progress. Will continue in 2019-2020 Racial Equity Action Plan. In this time period the City of Minneapolis introduced the Target Market Program which focuses on small and underutilized	<i>Existing staff resources</i>
		2017-2018	Director of Finance, Assistant Superintendent for Planning, Assistant Superintendent	Tracking and reporting mechanism established and implemented		<i>Existing staff resources</i>

<p>2017, 11% of Park 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 - Target Market Program vendors make up five percent of NPP20 capital and rehabilitation spending.			for Environmental Stewardship		businesses. Significant staff time was devoted to that program that would have been devoted to this action.	
--	--	--	-------------------------------	--	---	--

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. 	MPRB recreation programming is responsive and reflective of community needs.					
	1) Revise recreation center budget model using Racial Equity Tool - 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	Complete. Center budget model developed and used in 2018 budget development.	<i>Existing staff resources as part of budget process</i>
	2) 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.	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	In progress. Will continue in 2019-2020 Racial Equity Action Plan. 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.	<i>Existing staff resources as part of RecQuest</i>
	3) Apply the racial equity toolkit in building/field reservation and use policies and practices- Working with community stakeholders and staff members to complete the review and update. Develop and implement to	Q2-4 2017	Director of Recreation	Review and update of policies and practices	Complete. English Language Learner	<i>Existing staff resources</i>

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
	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.		Centers and Programs and Director of Athletic Programs and Aquatics	complete. Communication plan complete and implemented.	customers can set up an appointment with customer service to work with a translator for permit application. Installed kiosks at E. Phillips, Elliot and Stewart which show daily schedule for community members. Permit document was edited to ask if permit applicant was commercial (collecting fees from users) and making a profit off of the use of the field.	