



Racial Equity Toolkit



SAINT PAUL
MINNESOTA

STPAUL.GOV

Why use this toolkit?



In order to Build a Saint Paul that Works for All, we must develop equitable policies, programs, practices and budget decisions.

This toolkit will guide you through all stages of project development.

This is for you. We took the best practices out there and placed them into this toolkit. Use the toolkit from start to finish or use certain sections to double check your work.

Use this toolkit to:

- Tackle a problem
- Assemble a project team
- Plan strategically
- Try a new approach
- Complete the equity work plan
- Engage residents
- Partner with organizations

Part One: Plan

To get started, set goals, identify who needs to be involved and determine how to partner with them.



#1. Set Goals

Describe the project and how it connects to the City's overarching goals. Define what success looks like and how to measure it.



Project Details

Capturing these details upfront sets a good foundation for accountability and collaboration.

Project Name:

Brief Description of Project:

Departments involved:

Type of Project (i.e. policy, program, practice, budget decision):

What problem is this project solving?

Project Team

Highlighting the power of each contributor's differences is essential for racial equity work.

For more information about the race, gender and disability status of the City's workforce, review our [workforce utilization reports](#).

Describe the different **lived and work experiences** this project team brings to the table: (i.e. race, knowledge background, work portfolio, ethnicity, community relationships, gender, age, organizational knowledge). Discuss similar projects team members have worked on.

City-wide Impact

Identifying upfront how projects tie to our City goals grounds our work in purpose.

How does this project support each of the **Mayor's pillars**?

1. Economic Justice and Inclusion
2. Lifelong Learning
3. Community First Public Safety

How does this project support each of the City's **equity strategic objectives**?

1. Build a workforce that reflects our City
2. Diversify our spend
3. Co-create with our community

Project Benefits

*Take 10 minutes during a project check-in to fill-in
Consider themes and how to carry this
thinking into any follow-up tasks.*

What are the desired
project outcomes?

How will this project
benefit the **residents** of
Saint Paul? **City staff?**

How will this project
advance **racial equity**?
*Review the City's [racial
equity metrics](#).*

Analyze Data

Data can be numbers and stories. Look for data in reports, websites and conversations.

What **existing programs or policies** are working to achieve the same results as this project?

What data is **available** for these programs and policies? *Review our [open data portal](#).*

Missing Data

Certain communities, issues or inequities have historically been overlooked. Pay attention to data sets that treat communities as a monolith. Using incomplete data will perpetuate historic inequities.

What **gaps** exist in the data?

What **additional data** would be helpful to analyze the project? How can you obtain it?

Key Metrics of Success

Quantitative data is statistics, qualitative data tells stories.

How will you **measure the success** of this project? *Include [quantitative](#) and [qualitative](#) measures.*

What **data is available** to measure the success of this project? *Use the Innovation Team's [Data Collection Plan](#) to think through this question.*

#2. Identify Partners

Partner with those most greatly impacted by your project. Partners can be internal and external.



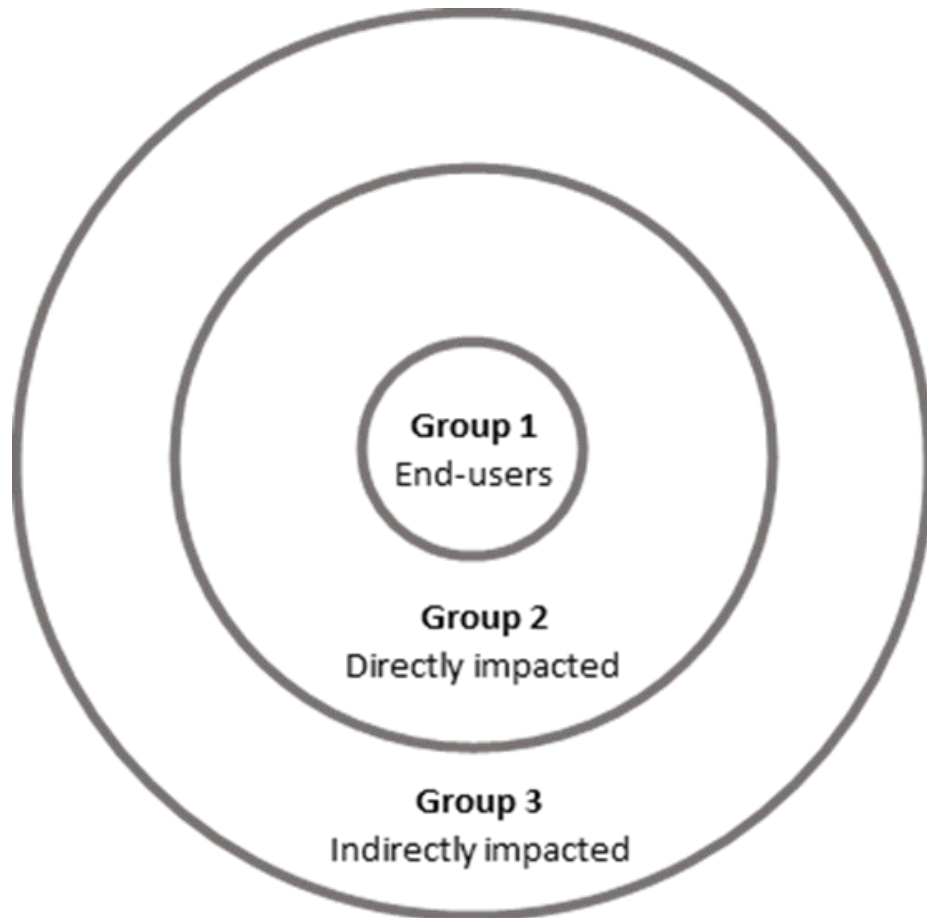
Identify Partners

Those most greatly impacted by our work are our partners.

What **communities** are most **greatly impacted** by this project? *Be specific (i.e. neighborhoods, geographic areas, racial & ethnic groups). Review the City's [District Council and Ward Map](#) and [neighborhood demographic information](#).*

Defining Partners

Partners can be City staff / departments, district councils, residents, community leaders and organizations.



End Users are residents or staff meant to consume our service as a result of the project.

Those who will be involved with the project, but are not the end user, are **directly impacted**.

Those who will not be involved with the project, are not the end user, but will be impacted by the project are **indirectly impacted**.

Relationships

Partners	We have existing relationships with:	We need to form new relationships with:
End Users		
Directly Impacted		
Indirectly Impacted		

#3. Co-Create

Co-creating with partners means engaging them throughout all phases of the project and viewing them as equal contributors.



Community Ownership

Review this spectrum of participation. How can you move from informing, consulting, and involving your partners, to collaborating with and deferring to them.

How will you **collaborate** with your partners?

How will you **defer to** your partners to make decisions?

Center BIPOC

Remember to not treat BIPOC as a monolith. Pay attention to the different racial identities and cultural experiences within communities.

Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that Black, Indigenous, People of Color (BIPOC) do not always have much trust in government. How will you specifically collaborate with and defer to BIPOC?

Remove barriers

Consider barriers (e.g. language, perception of being welcome, lack of public transportation, childcare, distrust in government) and how to remove them.

What **barriers** do your partners face to participate in this project?

What measures have you put in place to **limit barriers** to their participation?

Compensation

Meaningful co-creation takes time. Partners should be compensated for their work. If your partners are not already receiving compensation from an employer, discuss what additional resources you need.

How will your partners be **compensated** for their participation (e.g. employer, City, stipend)?

What **resources** are available to compensate your partners? Do you need **additional resources**?

What's different?

Status quo is maintaining racial inequities. We need to approach our work differently.

How does the plan you outlined above **differ** from how you typically engage partners?

Part Two: Act

Now that you have brought all the stakeholders together, take the time to reflect on what you've learned so far. Make any necessary changes to your project and put together a plan to implement.



#4. Develop Strategies

After gathering data and partner input, take a step back and assess your project. We tend to view policies, programs, practices, or budgets in isolation. Our decisions result in both intended and unintended consequences. Explicitly consider the unintended consequences of your project to avoid contributing to racial inequities.



Partner Findings

Discuss how you can align your desired outcomes with your partners.

What have you **learned** after engaging partners?

What are your partners **desired outcomes**? Do they differ from yours? If so, how?

Racial Equity

Gaining your partners' confidence is important, especially when it comes to racial equity.

Did your partners point out any **unintended consequences** that could maintain or contribute to racial inequities? If so, what are they?

Do your partners believe the project will **advance racial equity**? If yes, why? If no, why not?

Changes

What changes do you need to make to align with your partners.

After engaging your partners, how will you **change** the project?

#5. Remain Accountable

Define the processes you will put in place to ensure you remain accountable to your partners throughout the project and maintain relationships even after its completion.



Document & Evaluate

Early on you defined how to measure success. Now, put together a plan to track your progress and report back.

How will you **document** and **evaluate** the project's outcomes?

Maintain relationships

A long-lasting partnership is beneficial not only for this project, but for our City as a whole.

How will you **continue** to work with your partners for **long-term**, positive change?

Long term vision

Too often, we're only thinking short term. What will be the lasting impact of this project.

What is your **long-term vision** for this project? How will your project affect **generations ahead**?

#6. Implement Plan

Now that you have developed strategies to avoid unintended consequences and advance racial equity, focus on thoughtful implementation by completing the project charter and communication plan.



Project Charter

- The project charter is a 1-page document that will help you quickly explain the project to others.
- It's easy to understand and is a great way to explain the project to City leadership, various partners and community members

Explanation of Roles

EXECUTIVE CHAMPION

- Provides high-level direction, priority-setting, approvals
- Removes barriers to success
- Commits sufficient resources

PROJECT SPONSOR

- Communicate with Executive Champion
- Ensure project progress toward goals

PROJECT TEAM LEADER

- Day-to-day manager of project
- Lead toward improved results

PROJECT TEAM MEMBERS

- Responsible for tasks and executing project deliverables
- Develop a charter
- Develop and implement a work plan
- Explore innovative solutions
- Deliver improved results

STEERING COMMITTEE

- Provide direction and decision-making
- Ensure cross-departmental collaboration
- Members: Executive Champion, Project Sponsor(s), OTC, OFS, Innovation Consultant

INNOVATION CONSULTANT

- Provide framework, tools, and coaching to facilitate toward project success
- Support Project Support(s) and Executive Champion

SUBJECT MATTER EXPERT

- Provides information or input based on relevant specialized skill or field knowledge
- Could be City staff or external colleagues, experts, or stakeholders
- Temporary team member that participates in project on an as-needed basis

Project Charter

THE OPPORTUNITY

1-3 sentences clearly stating What needs improvement & include any supporting data available.
Do we know how much improvement is needed? Define what could be better.

PROJECT BENEFITS

If we achieve the opportunity statement, then how will the City of Saint Paul benefit? Articulate the benefits of successfully completing this project (e.g. ID financial & non-financial benefits to the city).

GOAL STATEMENT(S)

“What specifically will change” from “current performance” to “future performance” by what date (X/X/X).
This section is listing of goals to achieve that in aggregate, if achieved, would result in successfully addressing the opportunity statement (e.g. improve what needed to be improved)

PROJECT SCOPE

Starting Point or activity step:
Stopping Point or activity step:
In Scope
 Insert here (e.g. Location 1)
 Insert here (e.g. Location B)
Out of Scope
 Insert here (e.g. Area A)
 Insert here (e.g. Location 2)

PROJECT PLAN

Milestone	Due Date

TEAM SELECTION

Name	Role

Communication Plan

- Beyond the project charter, consider other ways to communicate with City leaders, various partners, and community members
- The communication plan will help you decide the right message and format for each of your target audiences

Equity in the City of Saint Paul

“Building a city that works for all of us will require more than new laws and programs, it will require us to **completely rethink the way we run our city.**” - Mayor Carter



Equity ≠ Equality

Equity is about fairness. It is a solution for addressing imbalanced social systems.

So long as imbalanced social systems remain in place, treating

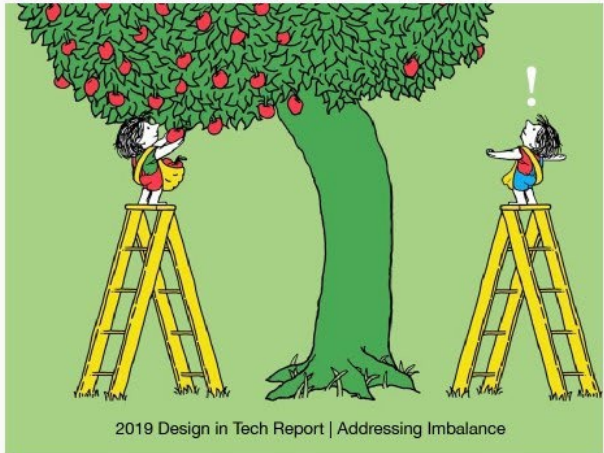
Equity is not synonymous with equality. Equality is providing the same to all regardless of what they start out with. This will produce unfair outcomes so long as imbalanced social systems remain in place. Equity is about fairness. Equity is providing what individuals need to reach the same outcome. In order to act equitably, we must recognize that we do not all start out with the same resources or opportunities.

Justice takes equity one step further by fixing the systems in a way that leads to long-term, sustainable, equitable access for generations to come.



2019 Design in Tech Report | Addressing Imbalance

INEQUALITY



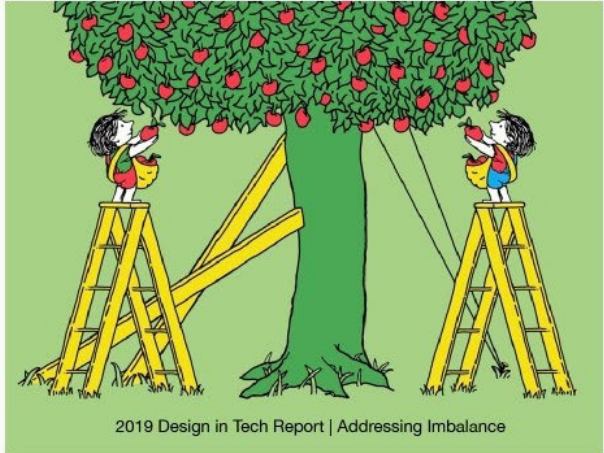
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EQUALITY



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EQUITY



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JUSTICE

Equity Eco-System



Equity Strategic Objectives



Strategic Objective #1: Build a Workforce that Reflects our City

- Hire Saint Paul residents
- Build a workforce that matches the racial and ethnic diversity of our City
- Build a workforce that matches the gender diversity of our City
- Ensure pay equity

Strategic Objective #2: Develop a Learning Organization

- Build an anti-racist somatic practice
- Create a culture of continuous learning

Strategic Objective #3: Diversify our Spend

- Purchase goods and services from Saint Paul businesses
- Purchase goods and services from business owned by people of color
- Purchase goods and services from business owned by women

Strategic Objective #4: Co-Create with our Community

- Co-create city policies, practices, procedures, and budget decisions with staff
- Co-create city policies, practices, procedures, and budget decisions with community