



# Board Workshop / Discussion Agenda

15 West Kellogg Blvd.  
Saint Paul, MN 55102  
651-266-9200

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May 23, 2023 - 10:30 a.m.

Council Chambers - Courthouse Room 300

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## WORKSHOP

1. **Racial Equity Strategic Workplan: Past, Present, and Future**

[2023-205](#)

Sponsors: County Manager's Office



# Board of Commissioners

## Request for Board Action

15 West Kellogg Blvd.  
Saint Paul, MN 55102  
651-266-9200

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**Item Number:** 2023-205

**Meeting Date:** 5/23/2023

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**Sponsor:** County Manager's Office

**Title**

Racial Equity Strategic Workplan: Past, Present, and Future

**Attachment**

1. Presentation

# Racial Equity Strategic Workplan: Past, Present, and Future

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## Land Acknowledgement

Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment. Some were brought here against their will, some were drawn to leave their distant homes in hope of a better life, and some have lived on this land since time immemorial. Truth and acknowledgment are critical to building mutual respect and connection across all barriers of heritage and difference.

We are standing on the ancestral lands of the Dakota People. We want to acknowledge the Ojibwe, the Ho Chunk and the other nations of people who also called this place home. We pay respects to their elders past and present. Please take a moment to consider the treaties made by the tribal nations that entitle non-Native people to live and work on traditional Native lands. Consider the many legacies of violence, displacement, migration, and settlement that bring us together here today. And please join us in uncovering such truths at any and all public events.

*The acknowledgment given in the USDAC Honor Native Land Guide - edited to reflect Minnesota tribes. In review with Saint Paul Indians in Action and endorsed by Shannon Geshick, Executive Director Minnesota Indian Affairs Council.*

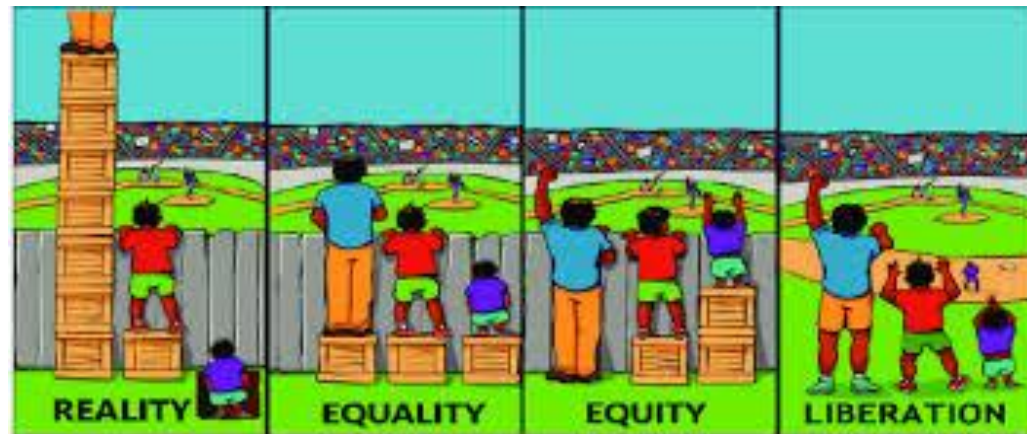
## Agenda

I. Introductions – Kathy Hedin and Elizabeth Tolzmann

II. Presentation – Prince Corbett, Antonio Montez, William Moore

- A. What have we done?
- B. How are we doing it?
- C. What are we going to do?

III. Discussion and Next Steps



*Race Equity – Racial equity is achieved when race can no longer be used to predict life outcomes, and outcomes for all are improved.*

## Strategic Priorities are...

**Demonstrative of long-term\* strategic investments for the county to achieve its stated goals**

The strategic priorities represent what we have determined as critical to reaching our mission, vision, goals and values

**A coordination of key leaders, service teams, departments, and community to compound impact**

Connecting to high level performance measures, outcomes and community indicators

**Represents innovation, risk and courageous leadership through investing in new programs, projects and initiatives which achieve outcomes in transformational ways**

Showing what works and what doesn't and creating spaces to learn how best to improve impacts on our community

*\*Long Term should be at least 5 years*

## Phases of Strategic Priorities

**Implement and Monitor** – significant investments made but requires implementation and monitoring to advance its ongoing work and to operationalize it countywide



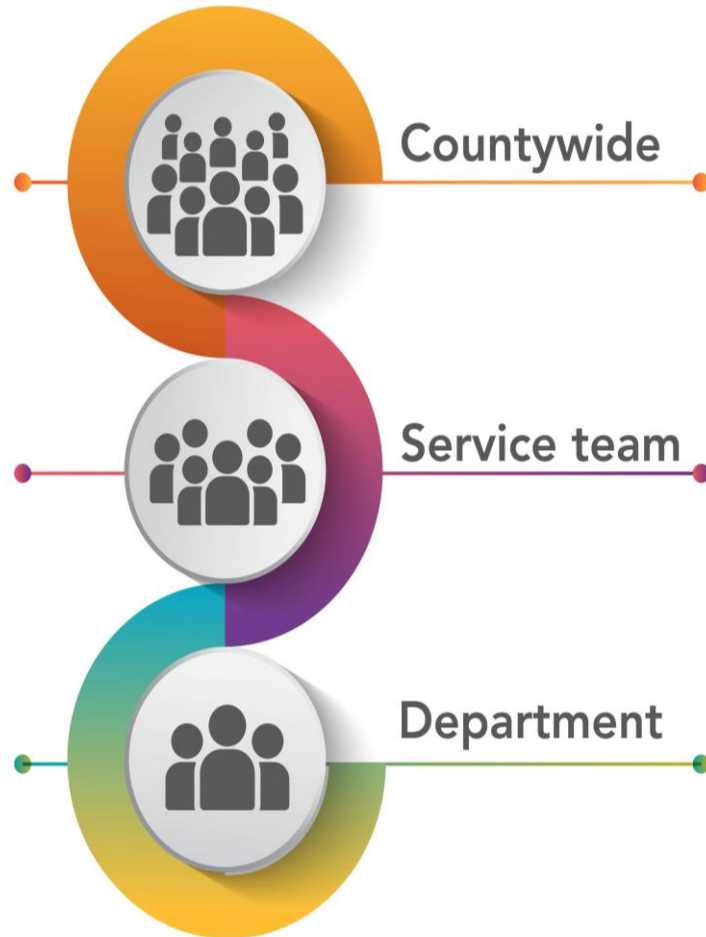
**Foundational** – continued investment needed to build off the foundation of this ongoing strategic priority.



**Ready to Launch** – new strategic priorities that require investments, sponsorship, county alignment, community engagement, visioning and action planning to launch its work



## Deeper Dive of Strategic Priorities



1

### Strategic Priority Board Workshops

Deep Dive on each of the seven strategic priorities will be scheduled throughout the year

2

### Service Team Onboardings and Committee of the Wholes

Service Teams may reference their work and connectivity to one or more strategic priority as part of Commissioner onboarding and/or Service Team Committee of the Whole board workshops

3

### Performance Measures

Performance Measurement cycle of biennial budget, dashboard, and open data stories by service team and departments


4

### Open Data Portal

Community indicators set the long-term direction for the county's strategic planning and budget



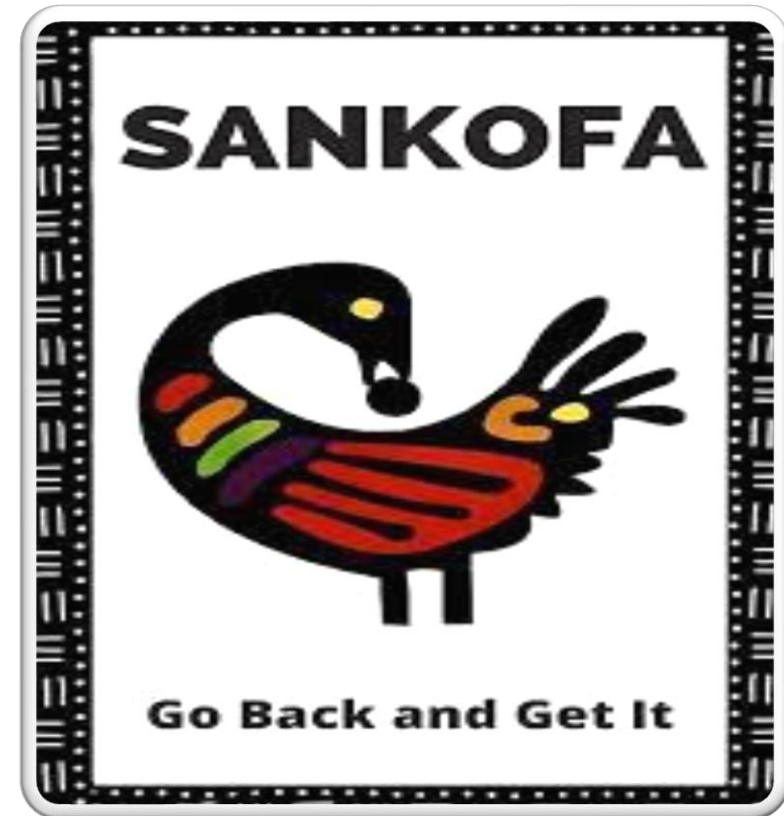
# 2023 Strategic Priorities

Strategic Priority	Phase	Lead Executive Sponsor(s)	2023 Board Workshop Dates
<u>Residents First: Effective, Efficient and Accessible Operations</u>		<b>Karen Francois</b> Johanna Berg	October 17, 2023
<u>Advancing Racial and Health Equity and Shared Community Power</u>		<b>Elizabeth Tolzmann</b> Kathy Hedin	May 23, 2023
<u>Talent Attraction, Retention and Promotion</u>		<b>Dr. Annie Porbeni</b> Alex Kotze	July 18, 2023
<u>Aligning Justice System Outcomes with Community Values</u>		<b>Scott Williams</b> Kathy Hedin	May 16, 2023
<u>Advancing a Holistic Approach to Strengthen Families</u>		<b>Kathy Hedin,</b> Elizabeth Tolzmann	October 3, 2023
<u>Climate Mitigation and Community Resilience</u>		<b>Kathy Hedin,</b> Elizabeth Tolzmann	August 1, 2023
<u>Intergenerational Prosperity for Racial and Economic Inclusion</u>		<b>Johanna Berg</b> Alex Kotze	November 14, 2023

**What have we done?**

## To Move Forward, We Must Acknowledge History and Past Harms

- Sankofa is an African word from the Akan tribe in Ghana
- The literal translation of the word and the symbol is “it is not taboo to fetch what is at risk of being left behind”



Anti Racism  
Leadership Team  
Formed in 2005

## 2017 – 2018 Racial Equity History

Racial Equity Leadership Team  
Replaces Anti-Racism Leadership  
Team

Health Equity Officer  
Hired in Public Health

All leaders participate in  
“Role in Government in  
Racial Equity” workshops

Adopted the “Advancing Racial  
and Health Equity”  
policy statement

“Racial and Health Equity Administrator”  
classification added


HWST Racial Equity  
Action Team launched

# 2019-2020 Racial Equity History





Added “Racial Equity” and  
“Community Impact” Sections  
To Request for Board Actions

Hired 2nd RHEA for EGCI,  
IPR, and Safety & Justice




S&J and IPR Racial Equity and  
Community Engagement  
Action Teams Launched

COVID-19 Racial Equity and  
Community  
Engagement Response Team  
Launched



Culturally Specific Trusted  
Messenger Program Launched,  
Funded by CARES

Board Resolution to have  
Advancing Racial Equity Policy  
Apply to Elected Officials



# 2021-2022 Racial Equity History





Hired for 3rd Racial and Health Equity Administrator

HWST reclassified 10 existing FTEs as Planning Specialists as “Racial and Health Equity Liaisons”




All leaders participate in “Role in Government in Racial Equity” workshops

Board Allocated \$2.72M of ARPA Funds for COVID-19 Racial Equity Projects



Multi-jurisdictional National Day Of Racial Healing Employee and Public Events

Performance Measures Developed With “Anti-Racist Results Based Accountability” Framework



# Advancing Racial Equity Policy

The policy was co-created with community members and Ramsey County staff. This policy is a continuation and alignment of past agencywide racial equity work.

## Policy statement

This policy is to advance racial equity by reducing racial and ethnic-based disparities. The county will do this by being equitable, inclusive, transparent, respectful, and impactful in how we serve and engage with residents, as well as the people who work for Ramsey County. We recognize and acknowledge this requires deconstructing barriers and changing systems, structures, policies, and outcomes.

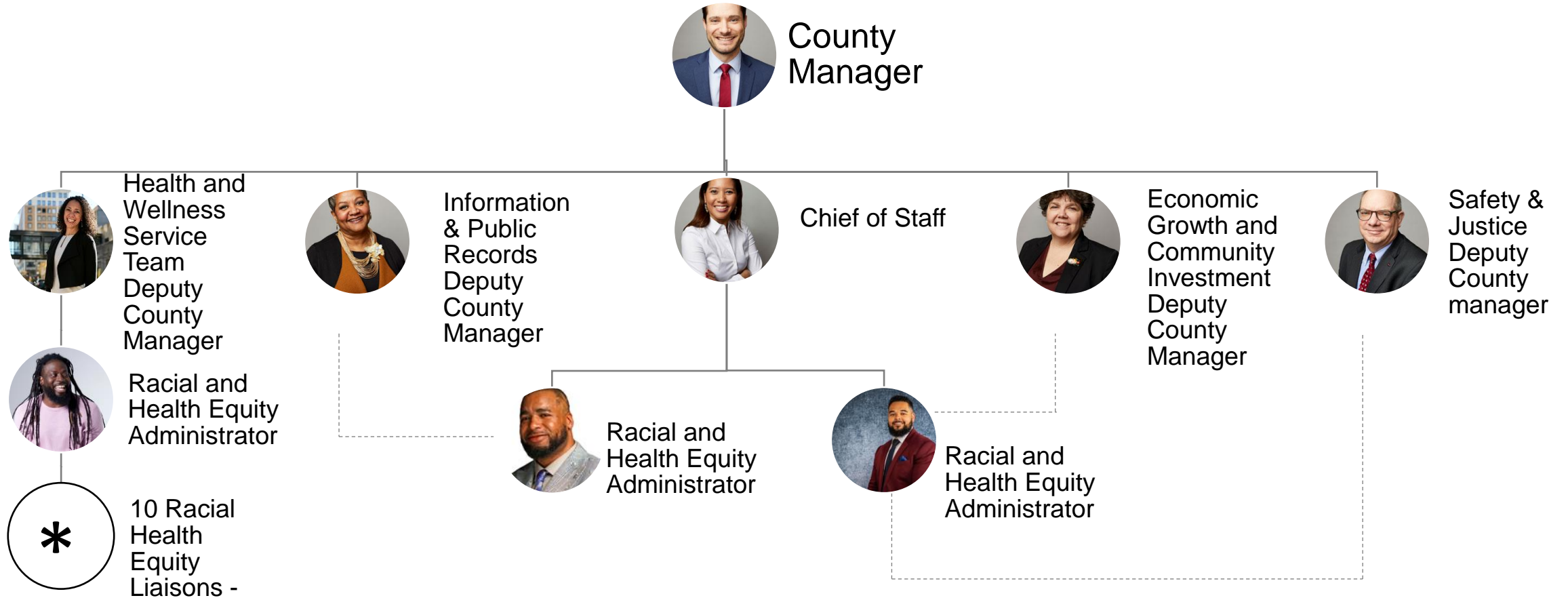
We will have meaningful and authentic engagement of community and employees to strengthen the administration, development, and implementation of policies, procedures, contracts, budgets, service delivery, and new initiatives. Advancing racial equity ensures all people who need access to the opportunities and services we provide will receive them—not only through county services, but also through contracted goods and services. Racial equity is achieved when race can no longer be used to predict life outcomes, and outcomes for all are improved.

## Investments

- Three Racial and Health Equity Administrators at senior levels
- Ten Race and Health Equity Liaisons in the Health and Wellness Service Team
- \$5.7M of Coronavirus Aid, Relief, and Economic Security Act and American Rescue Act Funding for Racial Equity COVID-19 Response and Recovery
- Strategic Priority, Community Engagement, and Racial Equity funds



## Where are we at today?



*\*Kari Umanzor, Christopher Mba, Dekisa Okoi, Kamala Pereira, David Herrera-Santacruz, Brianna Carey, Art Harris, and Awo Ahmed*

**What are we doing?**

# What are we doing

- Embedding equity in all levels of our organization
- Focusing efforts in:
  - Workforce
  - Procurement
  - Development
  - Tools

## 2022 Racial Equity Workplan Progress



### In progress:

- Racial Equity in Action for leaders
- Contracting for content development

### In progress:

- Theory of Change Narrative
- **Racial Equity Ramsey Net Page**
- Talent Priority
- Procurement/PCAT/CERT
- Responding to racially charged events
- Safety Plan for staff at Community Engagement events
- Culturally specific services
- Saint Paul Indians in Action
- Hiring for Equity Toolkit

### Complete:

- **Community Engagement**
- **Racial Equity Community Engagement Action Teams**
- **Competencies**
- Hiring for Equity Toolkit
- Exit/Stay interview
- Equity Action Circle
- Employee Resource Groups
- Family Coach
- Racial Equity Leadership Team

### In progress:

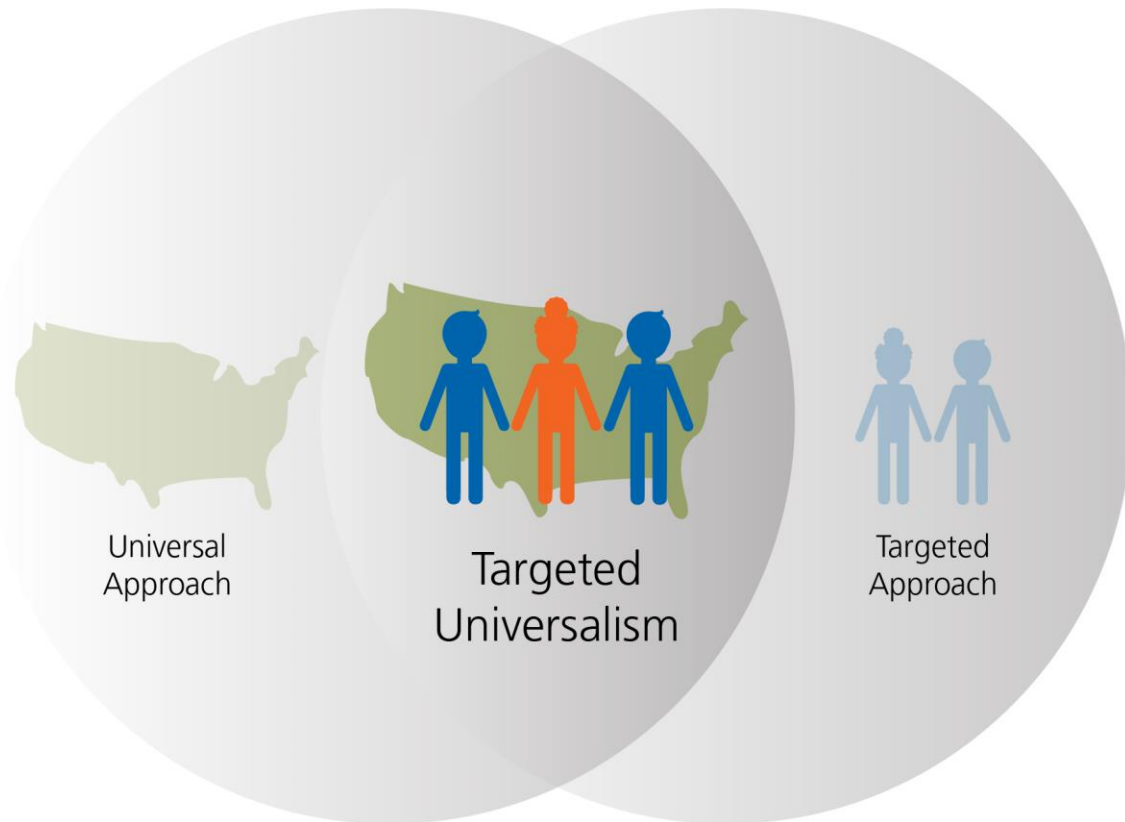
- Racial Equity Policy
- Procurement
- Policy tool

### Complete:

- Performance Metrics
- Request for Board Action Racial Equity Tool
- Racial Equity Budgeting Tool

**How are we doing it?**

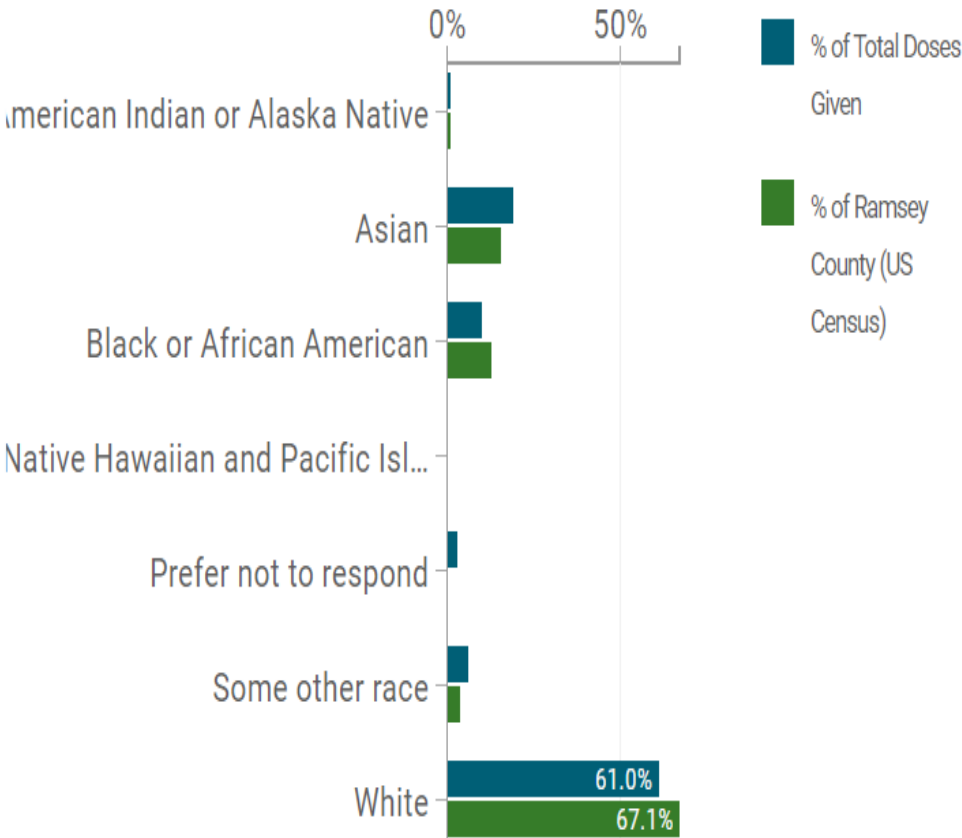
# Advancing Racial Equity and Justice through a Targeted Universal Anti-racist Approach



- **Universal Approach** - policies are those that aspire to serve everyone without regard to group membership
- **Targeted Approach** - policies single out specific populations or make provisions for selected groups, generally, to the exclusion of others
- **Targeted Universal Approach** - policies establish universal goals for all groups and the strategies developed to achieve those goals are targeted for specific groups to obtain the universal goal

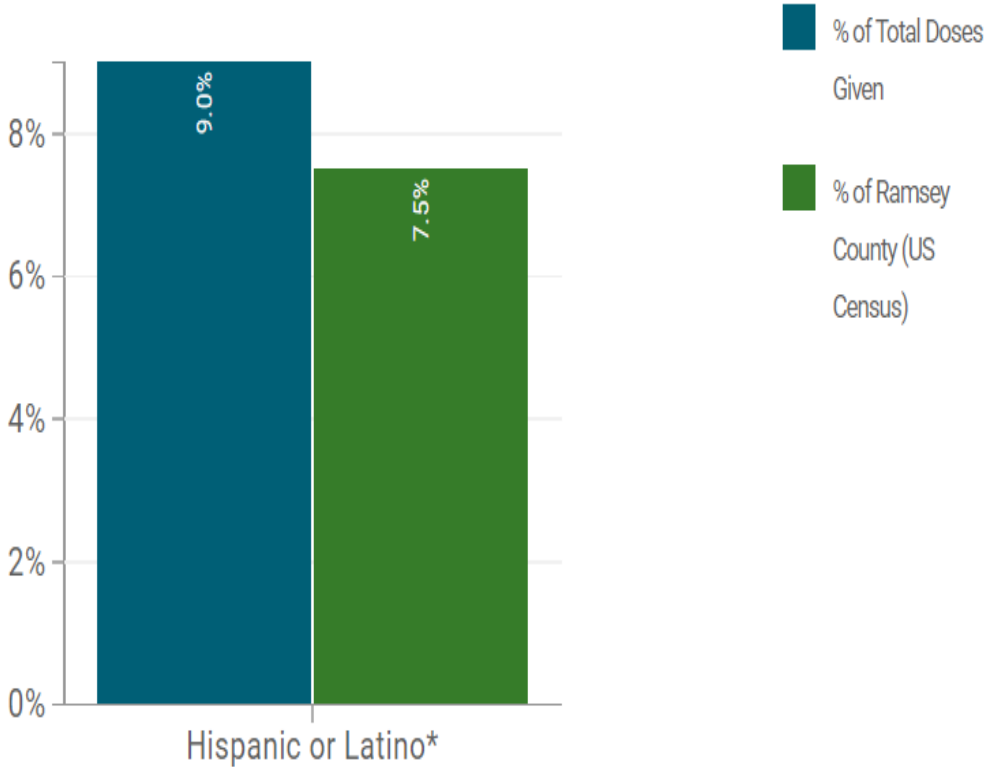
### Vaccinations by race compared to population

Shown as a percentage.



### Vaccinations by ethnicity compared to population

Shown as a percentage.





Racial Equity Leadership Team

Racial Equity Infrastructure

County-wide legislation for advocacy and adoption

All requests for board action and budgets include a racial equity and community impact analysis



Enhancing knowledge, awareness & urgency through shared analysis & definitions

Developing staff capacity to lead & cultivating partnerships for collective impact

Turning theory to practice through policy, systems & environmental change

Building racial equity and disparity reduction into the DNA of Ramsey County



Clear articulation of institutional racism to inform civic engagement of all residents and staff

Data & Evaluation

Targeted staff training and development opportunities providing tools and resources to ensure racially inclusive programs and service implementation

Explicit initiatives designed and implemented in collaboration with business partners and community stakeholders

Executive leadership advocate & champion racial equity to support county-wide strategic priorities



## What does it mean to Share Power with Community?

- To do the work, we had to establish relationships with community
- By looking at community as partners and their lived experience and knowledge as assets it was empowering
- Community involvement yielded results in the form of deep collaboration, as well as them informing and consulting with us on way to change our systems change

## What does it mean to Share Power with Community?

- Equity work that effects our community can't be done without the input, lived experience and knowledge of those we serve
- Part of rebuilding these relationships entailed compensating community for participation in various stages (interviews, RECEATs, Request for Proposals and Grants Review, etc)
- Together community helped co-design some of the following initiatives

## How Are We Doing the Work?

- Appropriate Response Initiative (ARI)
  - Working the mental health (Crisis) professionals and community to address mental health issues in community rather than law enforcement
- Transforming Systems together (TST)
  - Working with community to redesign systems such as child protection (identified as first priority – Burns Institute)
- Black Community Commission
  - Led by the Cultural Wellness Center, works along side of Ramsey County systems leaders and created community navigator roles which help community members navigate systems and get much needed services

## How Are We Doing the Work?

- RECEAT (Racial Equity Community Engagement Action Team)
  - Community working with systems people to take a look at, give feedback and help create new ways of service delivery for county services
- EAC (Equity Action Circle)
  - Family and Youth committee helped form the family coach model
- Saint Paul Indians in Action
  - Close partnership to co-create innovative solutions that meet community needs

**What are the impacts?**



Employee Learning and Development Workshops	Sessions Completed by Employees	Unique Employees Completing
2022 Race Equity in Action Workshop	1669	687
2022 Micro-Aggression and/or Bias Workshops	284	161
2021 Race Equity in Action Workshop	262	110
2021 Micro-Aggression and/or Bias Workshops <i>All County Attorneys Office employees completed when RCAO updated their Respectful Workplace Policy accounting for 446 session</i>	535	473

## Impact

- **Relationships**
  - Executive and Senior leadership access
  - RECEATs
  - Burns Institute – personal and professional journeys
- **Organizational Culture and Expectations**
  - Core values
  - Employee Resource Groups
  - Performance Appraisals
- **Leading with a Lens of Equity**
  - Request in Board Actions (RBAs)
  - Budgeting and Performance Measures
  - Various toolkits

**What are we going to do?**



## Moving Forward

- **Building partnership, trust and key relationships** with key leaders in their personal and professional journeys
- **Being adaptable and apply the targeted universalism approach** – this work is not scripted or check the box and one toolkit may not work for others
- **Creating a Culture of Accountability** – the RHEAs, liaisons and DIOD specialists are not wholly responsible or accountable for this work! It is a minimum qualification!
- **Invest in Evaluation and Measure Impact**
  - Being Data Informed
  - Building Capacity
  - Creating Sustainability
    - Examples
      - HR Hiring Toolkit
      - Community Engagement Funding Process

## 2023 workplan Initiatives

- Q1 2023
  - Racial Equity RamseyNet page
  - Racial Equity Budgeting Tool
- Q2 2023
  - Racial Equity Policy Updates
  - Roadshow
  - Responding to Racially charged events
  - Saint Paul Indians in Action cohort 2
- Q3 2023
  - Racial Equity in Action for Directors and Direct Reports
  - Racial Equity Policy Tool
  - Develop content for Microaggression, Bias, and Anti-Racism
- Q4 2023
  - Microaggression, Bias, and Anti-Racism Training launch
  - Racial Equity in Action for People Leaders
  - 2024 strategic planning



Department participation by completion of trainings

Full participation by all departments in RECEATs

Guidance on community involvement for interviews

AREJ informed enhancements to remove procurement barriers

Community informed service delivery reducing racial inequities

Increase in affordable housing, living wage jobs, and new businesses in racially diverse communities

Implementation of Core Competencies

Anti-Racism and Economic Justice (AREJ) Trust enhancements on procurement process

Update Policy to include required learning and development

Tools – RBA, Budgeting, Hiring

Diverse leadership at the county

## Key Takeaways

- Investments in this work are strategic and important to its success
- Innovation and adaptability are key to continuing to advance Racial Equity
- We'll continue to focus on building community

# Questions and Discussion