

REIA: Racial equity impact analysis

A process for change



What is a racial equity impact analysis (REIA)?

The REIA is a process that helps City of Minneapolis staff, departments, elected policymakers and community members consider racial equity outcomes when shaping policies, practices, programs and budgets. The process guides us in shifting our approach to our work and weaving racial equity into our everyday decision-making.

Why it's important to use the REIA

Using the REIA will support City decision-makers in developing and taking actions that reduce racial inequities and put success within reach of all people in Minneapolis. If we do not consciously bring considerations of racial equity into our operations, policymaking and service delivery, we are not truly working to advance racial equity.

How the REIA advances racial equity






A REIA helps City staff, elected policymakers and community members:

- Raise** awareness of potential racial impacts of decisions
- Identify** clear goals, objectives and measurable outcomes for racial equity
- Measure** progress in achieving department-level racial equity goals
- Engage** the residents most impacted by a decision
- Identify** who will benefit and who will be burdened by a decision
- Develop** strategies to advance racial equity and avoid unintended consequences of decisions
- Implement** decisions based on racial equity considerations and assess their outcomes

When you should use a REIA

Introduce the REIA process early in the development of a policy, program review, budget or other recommendation that affects residents. This will help us make decisions that align with the City's racial equity values and goals and achieve success.

| | COMMON SITUATIONS THAT CALL FOR USING A REIA | WHEN USING A REIA IS REQUIRED |
|--|---|---|
|  Policy | Using the REIA process supports City staff, department leadership and elected policymakers in considering the racial equity impacts of a policy at all stages of development. | <p>Legislative Process: A completed REIA will be required when bringing Requests for Council Action (RCAs) before a City Council committee for the following legislative actions:</p> <ul style="list-style-type: none"> • New ordinances and updates to ordinances • Charter amendments • New City enterprise policies and updates to policies <p>Appointed Boards and Commissions (ABCs): ABCs are required to use a REIA to assess the racial equity impacts of their policy recommendations to City departments and decision-makers.</p> |
|  Program | The REIA is an essential tool when developing or reviewing department-level programs to show how your work advances racial equity. | <p>Results Minneapolis: Beginning in 2021, this annual process will include enhanced templates to give departments the opportunity to show how their work advances racial equity.</p> <p>Internal Audit: The Division of Race & Equity is collaborating with the Internal Audit department to build racial equity into the audit process.</p> |
|  Budget | Using a REIA when developing your budget can ensure the core functions of your work align with the City's racial equity goals. | <p>Annual Budget Process: Equity impact questions have been integrated into the mayor's budget guidance, and all departments will have to respond to them when submitting budget proposals.</p> |



Tracking your results

The Division of Race & Equity created a form you can use to track and share your work. Sharing completed REIAs allows us to capture the results of our work in a consistent way across teams and projects.

Download or upload a form on our SharePoint site: minneapolis.mn.gov/sharepoint.com/sites/c00003/SREAP/REIA. (This is an internal site for City employees only.)

REIA BEST PRACTICES

 Remember: It's a process, not a checkbox

The REIA is a guide for considering racial equity when making a decision.

The goal isn't to fill out a form, it's to do an analysis that will help the City make decisions shaped by our racial equity values.

 Start early

To get the most out of a REIA, **bring it into the decision-making process as soon as you can.**

 Collaborate

The analysis should not be done by one person. Collaborate with fellow staff members of varying experiences, backgrounds and skills. Identify the groups and community members most relevant to the decision and involve them.

 Repeat and refine

The REIA is not a rigid or static process. You'll unearth new information as you look at data and engage those affected. Applying it at different phases of a project will reveal different opportunities to advance racial equity. Your intended outcome may change. For longer projects, **revisit the REIA regularly and consider whether your initial recommendations still stand.** Adapt the process and reach out to technical assistance as needed.

RESOURCES AND TECHNICAL ASSISTANCE

The Division of Race & Equity offers online and in-person resources to help you use the REIA.

Access the Race & Equity REIA SharePoint site online for:

- Racially disaggregated data
- A calendar of training and technical assistance sessions
- Frequently asked questions and user group discussions

We also offer the following in-person resources:

- Training sessions on the REIA
- Monthly technical assistance sessions on topics such as finding racially disaggregated data and effective community engagement strategies
- One-on-one project support
- Consulting services to help departments respond to equity impact questions in budget or program evaluation processes



To learn more and access resources and technical assistance, visit minneapolismngov.sharepoint.com/sites/c00003/SREAP/REIA.

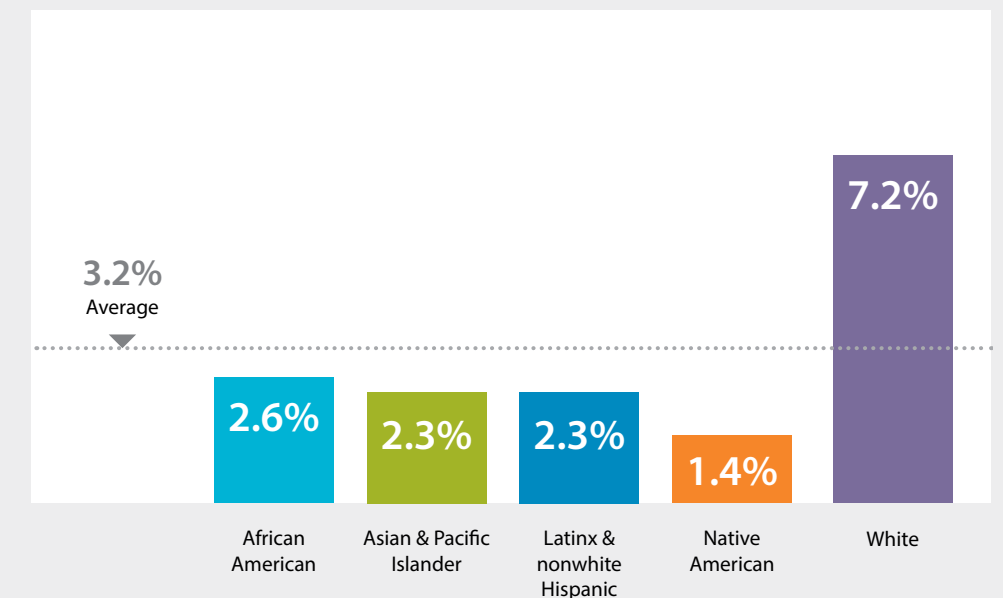
Q: What is racially disaggregated data?

A: Data that's been separated out by race or ethnic group



For example, say the overall business ownership rate is 3.2%. But if you look at the rates for specific racial and ethnic groups in the city — the racially disaggregated data — you may find that the business ownership rate for some racial groups is lower or higher than it is for other groups. There might not be differences between racial groups — but the only way to know is by looking at the racially disaggregated data.

Sample city business ownership rates



The REIA process

Using this process will shape a story about the racial equity impacts of a City initiative.

1 OUTCOME

To start, you need an understanding of the **outcome** you aim to achieve through the policy, ordinance, program or budget item. You also need an understanding of how racial equity concerns might affect your outcome.

Desired outcome

First, identify the change you hope to see as a result of this policy, ordinance, program or budget item. What is your goal?

Then think about the policy, ordinance, program or budget item with respect to racial equity. Does this change your desired outcome in any way? What additional information could help you set a goal that reflects the City's racial equity values?

EXAMPLE

You work in supplier diversity and your team is developing a program to increase City contracts with small businesses. Supporting small businesses through public contracting leads to job growth, wealth creation and more vibrant communities.

In this instance, the desired outcome for the program is to increase City spending with small businesses. However, as you conduct the REIA and think about the program in light of racial equity, you might identify an additional outcome.

2 DATA

What data will tell you if you're successful?

When thinking about your desired outcome, identify data that helps you understand:

- How the policy, ordinance, program or budget item affects community members, particularly BIPOC communities
- Specific program or organizational results

EXAMPLE

In our example, crucial data to review as you start would be the percentages of City contracts with small businesses, disaggregated by race, compared with the availability of small businesses in the region, also disaggregated by race.

It might also be useful to know the drop rate of contractors as they go through the bidding and procurement process, again disaggregated by race. How often do contractors drop out, and at what points in the process? Are there patterns based on race?

What does the data tell you?

By looking at the racially disaggregated percentages of contracts going to small businesses, your team found that there are notably fewer businesses owned by African Americans, Native Americans and Latinx in the City's contracting process when compared with their availability in the marketplace.

WHERE TO FIND DATA

- Visit the Division of Race & Equity's SharePoint site at minneapolis.mn.gov/sites/c00003/SREAP/REIA for links to racially disaggregated data from federal, state and local sources.
- Find demographic data by neighborhood at mncompass.org/profiles/neighborhoods/minneapolis-saint-paul.
- Search other data sources including specific departments and divisions, service providers, community partners and research literature.



Quantitative data is measured numerically. It may be presented as amounts, percentages/ratios or percent gains or losses.



Qualitative data describes and characterizes. It may be presented as anecdotes, personal experiences, opinions and perspectives. It's collected by observation, interviews, conversations and focus groups.

It's important to identify qualitative as well as quantitative data so you hear the perspectives and experiences of a diverse set of voices. Qualitative data provides a narrative beyond quantitative data and helps you understand if you're meeting the needs of impacted residents and where gaps might exist.

If you want specific data but can't find it.

Missing data may be a sign that certain communities, issues or inequities have been historically overlooked. Sometimes datasets treat communities as a monolithic group without acknowledging different socioeconomic and cultural subgroups.

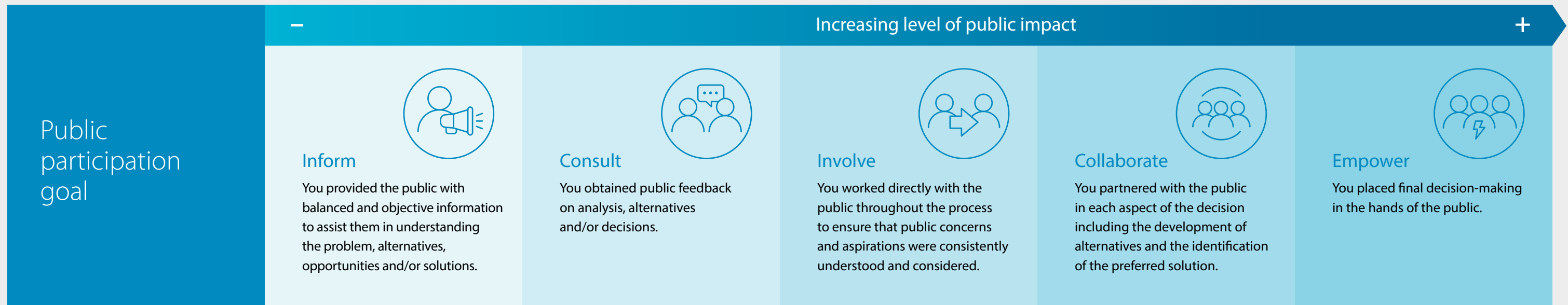
If racially disaggregated data isn't available, look for qualitative data such as interviews, recorded conversations, focus group results or notes from a community event. You might be surprised where you can find important pieces of the story. Keep digging.

If you can't find relevant data anywhere, it's important to identify the data that's unavailable or missing. Think about how you could get or generate this data that would help you shape and make decisions that advance racial equity.

3 COMMUNITY ENGAGEMENT

As you develop an action item, a key step is to listen to the voices of those directly affected by it. Involving residents and communicating clearly and openly will result in more racially equitable outcomes.

The City of Minneapolis Neighborhood & Community Relations department encourages City staff to use the International Association for Public Participation (IAP2) Spectrum of Public Participation, which defines different levels of community participation. Aim to engage the community at the appropriate level depending on your goals, time frame, resources and the level of public concern or interest in the decision.



Use the following questions to help you think about community engagement and stakeholder involvement:

- ❓ Among the community members who are concerned with or have experience relevant to this action, who are the most affected?
- ❓ How have you involved these community members?
- ❓ What themes or concerns have they expressed that can inform your decision? Identify sources of comments and other input.

For support in engaging the community, visit the Neighborhood & Community Relations Community Engagement Portal at minneapolismngov.sharepoint.com/teams/s00025/SitePages/Forms/ByAuthor.aspx.

SHARE YOUR INSIGHT

We're stronger when we work together.

Use the REIA SharePoint collaboration feature to share results and insights from your community engagement activities. This will help other teams and your own future efforts.

minneapolismngov.sharepoint.com/sites/c00003/SREAP/REIA

EXAMPLE

In our supplier diversity program, the “public” is a variety of small business owners who represent the racial and ethnic diversity of the city, specifically African American, Native American and Latinx business owners. An appropriate level of engagement might be “Consult.” Engagement could take the form of focus groups or a survey.

By hearing the experiences and perspectives of small business owners at different stages of contracting with the City, and from various racial and cultural backgrounds, you may discover insights that help you shape the program to more powerfully and effectively address racial equity issues.

4 ANALYSIS

Now that you've gathered and reviewed data and engaged with community members, it's time to analyze how the program, policy, ordinance or budget item might improve racial equity, or how it might make it worse. Including people from diverse perspectives and backgrounds in the analysis will give you the most robust, thorough and perceptive results. Seek out staff of different races, ages, experiences and roles. Consider inviting staff from other departments and people who would be most impacted by the program or decision. A diverse group will bring insight and perspective that will enlarge the discussion and sharpen your resulting analysis. Listen to all voices and be open to the unexpected.

Consider the following questions:

- ① Who would benefit? What does the data tell you about which communities might see their condition improve if you achieve the desired outcome?
- ② Who would be burdened? What does the data tell you about which communities might see their condition worsen or remain unchanged if you achieve the desired outcome?
- ③ What are possible unintended consequences of this action on BIPOC communities?
- ④ Are there any community needs that this issue or decision would either meet or leave unaddressed?
- ⑤ Are the action's impacts aligned with the desired outcome defined in 1: OUTCOME?
- ⑥ If impacts are not aligned with the desired outcome, how can you realign your work?
- ⑦ What resources or partnerships do you need to be successful?
- ⑧ Is anything unresolved?

EXAMPLE

As you prepare to do the analysis for the supplier diversity program, look beyond the immediate team to the entire procurement department, other departments and community members who have relevant and diverse experience. Invite them to participate. Based on the feedback from the analysis group, as well as your earlier data and engagement work, you might adjust your desired outcome to ensure the program aligns with the City's racial equity goals.

New desired outcome:

"The City's contracting process is friendly, welcoming and easy to use for BIPOC small business owners. It's designed for inclusivity and provides resources to help racially diverse contractors navigate the process. This will help close the racial equity gap in the City's contractor base, anchor the growth of diverse small businesses in the City, and put us closer to reaching the City's diverse spend goal."

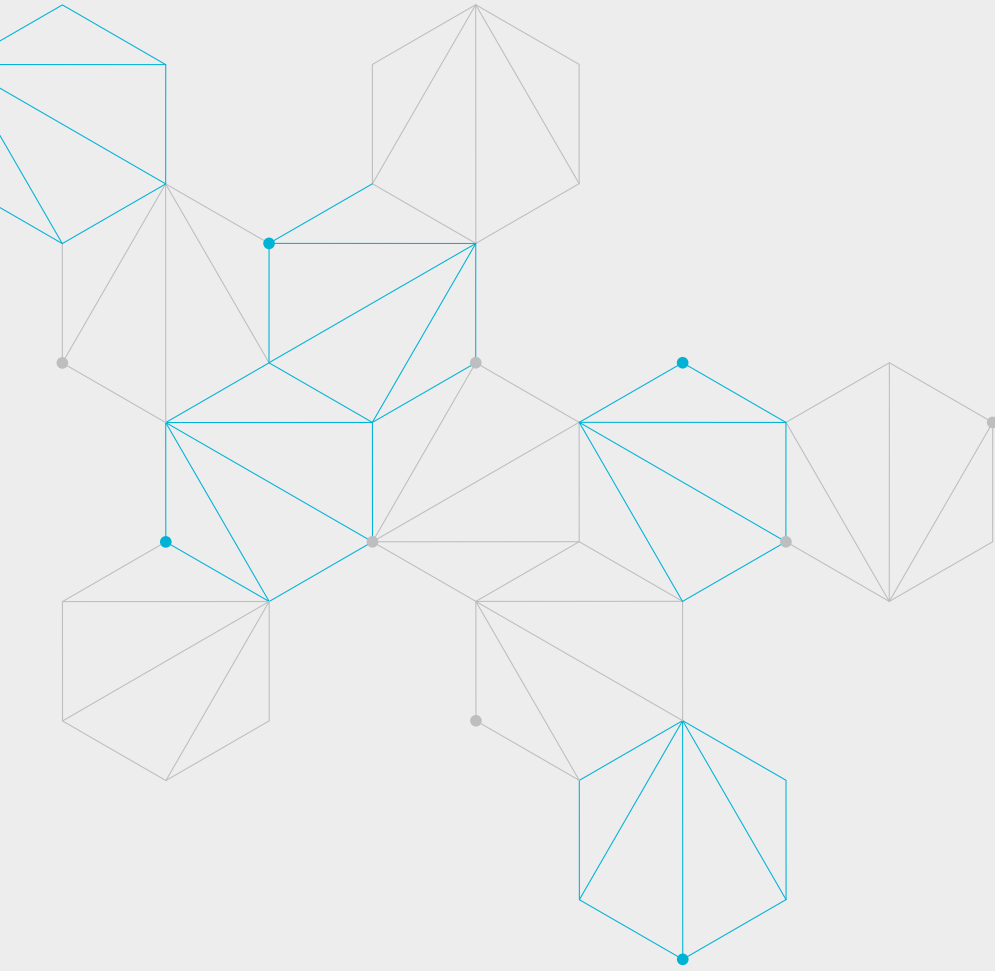
5 EVALUATION

Looking ahead, think about how you'll measure the effect of your action. What data will tell you whether or not you're making progress, and whether or not you've succeeded? Define the benchmarks now. As the project evolves and you uncover new information, the benchmarks may change, and that's fine — but clear goals will guide the team's work forward.

EXAMPLE

With your new desired outcome, decide what progress and success will look like. These guideposts will help you stay on track as you execute the plan.

Progress might be a certain quantity of feedback about the procurement process being easy to use (from completion surveys or the like). It might be a jump in the number of BIPOC businesses in the City's contractor pool. Success might be when the City's use of African American, Native American and Latinx contractors matches their availability in the marketplace.



CREDITS

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