



Framework For:

Minnesota Association of Community
Corrections Act Counties (MACCAC)-
Race Equity Committee

Submitted: March 15, 2021

Final May 27, 2021



Strategy Session and Outcomes of the project

Goal of the Race Equity Committee:

The MACCAC Race Equity Committee is an attempt to address racial equity from the MACCAC perspective. It is the hope that through policy and collective coordinated action across our counties that we can really help reduce/eliminate the huge disparities that exist in both our individual counties as well as the overall Minnesota's criminal justice system.

Scope of Work:

The Minnesota Association of Community Corrections Act Counties (MACCAC) Race Equity Committee is seeking assistance in to guide their work to create guiding principles that includes a committee charter describing their scope of our work and potentially designing a corrections reform framework.

Below is listed a few key aspects to aid in this design:

1. Building common language that supports the definitions of race, diversity, equity, and inclusion.
2. Creating a charter will aid in forward movement and move ideas into actionable steps that each committee member will be able to act on individually and collectively.
3. Facilitate and guide the framework planning process with the race equity committee;
 - a. Meet regularly to identify key questions to be answered during the planning phase
 - i. Meet with the leadership team of the committee
 - ii. Meet with the race equity committee
4. The framework planning process will serve as a roadmap for ongoing practices with the race equity committee team in adhering to their goal of corrections reform.

Guiding Principles and Statements:

The MACCAC Race Equity Committee is an attempt to address racial equity within the Communities Corrections Act counties. It is the hope that through policy and collective coordinated action across our counties, we will reduce/eliminate the huge disparities that exist in our individual counties and Minnesota's criminal justice system.

Racial equity and social justice are urgent moral and socioeconomic endeavors for our communities in Minnesota. Our population has changed, both in numbers and in diversity, and this did not happen overnight. Addressing issues of racial equity is not only an ethical obligation; it is essential to ensure the continued economic vitality of our communities.

Below is a compilation of the two compression planning sessions that were facilitated for the Race Equity committee. You will find 12 common words that came up consistently when looking to describe the committee's work. In addition, the Race Equity Committee collectively defined diversity, equity, and inclusion which were conveyed into **four core principles** and **guiding statements**.

Common words for building the race equity committee:

- Action-oriented
- Be Bold
- Empathy
- Energy
- Excited
- Fun
- Honesty
- Open Communication
- Open-Minded
- Passion
- Respect
- Trust

Common Language Definitions: Diversity, Equity, and Inclusion:

Diversity: Differences in all of us that consist of: race, ethnicity, gender, sexual orientation, religion, culture, attitudes, beliefs, age, and abilities

Equity: (Racial) equity is when race does not predict outcomes and ensures everyone has access to opportunities to prosper. Treat people how they want to be treated.

Inclusion: Make sure all voices and perspectives are represented. It is bigger than the individuals who make up an organization – it is the attitudes, mindset, values and behaviors that matter - everyone can learn from each other and grow.

Core Principles:

- Value Difference
- Be Bold
- Build Trust
- Take Action

Guiding Statements:

- ✚ We believe we can continue to have small wins that will lead to sustainable change to eliminate oppressive systems.
- ✚ We believe all individuals should acknowledge, measure and own their own biases and racial disparities within their respective county.
- ✚ We believe if we challenge our thinking, ourselves and our history- we can eliminate systemic barriers.
- ✚ We believe this journey will constantly change as we move along a continuum path of transformation.

Race Equity Framework for MACCAC

Reiteration of the Core Principles

- **Value Difference**
 - Discover common language and meet each individual where they are. Show empathy - Treat people with dignity and respect - Remember we are all on this journey together.
- **Build Trust**
 - Create a space for silence and understanding. Honor ground rules that are set for open and honest communication. Encourage vulnerability so that each person can first seek to understand then be understood.
- **Be Bold**
 - Make an intentional shift towards racial equity that requires audacious initiatives. Begin to work towards outcomes that are unprecedented and sustainable.
- **Take Action**
 - Employ the use of results and evidence-based practices that will aid in changing/disassembling systems that have created barriers. Assess specific race related data metrics that will implement change.

Reiteration of the Guiding Statements

- **We believe** we can continue to have small wins that will lead to sustainable change to eliminate oppressive systems.
- **We believe** all individuals should acknowledge, measure and own their own biases and racial disparities within their respective county.
- **We believe** if we challenge our thinking, ourselves and our history- we can eliminate systemic barriers.
- **We believe** this journey will constantly change as we move along a continuum path of transformation.

PLAN ~ DO ~ CHECK ~ ACT



The Framework Design (Modeled after Stanford University)

Action (Plan)	Ask (Do)	When to move on (Check & Act)
Emphasize <i>What are the needs?</i> <i>Seek stories</i> <i>Uncover emotions</i>	Did we: <ul style="list-style-type: none"> • Create a space for silence and understanding • Encourage vulnerability • Honor ground rules 	We made a collective effort to think, reflect and present issues/problems/concerns.
Define <i>What are we trying to solve?</i> <i>Reframe problem statements</i> <i>Infer insights</i>	Did we: <ul style="list-style-type: none"> • Show empathy • Treat people with dignity • Meet individuals where they are 	We did our best to seek to understand and then to be understood to address the issue, problem, concern (elephant in and out of the room)
Ideate <i>What can we do?</i> <i>Brainstorm radical ideas</i> <i>Suspend judgment</i>	Did we: <ul style="list-style-type: none"> • Work towards sustainable outcomes • Employ the use of evidence-based practices 	We engaged in exploratory ideas/solutions and identified potential ones to address the issue/problem/concern.
Prototype <i>What do we actually do?</i> <i>Build to think & learn</i> <i>Role play to understand context</i>	Did we: <ul style="list-style-type: none"> • Make an intentional shift for bold initiatives • Obtain feedback 	We identified specific areas to address. Four areas: Resources (Community and County), Evidence-based Practices, Policy and Procedure (System Change) and Workforce (Hiring, Retention, and Recruitment) [See Examples]
Test <i>How do we proceed?</i> <i>Embrace failure</i> <i>Gain deeper empathy</i>	Did we: <ul style="list-style-type: none"> • Access specific data metrics • Identify what we learned • Consider what to do differently 	We selected an option and sought out lessons learned
Assess <i>What am I bringing in?</i> <i>Openly giving & receiving feedback</i> <i>Guidelines for evaluating</i>	Did we: <ul style="list-style-type: none"> • Acknowledge bias, power, identity etc... • Give and receive feedback 	We practiced self-awareness of emotions.
Reflect <i>How did I show up?</i>	Did we: <ul style="list-style-type: none"> • See if there were still unanswered questions • Climate and temperature check (ouch!) 	We noticed, focused, and reflected on our actions, emotions and insights. We are all on this journey together.

RACIAL EQUITY TOOLKIT (FOUR AREAS)

Resources (Community and County)	
Plan	Do
<ul style="list-style-type: none"> Establish outreach connection with community-based organizations within your jurisdiction 	<ul style="list-style-type: none"> Find out who are the key cultural relevant providers of services within your jurisdiction
<ul style="list-style-type: none"> Establish ERG groups within the county (if applicable) 	<ul style="list-style-type: none"> Find out who the most prominent groups are within your jurisdiction
<ul style="list-style-type: none"> Establish a method to gather community feedback to inform the corrections practices 	<ul style="list-style-type: none"> Conduct focus groups or surveys
<ul style="list-style-type: none"> Invest in ongoing racial equity training 	<ul style="list-style-type: none"> Conduct monthly, quarterly, and annual racial equity trainings

Evidence-based Practices	
Plan	Do
<ul style="list-style-type: none"> Develop culture, diversity, and equity as a primary lens and practice (Be responsive around cultural awareness) 	<ul style="list-style-type: none"> Develop a common lens from which all will follow
<ul style="list-style-type: none"> Use data-driven decisions 	<ul style="list-style-type: none"> Begin with specific data metrics that are common to easily measure and track
<ul style="list-style-type: none"> Share best practices across counties (local, regional, and national efforts) 	<ul style="list-style-type: none"> Utilize and customize best practice efforts to apply to your jurisdiction

Policy and Procedure (System Change)	
Plan	Do
<ul style="list-style-type: none"> Adopt a systemic change mindset 	<ul style="list-style-type: none"> Utilize the race equity chart as a starting point to gauge common ground
<ul style="list-style-type: none"> Remove barriers that cause a disparate outcome 	<ul style="list-style-type: none"> Begin with policies that have the largest barrier and work on a modification or change altogether
<ul style="list-style-type: none"> Ensure accountability for all correction procedures 	<ul style="list-style-type: none"> Develop a shared process to remove personal agendas/politics <ul style="list-style-type: none"> Ground leveling Jurisdiction practices
<ul style="list-style-type: none"> Practice continuity of care across systems (jurisdiction services) 	<ul style="list-style-type: none"> Develop a shared care accountability practice

Workforce (Hiring, Retention, and Recruitment)	
Plan	Do
<ul style="list-style-type: none"> • Conduct blind selection of candidates 	<ul style="list-style-type: none"> • Remove scoring or physical address when reviewing resumes
<ul style="list-style-type: none"> • Re-assess qualifications needed for all positions (minimum vs. preferred) 	<ul style="list-style-type: none"> • Conduct a job analysis on high turnover positions and/or all positions
<ul style="list-style-type: none"> • Identify cultural relevant organizations to support your recruitment 	<ul style="list-style-type: none"> • Partner with HR to identify job posting locations (culturally specific media mediums-radio, online, newspaper, etc) <ul style="list-style-type: none"> ○ BIPOC community areas
<ul style="list-style-type: none"> • Change/Adjust your hiring selection process 	<ul style="list-style-type: none"> • Develop a racial equity practice for interviewing (i.e. banding)
<ul style="list-style-type: none"> • Add supplemental questions (if applicable) 	<ul style="list-style-type: none"> • Develop key questions to support specifics for race equity
<ul style="list-style-type: none"> • Establish implicit bias training for hiring practices 	<ul style="list-style-type: none"> • Develop a training plan for all searches
<ul style="list-style-type: none"> • Establish a retention practice for BIPOC employees 	<ul style="list-style-type: none"> • Conduct stay interviews, focus groups, or generate a survey on a monthly, quarterly, or annual basis for your BIPOC employees to understand why they stay
<ul style="list-style-type: none"> • Establish a mentorship/non-traditional pathway to increase BIPOC hires/skills 	<ul style="list-style-type: none"> • Develop ERGs within your jurisdiction across various units; [Aligns with “resources”]
<ul style="list-style-type: none"> • Conduct data tracking of BIPOC hires, promotion, etc... 	<ul style="list-style-type: none"> • Create or generate a report that identifies the number of hires, retention percentage, and attrition rates

RACIAL EQUITY ROADMAP

Starting point:

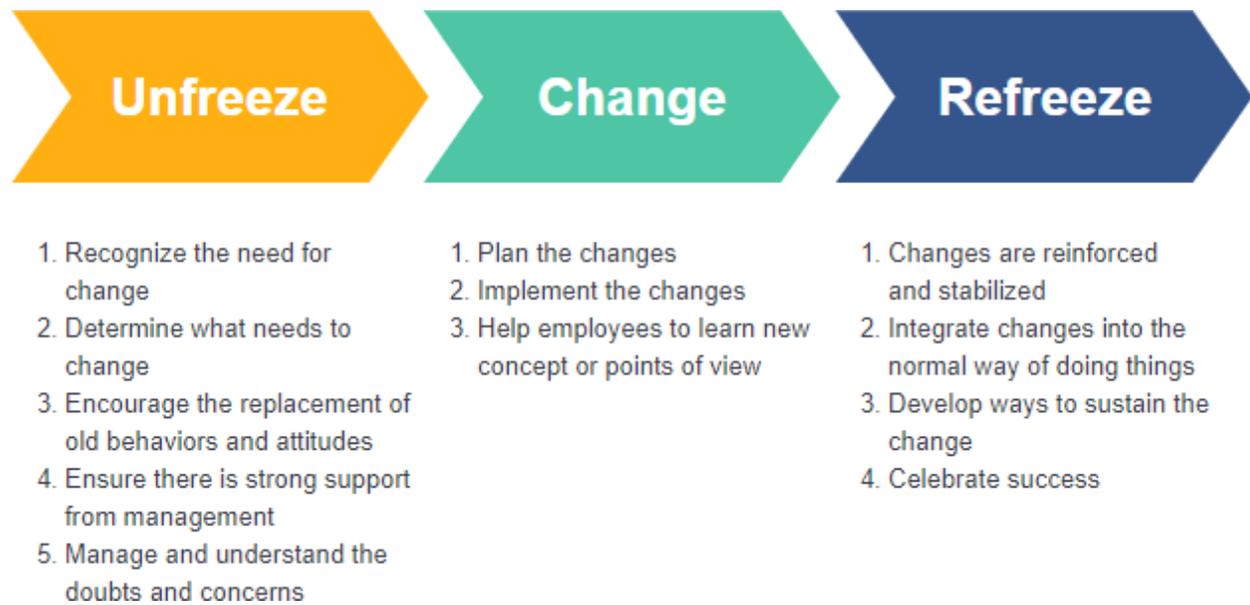
1. Begin with a growth-focused mindset
2. Start with common language and the “why”
3. Watch “The Look” (<https://us.pg.com/talkaboutbias/>) and follow the guidebook (customize the questions provided to align with what you are seeking)
4. Assess where your organization is at (choose one)
 - a. Conduct the GARE race equity assessment
 - b. Conduct Red, Yellow, Green System race equity assessment (Minnesota Diversity, Equity and Belonging (MNDEB))
5. Create and Identify Core principles and Guiding Statements
6. Identify which department or unit you will begin the work [**Four Areas**]
7. Identify a committee, team, or taskforce
8. Monthly check in meetings to ensure forward movement
9. Accountability
 - a. How will you hold each other accountable?
 - i. All jurisdictions will set certain key performance indicators (KPIs)
 1. Identify what those key performance indicators (KPIs) will be
 - ii. Create a dashboard that will identify key shared metrics to review across jurisdictions (group accountability)
 1. Have an agreed upon report that all directors will share their KPIs and outcomes (i.e. comp plan, other plan)
 - iii. Determine a report out structure to the race equity committee, jurisdiction, etc...
 - b. Check emotions
 - i. Start each meeting with a simple check-in
 - ii. Virtual (use emojis)
10. Follow the framework design and build this into your strategy work for your organization
11. Self-care should be practiced and it is ongoing (EAP, peer support, etc...)

Next Steps of Action:

1. Your jurisdiction has to first acknowledge there is a problem/issue/disparity
 - a. Address behaviors with the problem/issue/disparity
 - i. Cultural awareness is the core to ensure results and forward movement
 - b. Use data analytics
 - i. Show metrics that prove the disparities among certain populations
 1. What’s the data?
 2. What does the data tell us?
 - ii. Quantify and Qualify the metrics by conducting interviews with participants to show the differences
 1. What is the qualitative and quantitative data beyond the numbers?
 - a. As you review the data, how will these numbers move to action-oriented results? (i.e. broaden the scale and scope)
 2. What are the racial demographics?
 - a. What is the impact?

3. Are there specific inequities that are shown that it would help to analyze?
 - a. How will we use evidence-based practices to shift?
 - c. Follow Lewin's model
 - i. Unfreeze, Change, and refreeze
2. Accountability
- a. Identify what process or procedure will be used to measure progress and accountability (self-assessment probing questions)
 - i. It is a weekly, bi-weekly, monthly, quarterly check-in
 1. How often should we check-in?
 2. What are we reporting?
 3. What outcome did we expect?
 4. What outcome did we actually get?
 5. Should we reset, refresh, or restart?
 6. How do we ensure the race equity work is embedded into ongoing practices?
 7. How will we measure success?
 8. Who else should be involved and is not?
 9. Are we collecting the right information to make an informed-decision?
 10. Are there evidence-based practices that should be considered that we have not? If so, what are they? Are they culturally relevant? Are the practices currently being used accurately depicted through an equitable lens? Should we look into others?
 - ii. Create a rubric used to measure continuity of care
 1. How do we ensure each participant receives the same care from jurisdiction to jurisdiction?
 - a. Identify 1-3 key metrics to determine the care scale
 - iii. Create a chart to show who is accountable for what activities, projects, etc... (RACI model- Who is **R**esponsible, Who should be **A**ccountable, Who should be **C**onsulted, and Who should be **I**nformed- <https://www.smartsheet.com/comprehensive-project-management-guide-everything-raci>)
 - iv. Change or shift solutions when the plan is no longer working (be agile in your approach)
 1. Define the issue
 2. Analyze what is working, what is not working, where the bottleneck resides
 3. Re-prioritize the expected outcome(s)
 4. Restart with new solution(s)
 - v. Celebrate small wins
3. Implementation
- a. Communicate the action plan
 - i. Does everyone know what our end goal is with this work?
 - ii. Identify a realistic timeline to share the action plan
 - b. Identify-resources, funding, and timeline (realistic)

Kurt Lewin's Change Model:



Race Equity Assessment Tool: Government Alliance on Race and Equity (GARE)

Organizational Characteristics		Exclusive 1	Passive 2	Symbolic 3	Identify Change 4	Institutional Change 5	Structural Change 6
Culture	Organization Commitment						
	Leadership & Management						
People	Workforce	Hiring, Recruitment & Retention					
		Competencies					
	Community	Access, Involvement & Partnerships					
Structures	Budgeting & Contracting						
	Communications						
	Data Collection & Evaluation						

GARE Assessment Tool Guidance

Culture: Institutional Racism/Oppression

Racial Equity Action Item 1: Organization Commitment; Leadership & Management

- Understand the common framework for understanding racism, including the historical roots of racism and institutional racism
- Understand positional power and how it effects the individuals and families that staff serve
- Understand white privilege and knows how to be a champion and ally in our anti-racism work
- Create a more diverse workforce re-examining recruitment, hiring, retention and promotion practices
- Understand the biases in the “system” and integrates that understanding into the leaders work with staff, including during clinical supervision, unit meetings, etc.

People: Communication & Interaction with Others

Racial Equity Action Item 2: Community & Workforce

- Provide effective and responsive services across language, culture and race
- Create and maintain a culturally and racially diverse and responsive service delivery system by creating opportunities and removing administrative barriers for providers
- Develop the skills to engage in interactions, discussion and courageous conversations with each other, (i.e. co-workers, leaders, community members, other agencies’ staff) around issues of race and bias.
- Understand cultural biases and attitudes and is able to acknowledge how bias impacts staff interactions with others – individuals, families, clients and co-workers.
- Recognize and deal with “push-back” (resistance, challenges, biased/racist behavior) in a strength-based manner

Structures: Diversity: Cultural Knowledge & Understanding

Racial Equity Action Item 3: Bridging & Contracting; Data Collections & Evaluation

- Increase content knowledge of different cultures
- Utilize strategies specific to a client’s culture that are free of staff’s biases
- Has an appreciation of culture- what it is, how it affects individuals.
- Has an awareness of one’s own culture and what it means.
- Increase own personal understanding of white privilege, cultural competency, diversity and the origins of race

Racial Equity Assessment Tool: Red, Yellow, Green System (MNDEB)

Directions: For each question, choose one of the following:

- **Red Light:** Our organization has not gone there
- **Yellow Light:** Our organization has started conversations about this or has taken some first steps
- **Green Light:** Our organization is fully on board
- **Lights Out:** If our organization is fully on board I do not know about it

Program	Red Light	Yellow Light	Green Light
Does the organization analyze the comprehensive needs of Black, Indigenous, and People of Color (BIPOC) within your geographic area as a part of programming assessment, planning, and implementation?			
Do you have specific criteria for issue identification and campaign development that elevates race equity issues?			
Does the organization set goals for race equity across program areas that seek to name and address racial disparities and harms?			
Does the organization advocate and support the inclusion of race equity issues when working in coalitions?			
Do you have metrics, benchmarks, and indicators for measuring the organization's success?			
Power			
Does the organization have authentic and accountable relationships with BIPOC individuals and organizations within the region that provide input into your programs and advocacy?			
Does the organization have BIPOC individuals as board members (if applicable), director level and staff?			
Are benchmarks around race equity incorporated into the annual evaluation for the directors? All employees?			
Does the organization ensure a pipeline that seeks the leadership of BIPOC leaders and organizations become decision-makers within your organization?			
Does the organization raise adequate resources for its race equity work?			
Policies			
Does the organization have anti-discrimination policies that explicitly prohibit harassment of BIPOC members of the organization?			

Is family defined in a way that supports all family formations, including those beyond “traditional” or “nuclear” families?	Red	Yellow	Green
Does the organization use affirmative action in hiring processes?	Red	Yellow	Green
Does the organization have benchmarks around leadership development and retention of BIPOC individuals?	Red	Yellow	Green
Do you periodically assess the disproportionate impact of organizational policies on staff and/or constituents of the BIPOC population?	Red	Yellow	Green
People			
Do your staff and board (if applicable) reflect the full spectrum of BIPOC communities within the region?	Red	Yellow	Green
Are white people supported and evaluated in deepening knowledge and building skills around issues of white privilege and anti-racist organizing either within or outside the organization?	Red	Yellow	Green
Does your organizational leadership have values-based relationships with BIPOC leaders in the region that work towards building long term alliances?	Red	Yellow	Green
Are BIPOC individuals on staff supported in identifying and participating in leadership development opportunities?	Red	Yellow	Green
Are staff, board (if applicable), and leadership provided organizational space, time, resources, and structure to discuss and respond to issues of race equity within and outside your organization?	Red	Yellow	Green
Culture			
Are the full identities of the BIPOC population (sexual orientation, gender identity and expression, immigration status, ability status, age, languages spoken, etc.) recognized, respected, and taken into consideration in the development of organizational culture?	Red	Yellow	Green
Are the staff and board (if applicable) trained in interrupting racism at organizational events and within the organization?	Red	Yellow	Green
When the organization plans activities and events do you consistently consider basic needs like childcare, interpretation, food, proximity to transit lines, or time of day?	Red	Yellow	Green
Is white culture treated as the norm? Are BIPOC employees expected to assimilate into the existing organizational culture?	Red	Yellow	Green
Do you consistently communicate to your members, leaders, donors, and allies the race equity values and work that you do?	Red	Yellow	Green