



2023 RACIAL EQUITY DIVIDENDS INDEX SCORE REPORT

City of Northfield

2023 OVERALL SCORE: **34.8 out of 100 points**

2023 PERCENTILE (ALL ORGANIZATIONS): **77%**

2023 PERCENTILE (PEER ORGANIZATIONS): **92%**

Introduction

By completing the *2023 Racial Equity Dividends Index for the Public Sector* survey, you and your organization have taken an important step to assess your progress toward building and benefiting from the dividends of racially equitable workplaces and communities.

The Center for Economic Inclusion developed the Racial Equity Dividends Index for the Public Sector for city, county, and other local governments. The score report includes your organization's full set of answers accompanied by quantitative scoring and peer comparison with other participating organizations to give leaders in government a clear sense of current progress and future opportunities for inclusive, antiracist action, leveraging local governments' power as employers, service providers, and policymakers.

Thank you for being a partner in the goal of building racially equitable and inclusive workplaces in Minnesota.

Scoring

All 67 multiple-choice questions about racial equity standards in the survey are weighted equally and scored out of 100 possible points. Organizations score full points for each "Yes" answer given, indicating the presence of a racial equity standard, and zero points for other answers. Questions with answers of "not applicable" are excluded from scoring. Racial equity outcomes data related to workforce demographics and procurement spending are included for comparison purposes and do not affect an organization's score.

Table of Contents

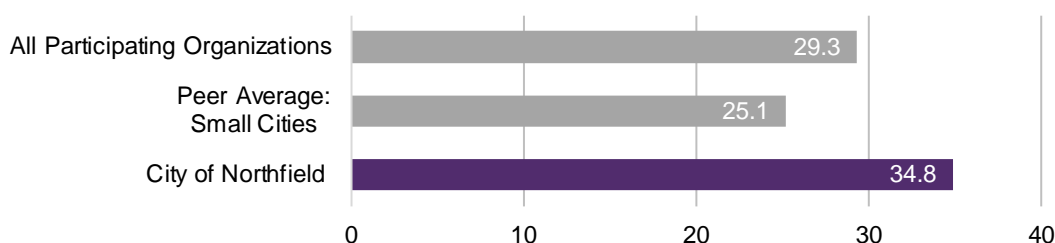
Peer Comparison	3
City of Northfield Score Overview.....	3
Dimensions of the Racial Equity Dividends Index	4
Leadership.....	4
Hiring	6
Culture, Retention, & Advancement	8
<i>Racial Equity Outcomes Data: Workforce</i>	10
Procurement	12
<i>Racial Equity Outcomes Data: Procurement</i>	14
Budgets & Finance.....	15
Community & Economic Development	16
Workforce Development.....	17
Housing, Transportation, & Land Use.....	18
Public Safety.....	19
Public Policy	21
Recommendations	22
Case Study	22
About the Index.....	23
Next Steps	23

Peer Comparison

This score report benchmarks City of Northfield's scores against other participating **Small Cities**.

PEER DEMOGRAPHICS	Resident population	Resident racial demographics	Full-time employees	Government Type
Small Cities	36,493	23.4% Black, Indigenous, Hispanic, or Asian	191	City
City of Northfield	20,374	19.9% Black, Indigenous, Hispanic, or Asian	110	City

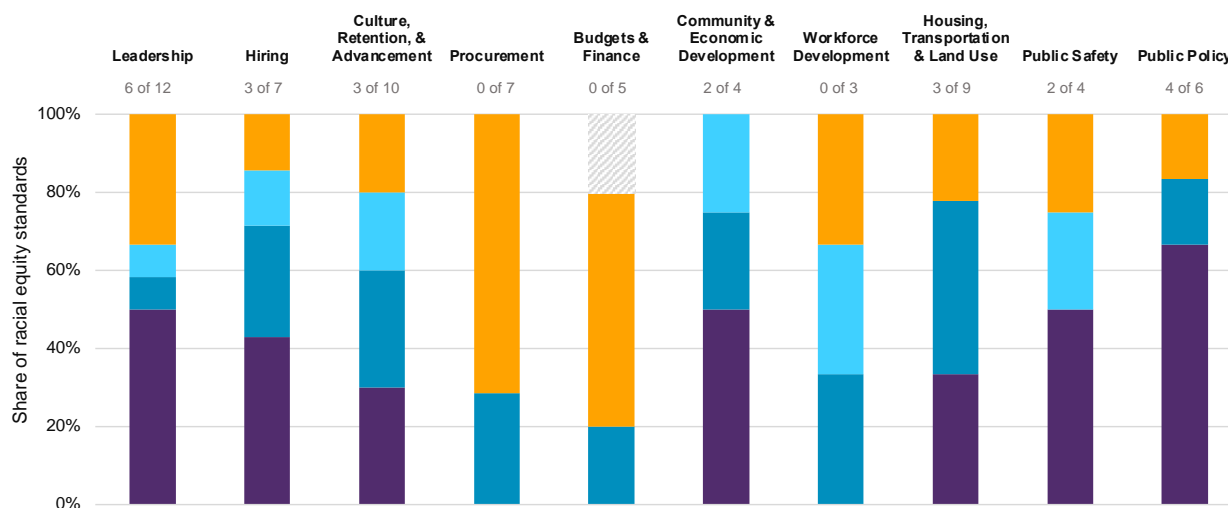
INDEX SCORE COMPARISON



City of Northfield Score Overview

23 out of 67 racial equity standards fully in place

■ Yes
 ■ Somewhat
 ■ Somewhat less
 ■ No
 ■ Not sure
 ■ Not applicable


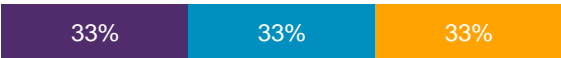







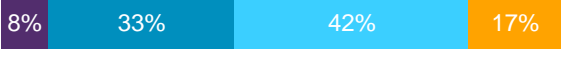












Dimensions of the Racial Equity Dividends Index

LEADERSHIP

Your Score: 6 out of 12 (peer average: 2.8) ■ Yes ■ Somewhat ■ Somewhat less ■ No ■ Not sure

Question	Your Answer	Peer Answers
Does your organization have a Chief Diversity, Equity, and/or Inclusion Officer , or a full-time senior-level employee dedicated to advancing inclusion and racial equity across the organization?	■	<div> <div>58%</div> <div>33%</div> <div>8%</div> </div>
Does your government participate in cross-sector partnerships or civic organizations that have explicit goals to reduce racial inequities and support racial equity?	■	<div> <div>42%</div> <div>42%</div> <div>8%</div> <div>8%</div> </div>
<p>Does your organization provide internal teams working on racial equity with an annual budget and executive-level sponsors?</p> <p>Actions your organization currently takes:</p> <p><i>We have one or more internal teams working on racial equity, diversity, and inclusion within our organization</i></p> <p><i>We provide annual budgets for internal teams working on racial equity, diversity, and inclusion</i></p> <p><i>We have identified at least one executive sponsor for internal teams working on racial equity, diversity, and inclusion</i></p>	<div>■</div> <div>○</div> <div>○</div> <div>○</div>	<div> <div>36%</div> <div>55%</div> <div>9%</div> </div> <div>91% of peers took this action</div> <div>64% of peers took this action</div> <div>64% of peers took this action</div>
Does your organization collect data and take action to ensure that appointed board and commission members are representative of the racial demographics of the community the board is intended to serve?	■	<div> <div>33%</div> <div>42%</div> <div>25%</div> </div>





Does your organization regularly publish data on the demographics of your workforce disaggregated by race and ethnicity?		
Does your organization currently have an organization-wide racial equity strategy ?		
Does your organization follow a regular process at the onset of major projects and initiatives to determine how to engage residents , particularly among Black, Indigenous, Hispanic/Latine, and Asian communities, in order to incorporate their perspectives throughout?		
Does your organization regularly publish population-level data on resident demographics, economic outcomes, and quality of life , disaggregated by race/ethnicity, on your organization's website?		
Does your organization follow a consistent process to measure community satisfaction with services , disaggregating resident perspectives by race, and take action to improve services?		
Has your organization conducted a racial equity assessment within the past 3 years?		
Does your organization actively maintain an Open Data Portal that publishes datasets that disaggregate data by race or otherwise relate to racial equity across your organization?		













<p>Does your organization's senior leadership reflect the current racial demographic of your region?</p> <p>Leadership demographics match or exceed regional demographics for:</p>		
Black		0% of peers answered yes
Indigenous		0% of peers answered yes
Hispanic		8% of peers answered yes
Asian		17% of peers answered yes
White		100% of peers answered yes

HIRING

Your Score: 3 out of 7 (peer average: 2.9)

■ Yes
 ■ Somewhat
 ■ No
 ■ Not sure















Question	Your Answer	Peer Answers
Does your organization publish salary information for job postings?		
Has your organization eliminated the use of prior salary information to inform pay and hiring decisions?		

<p>Does your organization take ongoing actions to remove bias from application processes?</p> <p>Actions your organization currently takes:</p> <p><i>Reviewing job qualifications and removing unnecessary criteria on a regular basis</i></p> <p><i>Consistently creating racially diverse hiring committees</i></p> <p><i>Focusing background checks on job-specific factors</i></p> <p><i>Implementing second-chance hiring practices</i></p>	    	 <p>50% 50%</p> <p>100% of peers took this action</p> <p>25% of peers took this action</p> <p>92% of peers took this action</p> <p>33% of peers took this action</p>
<p>Does your organization invest in local talent pipelines through paid internships, training partnerships with community colleges or workforce development providers, scholarships for students who are not related to employees, and/or other substantial career exposure opportunities?</p>		 <p>42% 50% 8%</p>
<p>Does your organization intentionally recruit from racially diverse talent pools, including schools, workforce development programs, and other community-based organizations with high shares of Black, Indigenous, Hispanic/Latine, and/or Asian people?</p>		 <p>17% 75% 8%</p>
<p>Does your organization set enterprise-wide goals for hiring, retaining, and advancing Black, Indigenous, Hispanic/Latine, and Asian workers and hold organizational leadership accountable for meeting these goals?</p> <p>Actions your organization currently takes:</p> <p><i>We set goals across our organization for hiring a racially diverse workforce</i></p> <p><i>We set goals across our organization for retaining employees of color</i></p> <p><i>We set goals across our organization for promoting employees to produce racially diverse leadership teams</i></p> <p><i>We take action to hold leadership accountable for meeting these goals</i></p>	    	 <p>8% 33% 58%</p> <p>42% of peers took this action</p> <p>8% of peers took this action</p> <p>8% of peers took this action</p> <p>0% of peers took this action</p>
<p>Does your organization require hiring managers to consider a racially diverse slate of candidates during the application and interview stages?</p>		 <p>100%</p>

CULTURE, RETENTION, & ADVANCEMENT

Your Score: 3 out of 10 (peer average: 1.8) ■ Yes ■ Somewhat ■ Somewhat less ■ No ■ Not sure

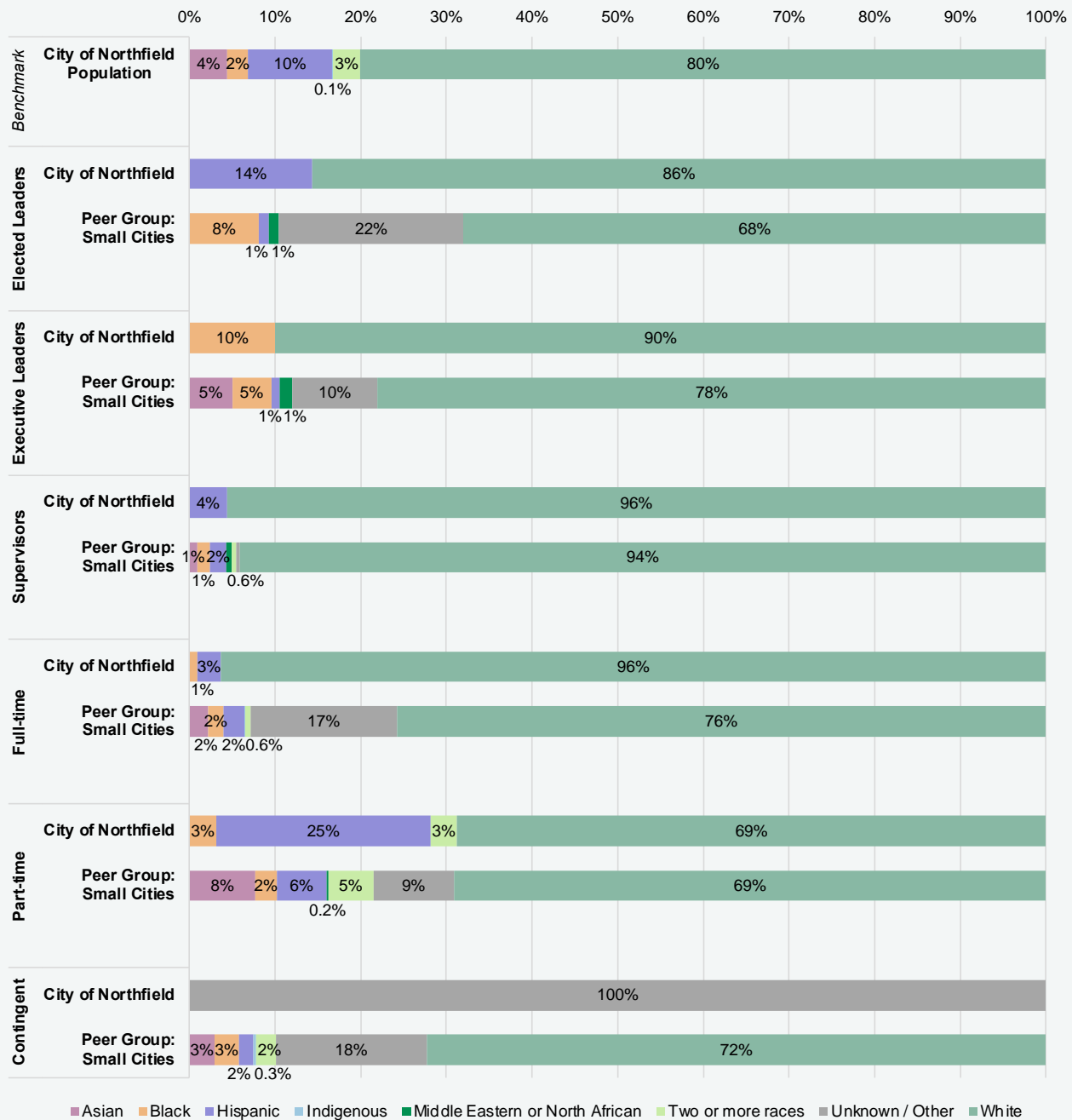
Question	Your Answer	Peer Answers
<p>Does your organization provide benefits to all full-time employees?</p> <p>Benefits provided by your organization:</p> <p>Health insurance</p> <p>Paid leave</p> <p>Paid family leave</p> <p>Access to a retirement account</p>	<p>■</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>100%</p> <p>100% of peers provide this benefit</p> <p>100% of peers provide this benefit</p> <p>92% of peers provide this benefit</p> <p>100% of peers provide this benefit</p>
<p>Does your organization have clear standards for promotions that are shared with all employees?</p>	<p>■</p>	<p>33% 50% 17%</p>
<p>Does your organization take steps to increase the economic wellbeing of non-exempt employees?</p> <p>Actions your organization currently takes:</p> <p>We provide schedules at least one week in advance to all non-exempt employees and strive to keep schedules consistent week-to-week</p> <p>We offer all non-exempt employees the opportunity to work full-time if desired</p> <p>We provide all non-exempt employees a minimum number of hours per week</p>	<p>■</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>8% 92%</p> <p>92% of peers took this action</p> <p>17% of peers took this action</p> <p>50% of peers took this action</p>
<p>Does your organization regularly survey employees about their sense of belonging and equity in the workplace, disaggregate results by race, and share insights with employees?</p> <p>Actions your organization currently takes:</p> <p>We have surveyed employees about their sense of belonging and inclusion in the past two years</p>	<p>■</p> <p>✓</p>	<p>8% 67% 25%</p> <p>67% of peers took this action</p>

We have disaggregated survey results by race		17% of peers took this action
We have shared insights from employee surveys back with employees		58% of peers took this action
<p>Does your organization pay all employees a family-sustaining wage for Minnesota?</p> <p><i>Note: The Center for Economic Inclusion defines a family-sustaining wage for Minnesota based on the MIT Living Wage Calculator. In 2023, this is \$24.98 per hour, or approximately \$52,000 for a full-time employee.</i></p>		
Does your organization have employee resource groups or similar entities specific to Black, Indigenous, Hispanic, and/or Asian workers for the purposes of enabling mutual support, mentorship, professional development, and more?		
Does your organization measure employee pay by race and ethnicity at least once per year and taken action to ameliorate any pay gaps between workers in similar roles with equivalent skills, experiences, and qualifications?		
Does your organization invest in professional development opportunities for workers including certificates, tuition reimbursement, educational grants, and coaching and measure participation in these opportunities by race and ethnicity of employees at least once per year?		
Does your organization provide formal mentorship opportunities specific to Black, Indigenous, Hispanic, and/or Asian workers?		
Does your organization offer regular learning opportunities for staff to understand and apply antiracist practices to their work and make efforts to increase organization-wide participation?		

Racial Equity Outcomes Data: Workforce

The following section displays data on racial equity outcomes within your organization across several critical dimensions. Workforce-related data includes the racial demographics of your organization's workforce and leadership, number of workers earning a family sustaining wage, and hiring, retention, and promotion rates by race and ethnicity compared with peers.

Workforce by Race and Ethnicity¹²



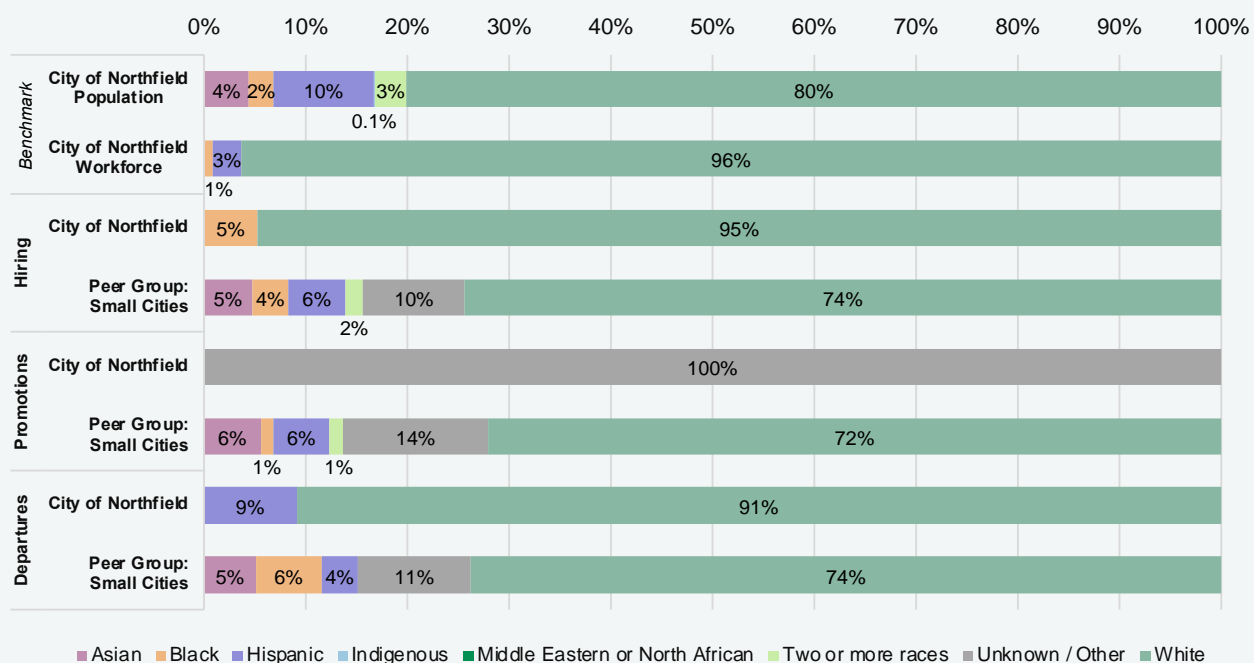
¹ Population data for the City of Northfield comes from the 2021 5-Year American Community Survey

² 0.5% of Supervisors in this peer group identify as Two or more races and 0.4% identify as Unknown/Other. 0.1% of Full-time staff in this peer group identify as Indigenous.

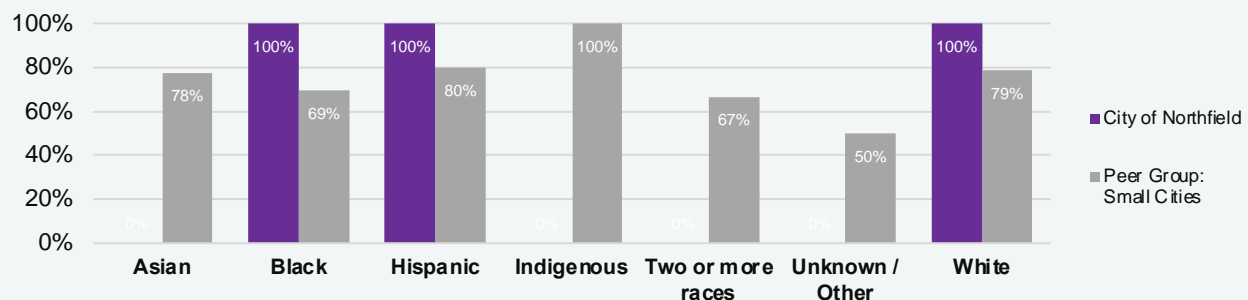
City of Northfield Workforce by Race and Ethnicity

	Asian	Black	Hispanic	Indigenous	Middle Eastern or North African	Two or more races	Unknown	White (non-Hispanic)
Elected leaders	0	0	1	0	0	0	0	6
All senior appointed leaders	0	1	0	0	0	0	0	9
All managers of at least 1 full-time employee	0	0	1	0	0	0	0	22
All permanent full-time employees	0	1	3	0	0	0	0	106
Permanent part-time employees	0	1	8	0	0	1	0	22
Contingent workers	0	0	0	0	0	0	3	0

Hiring, Promotion, and Departure rates by Race and Ethnicity³



Percent of Employees Earning a Family-Sustaining Wage by Race and Ethnicity⁴



³ Hiring data displays the racial demographics of full-time employees who were hired in the past year. Promotions data displays the racial demographics of full-time employees who were internally promoted in the past year. Departures data displays the racial demographics of full-time employees who left the organization in the past year.







⁴ The Center for Economic Inclusion defines a family-sustaining wage for Minnesota based on the MIT Living Wage Calculator. In 2023, this is \$24.98 per hour, or approximately \$52,000 for a full-time employee.

PROCUREMENT

Your Score: 0 out of 7 (peer average: 0.3)

■ Yes ■ Somewhat ■ No ■ Not sure

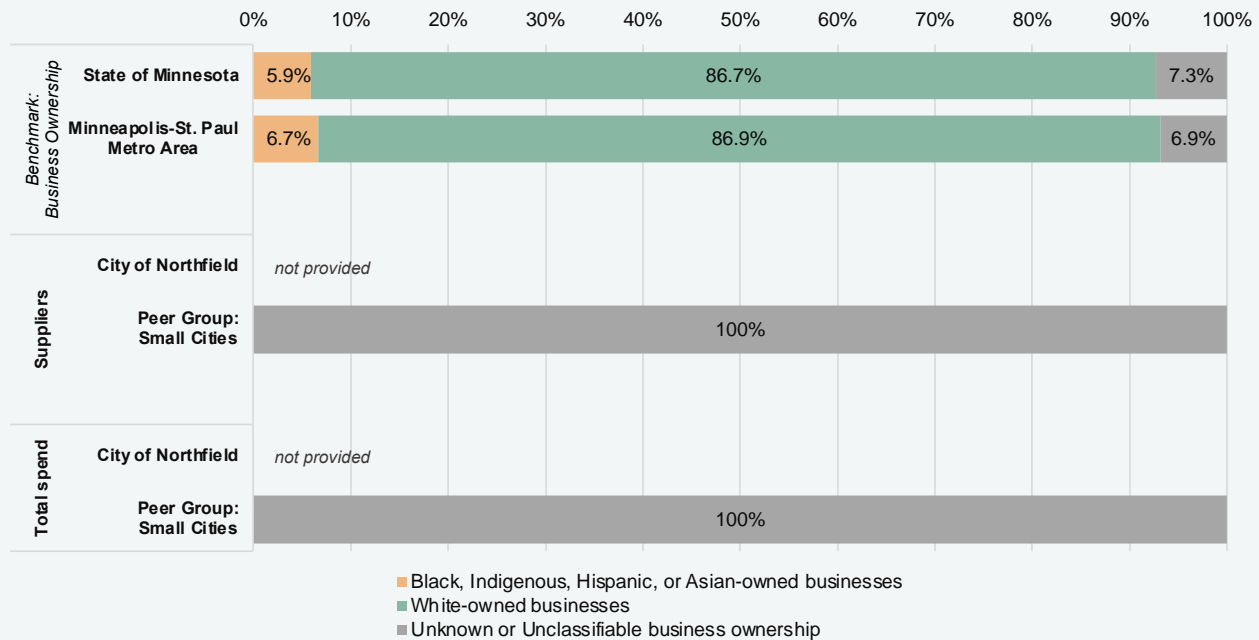
Question	Your Answer	Peer Answers
<p>Has your organization taken action to reduce prohibitive barriers for suppliers, including reducing the size of contracts, lowering annual revenue or bonding requirements, simplifying submittal processes, and shortening supplier payment terms to 15-30 days?</p> <p>Actions your organization has taken:</p> <p><i>We have taken action to reduce the size of our contracts to enable smaller suppliers, including ones led by Black, Indigenous, Hispanic, or Asian owners, to compete</i></p> <p><i>We have taken action to lower our minimum threshold for suppliers' annual revenue</i></p> <p><i>We have taken action to adjust insurance requirements</i></p> <p><i>We have taken action to simplify submittal processes for bids from suppliers</i></p> <p><i>We pay most or all of our suppliers on a monthly basis</i></p>	<p>■</p> <p>○</p> <p>○</p> <p>○</p> <p>○</p> <p>✓</p>	<p>25% 58% 17%</p> <p>25% of peers took this action</p> <p>8% of peers took this action</p> <p>17% of peers took this action</p> <p>42% of peers took this action</p> <p>75% of peers took this action</p>
<p>Does your organization have a Minority Business Enterprise (MBE) procurement strategy with measurable goals?</p>	<p>■</p>	<p>17% 83%</p>
<p>Does your organization require that all RFP and bid processes track the number of bids received from Black, Indigenous, Hispanic, and Asian-owned business and seek out additional bids if no bids from these groups have been received?</p>	<p>■</p>	<p>17% 83%</p>
<p>Does your organization invest financial and human capital resources in building a racially diverse pipeline of suppliers via a dedicated budget, staff time, and education for procurement leaders within your organization?</p>	<p>■</p>	<p>8% 92%</p>

Does your organization regularly collect and share data internally on the racial diversity of its suppliers?		 100%
Does your organization measure the racial diversity of its Tier 2 suppliers ?		 100%
Has your organization participated in a disparity study within the past 5 years to evaluate the outcomes of race-neutral supplier diversity programs and provide legal justification for race-conscious strategies?		 100%

Racial Equity Outcomes Data: Procurement

The following section displays data on racial equity outcomes across several critical dimensions. Procurement-related data includes the number of suppliers owned by Black, Indigenous, Hispanic, and Asian individuals and the amount of total procurement spending going to these suppliers.

Procurement spending with Black, Indigenous, Hispanic, or Asian-owned businesses⁵



City of Northfield Procurement spending with Black, Indigenous, Hispanic, or Asian-owned businesses

Total number of suppliers	<i>not provided</i>
Total number of suppliers that are owned by Black, Indigenous, Hispanic, or Asian individuals	
Total number of suppliers that are owned by White individuals	
Total number of suppliers with unknown business ownership	
Total spend	<i>not provided</i>
Total spend with businesses owned by Black, Indigenous, Hispanic, or Asian individuals	
Total spend with businesses owned by White individuals	
Total spend with businesses of unknown ownership	

⁵ Data for the State of Minnesota and the 15-county Minneapolis-St. Paul metro area comes from the 2021 Annual Business Survey. Suppliers data displays the percentage of all suppliers that are owned by Black, Indigenous, Hispanic, or Asian individuals within the past year. Total spend data displays the percentage of all procurement spending going to businesses owned by Black, Indigenous, Hispanic, or Asian-owned businesses within the past year.

BUDGETS & FINANCE

Your Score: 0 out of 5 (peer average: 0.4)

■ Yes ■ Somewhat ■ No ■ Not sure

Question	Your Answer	Peer Answers
Does your organization invest assets in Community Development Financial Institutions (CDFIs) or other depository institutions whose missions prioritize wealth-building and investment in underinvested communities?	NA	<p>20% 50% 30%</p>
Do you analyze and act to mitigate the impacts of taxes, fines, fees, and other revenue-generating activities on Black, Indigenous, Hispanic/Latine, and Asian communities?		<p>17% 8% 75%</p>
Do you proactively seek input from Black, Indigenous, Hispanic/Latine, and Asian communities in the early stages of developing your operating and capital budgets ?		<p>8% 83% 8%</p>
Do you have a standardized process for analyzing the impact of potential budgets on Black, Indigenous, Hispanic/Latine, and Asian communities (often described as a budget equity tool)?		<p>100%</p>
Does your organization invest its financial assets using Environmental, Social, and Governance (ESG) criteria or otherwise screen its financial investments to avoid organizations and sectors that perpetuate racial inequities?		<p>83% 17%</p>

COMMUNITY & ECONOMIC DEVELOPMENT




Your Score: 2 out of 4 (peer average: 1.2) ■ Yes ■ Somewhat ■ Somewhat less ■ No ■ Not sure

Question	Your Answer	Peer Answers
Do you have community development programs that explicitly seek to support stronger social capital ties, resident voice, and neighborhood improvements in Black, Indigenous, Hispanic/Latine, Asian, and other historically disinvested communities?	■	<div> <div>42%</div> <div>25%</div> <div>33%</div> </div>
Are your economic development job creation subsidies only available to companies that create jobs that pay family-sustaining wages or a similar wage threshold? <i>Note: The Center for Economic Inclusion defines a family-sustaining wage for Minnesota based on the MIT Living Wage Calculator. In 2023, this is \$24.98 per hour, or approximately \$52,000 for a full-time employee.</i>	■	<div> <div>40%</div> <div>20%</div> <div>40%</div> </div>
Does your organization have initiatives to support entrepreneurship and business development among Black, Indigenous, Hispanic/Latine, Asian, and other communities historically underrepresented in business ownership?	■	<div> <div>27%</div> <div>55%</div> <div>18%</div> </div>
Does your organization analyze the racial demographics of business owners receiving your economic and business development services on at least an annual basis?	■	<div> <div>17%</div> <div>17%</div> <div>25%</div> <div>33%</div> <div>8%</div> </div>

WORKFORCE DEVELOPMENT

Your Score: 0 out of 3 (peer average: 0.2)

■ Yes
 ■ Somewhat
 ■ Somewhat less
 ■ No
 ■ Not sure












Question	Your Answer	Peer Answers
<p>Do your workforce development programs survey past program participants about their job placement experiences, disaggregate results by race, and use this information to guide future partnerships and job placements?</p> <p><i>Actions your organization currently takes:</i></p> <p>Most or all of our workforce development programs survey past program participants about their job placement experiences</p> <p>Most or all of our workforce development programs disaggregate survey results by race</p> <p>We use survey results to guide future partnerships and job placements, across all or most of our workforce development programs</p>	<div style="text-align: center;"> ■ ○ ○ ○ </div>	<div style="text-align: center;">  <p>25% 25% 50%</p> <p>25% of peers took this action</p> <p>50% of peers took this action</p> <p>50% of peers took this action</p> </div>
<p>Does your organization follow a consistent process to facilitate partnerships between local workforce training partners and local businesses to support training of Black, Indigenous, Hispanic/Latine, Asian, and other historically underrepresented communities for job opportunities?</p>	<div style="text-align: center;"> ■ </div>	<div style="text-align: center;">  <p>10% 50% 40%</p> </div>
<p>Do your workforce development initiatives prioritize placing participants into jobs that pay family-sustaining wages?</p> <p><i>Note: The Center for Economic Inclusion defines a family-sustaining wage for Minnesota based on the MIT Living Wage Calculator (in 2023, this is \$24.98 per hour) but alternative family-sustaining wage definitions also exist.</i></p>	<div style="text-align: center;"> ■ </div>	<div style="text-align: center;">  <p>75% 25%</p> </div>

HOUSING, TRANSPORTATION, & LAND USE

Your Score: 3 out of 9 (peer average: 3.1)

■ Yes
 ■ Somewhat
 ■ Somewhat less
 ■ No
 ■ Not sure

Question	Your Answer	Peer Answers
Does your organization have a zoning code that allows for higher density construction near commercial and transportation corridors and job centers?	■	100%
Do your transportation-related capital investments include dedicated programs using own-source revenue to expand and improve alternatives to single-occupancy cars for residents?	■	<div> <div>58%</div> <div>25%</div> <div>8%</div> <div>8%</div> </div>
Does your organization take action to reduce cost burdens for low-income users of public transportation , including through reduced fare programs, subsidies, and more?	■	<div> <div>43%</div> <div>43%</div> <div>14%</div> </div>
Does your organization have programs to offer homeownership opportunities for first time homebuyers , including through loans and grants, and analyze program participation by race?	■	<div> <div>40%</div> <div>30%</div> <div>30%</div> </div>
Does your jurisdiction require inclusionary zoning for housing projects developed with city funding or in-kind contributions, such as land or infrastructure investment?	■	<div> <div>33%</div> <div>42%</div> <div>25%</div> </div>
Does your organization prioritize repairs to roads and other transportation infrastructure based on a systematic evaluation of both the infrastructure grade and the disparities experienced by currently and historically underserved communities?	■	<div> <div>25%</div> <div>67%</div> <div>8%</div> </div>

Does your government invest in alternative crisis response teams to provide services to individuals with developmental disabilities, individuals who are experiencing health crises, and others who call 911 or otherwise seek help?		
Does your government have programs and staff focused on diversion opportunities from the criminal justice system and towards care-based services?		
<p>Do your law enforcement agencies publish racially disaggregated data on law enforcement activities on at least an annual basis?</p> <p><i>Categories for which data is published on at least an annual basis:</i></p> <p><i>Racially disaggregated data on officer use of force</i></p> <p><i>Racially disaggregated data on internal and external complaints about police conduct</i></p> <p><i>Racially disaggregated data on arrests</i></p> <p><i>Racially disaggregated data on traffic and pedestrian stops</i></p> <p><i>We publish data on some of the categories above, but not disaggregated by race</i></p>	     	 <p>33% of peers took this action</p> <p>8% of peers took this action</p> <p>25% of peers took this action</p> <p>25% of peers took this action</p> <p>42% of peers took this action</p>

PUBLIC POLICY

Your Score: 4 out of 6 (peer average: 1.4)

■ Yes ■ Somewhat ■ No ■ Not sure

Question	Your Answer	Peer Answers
Has your organization identified racial equity as a public policy priority?	<div><div></div></div>	<div><div>83%</div><div>8%</div><div>8%</div></div>
Do you have a strategy to seek input from residents, particularly Black, Indigenous, Hispanic/Latine, and Asian residents on local ordinance development?	<div><div></div></div>	<div><div>42%</div><div>33%</div><div>25%</div></div>
Does your organization advocate to other government entities (including city, county, state, and the federal government) for public policy changes that would improve economic outcomes for Black, Indigenous, Hispanic/Latine, and Asian communities?	<div><div></div></div>	<div><div>9%</div><div>36%</div><div>45%</div><div>9%</div></div>
Do you have a strategy to communicate relevant changes to local ordinances to residents of different cultural communities and backgrounds , including through translation of documents into multiple languages when deemed necessary and through multiple communication methods (including digital, print, and in-person gatherings)?	<div><div></div></div>	<div><div>8%</div><div>75%</div><div>17%</div></div>
Does your organization lobby other government entities (including city, county, state, and/or the federal government) to oppose public policies that have historically exacerbated racial inequities?	<div><div></div></div>	<div><div>67%</div><div>25%</div><div>8%</div></div>
For ordinances developed and passed by your jurisdiction’s elected leaders, does your organization use a racial equity tool to analyze impacts on Black, Indigenous, Hispanic/Latine, Asian, and other communities of color?	<div><div></div></div>	<div><div>50%</div><div>50%</div></div>

Recommendations

- **The City of Northfield can create more equitable hiring processes by formalizing processes to intentionally recruit from racially diverse talent pools, invest in local talent pipelines, and use proven practices to remove bias.** Northfield is on par with peers on Hiring, with 3 of 7 racial equity standards in place. Workforce data also reveals that Black, Indigenous, Hispanic/Latine, and Asian communities are underrepresented in city government: while 20% of city residents identify as Black or Brown, just 4% of full-time workers at the city do. Systematizing efforts to recruit racially diverse talent, investing in local talent pipelines through scholarships, paid internships, and other substantial career exposure opportunities, and implementing strategies across the company to reduce bias when hiring, including through the use of diverse hiring committees, will support the City's efforts to offer culturally relevant services and ensure that qualified candidates are given fair consideration.
 - **The City of Northfield can develop a strategy and set goals for increasing the racial diversity of suppliers to build economic wealth for Black, Indigenous, Hispanic/Latine and Asian owned businesses.** Northfield lags its peers in establishing a strategy to increase supplier diversity, and did not share procurement data in the Index. Refining and formalizing a MBE strategy and setting goals for increased investment can help Northfield utilize spending to build community wealth and benefit from new ideas to deliver services.
 - **The City of Northfield can seek input from Black, Indigenous, Hispanic/Latine, and Asian communities when developing budgets to better represent residents' interests.** Northfield lags peers with 0 of 5 racial equity standards implemented in Budgets & Finance. A first step in improving equitable outcomes can be to proactively seek input from historically excluded Black and Brown communities in the early stages of developing operational and capital budgets which will strengthen community trust and promote culturally responsive solutions.
-

Case Study

The City of Roseville establishes a Strategic Racial Equity Action Plan to guide actions to build racial equity across city operations

Since initiating intentional work around racial equity in 2018, the City of Roseville, MN formalized their commitments in a Strategic Racial Equity Action Plan (SREAP), whose purpose is to “help us measure and significantly improve results for all our community members with culturally diverse workforce, businesses, representation, and programming.”

Roseville's SREAP priorities are regularly assessed and updated, with periodic reports published to document progress towards goals and planned activities.

The current SREAP Priorities seek to ameliorate issues with:

- 1) Workforce Diversity – “Roseville City Government staff – across its entire breadth and depth – does not reflect the racial, ethnic, and cultural makeup of residents.”
- 2) Commission Diversity – “People who participate in Roseville City Government boards and commissions do not reflect the racial, ethnic, and cultural makeup of residents.”
- 3) Racial Equity Toolkit – “There is no process for senior leaders to analyze policies, programs, and services with an equity lens.”

Data and measurement are foundational to this work. Roseville's 2022 Workforce Report, the city's first, evaluates current demographic data as "a baseline for intentional progress from ongoing diversity, inclusion, and equity improvement initiatives." In 2022, 84% of Roseville's workforce identified as White, compared to 71% of city residents. Disaggregated by department, Black, Indigenous, and People of Color (BIPOC) staff in Information Technology represent 35% of the overall department; all other departments underrepresent the city's BIPOC populations in staffing. Reports like this are crucial for monitoring progress, setting goals, and determining what actions are needed to remedy the status quo.

Visit [these links](#) for more information about this case study.

About the Index

The 2023 Racial Equity Dividends Index for the Public Sector (Public Sector Index) is designed to support leaders in city and county governments in their efforts to build racially equitable workplaces and communities.

The Public Sector Index was developed by the Center for Economic Inclusion and draws from the insights of expert practitioners and organizations at the forefront of racial equity in local governments, including PolicyLink, Brookings Metro, the Harvard Institutional Antiracism and Accountability Project, the Urban Institute, the Government Alliance on Race and Equity, academic researchers, and others. Center staff selected and defined standards that are recognized as policies and practices that support tangible progress towards racially equitable outcomes within local governments.

The structure of the Public Sector Index has been adapted from the Center's Racial Equity Dividends Index for the Private Sector, which launched in 2022, and has been adjusted to reflect the unique structure and responsibilities of public sector organizations. 2023 marks the launch of the Public Sector Index for city and county governments in Minnesota. The Public Sector Index will be distributed annually going forward.

Next Steps

We hope that this 2023 Racial Equity Dividends Index score report provides you a clear assessment of the opportunities to take meaningful actions to strengthen relationships and improve outcomes for Black, Indigenous, Hispanic, Asian, and White employees, suppliers, and communities.

The Center for Economic Inclusion equips public- and private-sector leaders and employers with the knowledge and tools to build, scale, and institutionalize anti-racist workplaces. Through purposeful, research-driven action, our mission is to close racial wealth gaps and build racially equitable and inclusive regional economies. Our team of activators and strategists leverage data, insights, and wisdom from Black, Indigenous, Hispanic, and Asian communities to fulfill your vision for an organization that is good for your employees, customers, and the communities you serve.

Contact our team for support with learning more about your Racial Equity Dividends Index score, to develop strategies for moving from awareness to action and accountability, or to participate in one of our learning programs at action@centerforeconomicinclusion.org.