

Racial Equity and Social Justice Initiative RESJ Tool: Comprehensive Version



INSTRUCTIONS

Use this tool as early as possible in the development of City policies, plans, programs and budgets.

For issues on a short timeline or with a narrow impact, you may use the RESJ Tool – Fast Track Version.

This analysis should be completed by people with different racial and socioeconomic perspectives. When possible, involve those directly impacted by the issue. Include and document multiple voices in this process.

The order of questions may be re-arranged to suit your situation.

Mission of the Racial Equity and Social Justice (RESJ) Initiative: To establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

Equity is just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion (www.policylink.org).

The persistence of deep racial and social inequities and divisions across society is evidence of bias at the individual, institutional and structural levels. These types of bias often work to the benefit of White people and to the detriment of people of color, usually unintentionally or inadvertently.

Purpose of this Tool: To facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City.

The “*What, Who, Why, and How*” questions of this tool are designed to lead to strategies to prevent or mitigate adverse impacts and unintended consequences on marginalized populations.

BEGIN ANALYSIS

Title of policy, plan or proposal:

Judge Doyle Square Project Proposal Analysis

Main contact name(s) and contact information for this analysis:

Toriana Pettaway- DCR, Natalie Erdman- DPCED, Glorie Reyes-DCR, Erin Stenson- HR, Jason Glozier- DCR, Kathi Hurtgen- MT, Kevin, Ramakrishna-OCA, Melissa Gombar-HR, Colier McNair-DCR, Norm Davis-DCR

Names and affiliations of others participating in the analysis:

RESJI Core Team
Jordan Bingham-Public Health, Kara Krotowicz- Finance, Amy Robb-Water Utility , Tariq Saqqaf-Mayor, Melissa Gombar- HR

1. WHAT

a. What is the policy, plan or proposal being analyzed, and what does it seek to accomplish?

The scope of the analysis is limited to a comparison of the proposals under consideration by the Board of Estimates as of the Board of Estimates Meeting of March 21, 2016. This analysis does not include information related to the design of the request for proposals, planning and development processes or analysis of the project prior to March 21, 2016. The intention of the analysis is not to provide a recommendation on the selected proposal, but rather on parts of the proposal requiring additional consideration in decision making.

b. What factors (including existing policies and structures) associated with this issue might be affecting communities of color and/or low-income populations differently?

Funding and Revenue

- Neither proposal includes housing that is affordable to low or moderate income residents.
- The amount of available funding for affordable housing resulting from either proposal.
- The impact of ongoing revenue created by development of either proposal.

Jobs created during construction

- Developed goals and City partnership aimed at meeting those goals for MBE/DBE participation in the construction.
- Developed goals and City partnership aimed at meeting those goals for percentage of labor participation.

Jobs created after construction

- Difference in ability to impact employment disparities due to direct/indirect funding.
- Difference in proposals related to total projected service industry employment.
- Difference in Labor Peace Agreement willingness for either proposal.
- o Vermillion has expressed concerns about Labor Peace Agreement
- o Beitler has agreed to voluntary Labor Peace Agreement.
- Difference in diversity of potential workforce.

Convention business

Difference economic impact of convention business related to jobs, spinoff businesses, etc.

c. What do available data tell you about this issue? (See page 5 for guidance on data resources.)

-As reported by Unite Here, no hotels in Wisconsin have unionized service employees in Wisconsin.
-The disparity study shows low participation in construction industries in the area by people of color and women. That lack of participation is unique to this community, as other communities show higher percentage of people of color represented in the trades.
-While service industry diversity is typically higher than other industries for people of color, the wage data related to projected positions demonstrates continued inequities related to wage rates for these positions.
- Because all proposals include market driven retail space and residences, none of the proposals are anticipated to better meet the needs of low-income populations and people of color than the current district.

d. What data are unavailable or missing?

Local barriers to construction trade positions for people of color.
Diversity of unionized construction trade positions.
Projected employment data for the Beitler proposals.
Input from communities of color and low-income populations.
The impact of increased tax revenue given the inability to project how those funds will be used.

- e. Which focus area(s) will the policy, plan or proposal primarily impact?
Please add any comments regarding the specific impacts on each area:

<input type="checkbox"/> Community/Civic Engagement	<input type="checkbox"/> Food Access & Affordability
<input type="checkbox"/> Criminal Justice	<input checked="" type="checkbox"/> Government Practices
<input type="checkbox"/> Early Childhood	<input type="checkbox"/> Health
<input checked="" type="checkbox"/> Economic Development	<input checked="" type="checkbox"/> Housing
<input type="checkbox"/> Education	<input checked="" type="checkbox"/> Planning & Development
<input checked="" type="checkbox"/> Employment	<input type="checkbox"/> Service Equity
<input type="checkbox"/> Environment	<input type="checkbox"/> Transportation
<input type="checkbox"/> Other (please describe)	
Comments:	

2. WHO

- a. Who (individuals or groups) could be impacted by the issues related to this policy, plan or proposal?
Who would benefit?

Unable to be determined.

Who would be burdened?

Unable to be determined.

Are there potential disproportionate impacts on communities of color or low-income communities?

Yes.

- b. Have stakeholders from different racial/ethnic and socioeconomic groups—especially those most affected—been informed, involved and represented in the development of this proposal or plan? Who is missing and how can they be engaged? (See page 6 for guidance on community engagement.)

Stakeholders (including individuals and organizations) from different racial/ethnic and socioeconomic groups were not intentionally targeted, involved, and represented in the development of the request for proposals or evaluation of the proposals to date. An outline of the community engagement efforts to date is attached.

Stakeholders (including individuals and organizations) from different racial/ethnic and socioeconomic groups have not been represented in the racial equity analysis.

- c. What input have you received from those who would be impacted and how did you gather this information? Specify sources of comments and other input.

No outreach was completed specifically to people of color or low income populations. Development of the project included standard public meetings and notice procedures in development of the project.

3. WHY

a. What are the root causes or factors creating any racial or social inequities associated with this issue?
(Examples: Bias in process; Lack of access or barriers; Lack of inclusive engagement)

A lack of availability of affordable resources in the downtown area including but not limited to, childcare and parking.
A lack of availability of low income housing in Madison.
Barriers to participation in governmental and decision making processes to people of color.
Lack of participation of people of color in construction and trades.
Lack of small business ownership by people of color.
Disproportionate employment of people of color in positions with a living wage or greater.

b. What are potential unintended consequences? What benefits or burdens may result?
(Specifically consider social, economic, health and environmental impacts.)

Continued perpetuation of current racial and socioeconomic disparities in the area.

c. What identified community needs are being met or ignored in this issue or decision?

Needs not met include:
A lack of availability of affordable resources in the downtown area including but not limited to, childcare and parking.
A lack of availability of low income housing in Madison.
Barriers to participation in governmental and decision making processes to people of color.
Lack of participation of people of color in construction and trades.
Lack of small business ownership by people of color.
Disproportionate employment of people of color in positions with a living wage or greater.

Needs met include:
Some increase in funds available for affordable housing (often still out of reach for low-income communities), as well as an increase in projected tax base revenue.

4. WHERE

a. Are there impacts on geographic areas? (Select all that apply.)

- | | |
|---|--|
| <input type="checkbox"/> All Madison neighborhoods | <input type="checkbox"/> Park Edge/Park Ridge |
| <input type="checkbox"/> Allied Drive | <input type="checkbox"/> Southside |
| <input type="checkbox"/> Balsam/Russet | <input type="checkbox"/> East Madison (general) |
| <input type="checkbox"/> Brentwood/Northport Corridor | <input type="checkbox"/> North Madison (general) |
| <input type="checkbox"/> Darbo/Worthington | <input type="checkbox"/> West Madison (general) |
| <input type="checkbox"/> Hammersley/Theresa | <input type="checkbox"/> Downtown/Campus |
| <input type="checkbox"/> Leopold/Arbor Hills | <input type="checkbox"/> Dane County (outside Madison) |
| <input type="checkbox"/> Owl Creek | <input type="checkbox"/> Outside Dane County |

Comments:

While there may be an economic impact to all Madison neighborhoods, the scope of the analysis is not relative to any specific geographic area.

5. HOW: RECOMMENDATIONS SECTION

a. Describe recommended strategies to address adverse impacts, prevent unintended negative consequences and advance racial equity (program, policy, partnership and/or budget/fiscal strategies):

- Independent of which proposal is selected, create a task force to begin to increase representation of people of color in construction and trades in accordance with the disparity study published by the Department of Civil Rights in December of 2015 and continue further implementation of the recommendations of the study (www.cityofmadison/madisoncontractingstudy/).
- Consideration included the impact of the inclusion of a labor peace agreement for the operation of the hotel, given the documented wage differentials between union and non-union labor and the high participation of people of color in the service industry. The impact of this agreement is anticipated to be negligible, given that the City Attorney’s Office reports the inability of the condition to be imposed in cases where there are not any public funds being invested in the private portion of the project, as well as no identified unionized hotels in the State of Wisconsin and the right to work law effective in the state.
- Both proposals included commitment to Targeted Business and Workforce Diversity Programs. The group recommends adding the requirement of utilization reporting for the selected developer to begin to track the impacts of development on participation in the construction and trades labor market of people of color and women after completion of the project.
- Both proposals include development of market value residences and market driven retail space. The project is not anticipated to provide services or housing for low income and people of color. As such, the space utilization for the specific proposals is not anticipated to have a significant racial equity impact. Regardless of the proposal selected, the utilization of Judge Doyle Square is anticipated to mimic the downtown area and its disparities.
- While the group anticipated finding benefit of one of the proposals due to the difference in the number of service industry positions, because those positions are often below living wage it represents continuance of wage disparities for people of color, although it does represent added employment opportunities. The anticipated wages and numbers of positions are attached; however, Vermillion was the only group to provide projection of anticipated employment opportunities post construction. The Department of Workforce Development includes a breakdown of the average wages of specific service industry positions for further consideration.

b. Is the proposal or plan:

- Realistic?
 - Adequately funded?
 - Adequately resourced with personnel?
 - Adequately resourced with mechanisms (policy, systems) to ensure successful implementation and enforcement?
 - Adequately resourced with provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?
- If you answered “no” to any of the above, what resources or actions are needed?

c. Who is accountable for this decision?

Common Council and Mayor

d. How will impacts be documented and evaluated? What are the success indicators and progress benchmarks?

Racial Equity Analysis Outcome and impacts documented by RESJI Team

Specific recommendation impacts and evaluation dependent upon recommendations used but could be demonstrated through:

- Meeting or exceeding target goals during construction phase of the project and adherence to the selection process as described in the Targeted Business and Workforce Diversity Plan established by the Department of Civil Rights.
- Establishing task force and identification of barriers for people of color in construction trade
- Increase in representation of people of color in construction trades.
- Tracking of utilization reporting for selected developer to begin to track the impacts of development on participation in labor market of people of color and women during and after completion of the project.
- Future adherence to RESJI guidelines and best practices related to policy or project selection, community engagement expectations, and use by political bodies.

e. How will those impacted by this issue be informed of progress and impacts over time?

DATA RESOURCES FOR RACIAL EQUITY AND SOCIAL JUSTICE IMPACT ANALYSIS

City of Madison

- Neighborhood Indicators (UW Applied Population Lab and City of Madison):
<http://madison.apl.wisc.edu>
- Open Data Portal (City of Madison):
<https://data.cityofmadison.com>
- Madison Measures (City of Madison):
www.cityofmadison.com/finance/documents/madisonmeasures-2013.pdf
- Census reporter (US Census Bureau):
<http://censusreporter.org/profiles/06000US5502548000-madison-city-dane-county-wi>

Dane County

- Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region (Capital Area Regional Planning Commission):
www.capitalarearpc.org
- Race to Equity report (Wisconsin Council on Children and Families):
<http://racetoequity.net>
- Healthy Dane (Public Health Madison & Dane County and area healthcare organizations):
www.healthydane.org
- Dane Demographics Brief (UW Applied Population Lab and UW-Extension):
www.apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf

State of Wisconsin

- Wisconsin Quickfacts (US Census):
<http://quickfacts.census.gov/qfd/states/55000.html>
- Demographics Services Center (WI Dept of Administration):
www.doa.state.wi.us/section_detail.asp?linkcatid=11&linkid=64&locid=9
- Applied Population Laboratory (UW-Madison):
www.apl.wisc.edu/data.php

Federal

- American FactFinder (US Census):
<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- 2010 Census Gateway (US Census):
www.census.gov/2010census

CITY OF MADISON RACIAL EQUITY AND SOCIAL JUSTICE COMMUNITY ENGAGEMENT CONTINUUM

Adapted from *Community Engagement Guide: A tool to advance Equity & Social Justice in King County*

The continuum provides details, characteristics and strategies for five levels of community engagement. The continuum shows a range of actions from county-led information sharing that tends to be shorter-term to longer-term community-led activities. The continuum can be used for both simple and complex efforts. As a project develops, the level of community engagement may need to change to meet changing needs and objectives.

The level of engagement will depend on various factors, including program goals, time constraints, level of program and community readiness, and capacity and resources. There is no one right level of engagement, but considering the range of engagement and its implications on your work is a key step in promoting community participation and building community trust. Regardless of the level of engagement, the role of both the City of Madison and community partners as part of the engagement process should always be clearly defined.

Levels of Engagement				
City Informs City of Madison initiates an effort, coordinates with departments and uses a variety of channels to inform community to take action	City Consults City of Madison gathers information from the community to inform city-led projects	City engages in dialogue City of Madison engages community members to shape city priorities and plans	City and community work together Community and City of Madison share in decision-making to co-create solutions together	Community directs action Community initiates and directs strategy and action with participation and technical assistance from the City of Madison
Characteristics of Engagement				
<ul style="list-style-type: none"> Primarily one-way channel of communication One interaction Term-limited to event Addresses immediate need of City and community 	<ul style="list-style-type: none"> Primarily one-way channel of communication One to multiple interactions Short to medium-term Shapes and informs city projects 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems
Strategies				
Media releases, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums, advisory boards, stakeholder involvement, coalitions, policy development and advocacy, including legislative briefings and testimony, workshops, community-wide events	Co-led community meetings, advisory boards, coalitions and partnerships, policy development and advocacy, including legislative briefings and testimony	Community-led planning efforts, community-hosted forums, collaborative partnerships, coalitions, policy development and advocacy, including legislative briefings and testimony

NOTES

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