

In partnership with:



## Project Charter

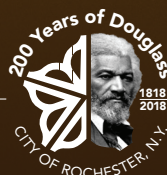
# LET'S GET REAL

**REAL** RACE, EQUITY  
AND LEADERSHIP

A partnership of the National League of Cities,  
the City of Rochester and the Greater  
Rochester Chamber of Commerce.

January 22, 2019

**Believe.**



**Lovely A. Warren, Mayor  
Rochester City Council**

**Project Purpose:** Let's Get REAL primarily examines racial inequities—and their intersections with other identities such as disability, gender and sexual orientation—in facets of workforce planning, grantsmanship and community empowerment in municipal government, business associations and public financial institutions. This project will facilitate the review of codes, policies and procedures with a racial equity lens and seek to improve or strengthen those policies in the context of the aforementioned project scope and seek to eliminate racial inequities through training and education initiatives. The project seeks to inculcate racial equity guidelines and an equity mindset across all levels of city government and participating organizations.

Let's Get REAL will seek to engage the community by identifying and acknowledging practices that perpetuate systemic racism and identify ways to foster racial healing. Let's Get REAL will uplift, leverage and highlight existing racial healing work occurring in the community.



**Project Summary:** The project will seek to embed equity in all areas of the government and the public funding environment by **addressing four key areas: workforce planning, grantsmanship, community empowerment and media engagement.** Racial healing and reconciliation, promoting and incorporating racial equity, diversity and inclusion as core competencies and improving diversity and inclusion outcomes are essential intermediate factors needed to drive systemic change. For that reason, community engagement through a variety of diverse events will be crucial and will relate to the previously identified key areas.

**Objectives:** Develop racial equity toolkits and guidelines designed to move racial equity forward through workforce evaluation and integrating a racial equity framework in everyday operations.

#### A. Workforce Planning

Over the next three years, provide training opportunities for City employees on racial inequities and their relevance to hiring and employment decisions, procedures and programs. Implement racial equity training during new employee orientation and yearly training opportunities for City staff. Provide equity training opportunities for businesses, funders, service providers and residents with the goal of systematically embedding racial healing in the community.

Create interdepartmental City workforce planning teams. Develop a racial equity toolkit and provide training opportunities on its use for their work. Evaluate current workforce and identify areas of improvement and create action plans to pursue the attainment of equity goals. Perform equity evaluations annually. Implement a continuous equity training process in the organization.

*Benefit: Improved customer service and an equitable workforce that reflects the community it serves, as well as, improved employment opportunities for under-represented groups.*

KEY AREA	TIMELINE	ACTIONS	DELIVERABLES
WORKFORCE PLANNING	January - April	Obtain baseline data for workforce planning activities	Affirmative Action report; civil service exam analysis; wage analysis; C.O.R.E report from Greater Rochester Chamber of Commerce
	January - December	Ensure all employees and senior management complete trainings on diversity, racial equity and inclusion	Training reports, meetings with senior staff (develop future state goals), end of year report
	January - December	Promote workplace wellbeing	Wellness team providing activities to promote healthy workforce

## B. Grantsmanship

Following the example set by the Rochester Area Community Foundation—where an equity rubric was developed in partnership with the Rochester-Monroe Anti-Poverty Initiative for those seeking grant dollars—Let's Get REAL will work to expand this process to at least three major funders. Deconcentrate impact investments and develop equity guidelines and toolkits. The project team will assist in training on how to use those guidelines in relation to their work. Conduct racial healing workshops to improve understanding of racial equity guidelines.

The core team will engage stakeholders in a systems/root causes analysis to identify areas of opportunity for systems level solutions through grantsmanship. The desired outcome of the toolkit and workshops will be a grant landscape and workforce that is results driven with deeper understanding of how systemic racism leads to inequities in the community. Integrate a racial equity framework into all levels of funding organizations to eliminate a symptoms-focused funding landscape.

Partner with those who teach grantsmanship in order to leverage skills and knowledge in the community and assist under-represented groups finding and writing grants.

*Benefits: Grants that meet community needs. Improved capacity of individuals and organizations seeking funding through grant-writing by incorporating racial equity and inclusion at all levels.*

KEY AREA	TIMELINE	ACTIONS	DELIVERABLES
GRANTSMANSHIP	January - October	Ensure equity in grant making	Equity toolkit and guidelines, trainings on grantsmanship, systems analysis report, training on racial equity



### C. Community Empowerment

Identify written, oral and visual opportunities that relate to racial healing. Issue a formal proclamation on the National Day of Racial Healing to acknowledge the impacts of systemic racism and invite the community to participate in racial healing.

Identify and bridge silos of existing efforts in the community that address racial healing and align the work in the community to reach the greatest possible audience. Work collectively to identify areas of opportunity for dismantling systemic racism. Improve understanding that systemic racism does not rely upon individual acts of malice in order to perpetuate inequitable results. Work to create a shared understanding across all backgrounds to unite the community so we can better address our city's most pressing issues.

*Benefit: A community that understands and acknowledges the wrongs of the past, the state of the present and holds those in leadership accountable for our shared future.*

*A community with a shared set of goals that uses the same language and utilizes constructive dialogue to create solutions. An engaged populace that works toward developing targeted actions for moving forward together.*

KEY AREA	TIMELINE	ACTIONS	DELIVERABLES
COMMUNITY EMPOWERMENT	January - December	National Day of Racial Healing; Integrate existing City programs and initiatives focused on community empowerment, services and support	Proclamation; Financial counselors, training curricula for various communities on grantsmanship. Financial empowerment classes that teach the factual history of the African diaspora and include field trips, readings, videos and in person discussions
	February - May	Cultural Imperative Saturday Program with the Kemeti Black Cultural Institute	

### D. Media Engagement

Over the next few months engage the media in discussions of portrayals of people of color, the disabled and indigenous groups in print and televised news. Offer workshops on diversity, inclusion and equity focused on the perceptions of marginalized groups in the community at large.

*Benefit: Improved reporting of marginalized groups and a common understanding in the community of how language/media impacts the community.*

KEY AREA	TIMELINE	ACTIONS	DELIVERABLES
MEDIA ENGAGEMENT	March-June	Invite media for workshops and discussions on language and racially equitable depictions in the media; local outreach to collegiate journalistic programs	Equity guidelines/toolkits and workshops with staff to use equity lens in reporting

## Requirements

- Develop project plan
  - Project team to maintain schedule and milestones moving forward
  - Approval from project sponsors at each phase of the project
  - Develop toolkits
  - Develop equity goals with City departments and re-evaluate annually
  - Create internal and external sub-committees to focus on developing curricula and conducting training
  - Obtain community and organization buy-in
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## Project Constraints

- Limited resources; buy-in across a mix of constituencies; unknown level of current understanding and sensitivity to racial leadership.
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## Project Sponsors

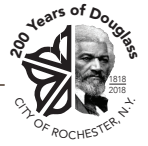
- Mayor Lovely A. Warren
  - City Council President Loretta C. Scott
  - Greater Rochester Chamber of Commerce President/CEO Robert J. Duffy
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## Project Stakeholders

- National League of Cities
  - Rochester Community
    - Residents of Rochester and Monroe County
    - Municipalities
    - Businesses
    - Service Providers
    - Funders
    - Residents
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## Project Implementation Team

- **City Councilmember:** Willie Lightfoot, At-Large Member
- **Project Manager:** Luticha Andre Doucette, City of Rochester Americans with Disabilities Act (ADA) Compliance Coordinator
- **Tassie Demps**, Director, City Department of Human Resource Management
- **Lomax R. Campbell**, Director, City Office of Community Wealth Building
- **Adrian Hale**, Strategic Initiatives Manager, Greater Rochester Chamber of Commerce
- **Rose Nichols**, City Affirmative Action Officer



## Project Sponsors Signatures

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Lovely A. Warren, Mayor, City of Rochester

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Loretta C. Scott, Council President, City of Rochester

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Robert J. Duffy, President and CEO, Greater Rochester Chamber of Commerce



For more information call 311. Outside the city call (585) 428-5990.  
Or contact Lovely A. Warren, Mayor of Rochester, 585-428-7045  
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[www.cityofrochester.gov](http://www.cityofrochester.gov)