BLOOMBERG HARVARD | City Leadership Initiative

City Leader Guide on Equitable Economic Development

City Workbook

A step-by-step, fillable companion for your city's equitable economic development strategy team to use alongside the Guide.

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Diagnostic Tool Part 1:
Assessing Organizational Readiness in City Hall

Correspondence to the City Leader Guide

SECTION

Diagnostic Tool Part 1:
Assessing Organizational
Readiness in City Hall

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Section Introduction

This section asks you to use the rubric to assess your current strategies, resources, and capacity for inclusive and equitable development, in order to inform how you move forward. This section has **three exercises** with the following suggested users:

	Exercise	Core Team	Other City Government Departments	Community & Impacted Populations	External Partners
1	Rubric to Assess Organizational Readiness in City Hall	•	•	•	•
2	Interpret Your Assessment	•			
3	Compare & Synthesize Results as a Team	•			

We encourage you to distribute Exercise 1 to the diverse set of stakeholders identified in the chart above in order to develop a more comprehensive assessment of your organizational readiness. Please feel free to come back to these questions as you acquire more information. Exercise 2 and 3 will be useful for the Core Team.

A Rubric to Assess Organizational Readiness in City Hall

For each question in the category, please circle one description that you think best matches your city, in the nascent, emerging, intermediate, or advanced column. Please add any relevant notes, examples, or reflections for each in the "elaborate" box.

Category 1: Leadership and Policy Priorities

Political Commitment: How does the leadership express and translate its commitment to equitable economic development?

Nascent	Emerging	Intermediate	Advanced
The Mayor never speaks about the issue and has delegated the work to others.	The Mayor occasionally speaks about the issue and is personally involved in the work.	The Mayor frequently speaks about the issue is personally involved, monitors the data, and has taken several concrete actions.	The Mayor speaks about the issue in connection to other issues, monitors data, and consistently drives transformative change.
Elaborate. For example, are there currently efforts to strengthen this area? What are the barriers to progress?			

Policy Prioritization: Does your city government prioritize inclusive and equitable development?

Nascent	Emerging	Intermediate	Advanced
Discussions are limited, inclusive development is not a priority for the city.	Conversations are happening and inclusive development is tagged as priority.	Actively reviewing current data and policies in order to follow through.	Inclusive development is a declared priority and informs all relevant policies.
Elaborate.			

Racial equity Plan: Does your city government have a racial equity plan?

Nascent	Emerging	Intermediate	Advanced
Does not currently have a plan.	Currently organizing work to create a plan.	Engaging constituents and writing a plan.	Equity plan is officially adopted and published.
Elaborate.			

Legacy Awareness & Anti-Racism Competencies: How clearly does your city government understand the historical causes and systemic nature of inequity in your city?

Nascent	Emerging	Intermediate	Advanced
Focus of conversations is on the future.	Openness to discussing historic injustices.	Training and focused conversations about how the past led to the present.	Public acknowledgment of past injustices and incorporation into policy.
Elaborate.			

Legislation and Programming: Has your city government passed legislation or implemented programs for inclusive and equitable development?

Nascent	Emerging	Intermediate	Advanced
No specific legislation and programming.	Working towards legislation and programming.	Some ordinances and programs, primarily in economic development.	Legislation and programming across an array of policy areas.
Elaborate.			

Staffing and Cross-Boundary Collaboration: Does your city government dedicate staff to inclusive and equitable development?

Nascent	Emerging	Intermediate	Advanced
Inclusive development is nobody's primary responsibility.	The economic department has tasked one or more staff.	There is a Chief Equity Officer or Inclusive Development Czar.	All departments have dedicated staff focused on equity.
Elaborate.			

A Rubric to Assess Organizational Readiness

Participatory Design: How well does your city government partner with constituents to design policy and programs?

Nascent	Emerging	Intermediate	Advanced
Policy is designed by experts and internal staff.	Resident feedback is solicited in the early stages.	Community engagement at various stages in multiple ways.	City residents are integral partners in making, executing and evaluating policy.
Elaborate.			

Reflection: How is your city government doing in **Leadership & Policy Priorities?**

Please reflect on your answers above. How are you doing as a whole? Where are your strengths? Where are your weaknesses? What do you think should be prioritized next?

A Rubric to Assess Organizational Readiness

Category 2: Programming and Resource Allocation

Scale: At what scale are programs being conducted and resources being allocated for inclusive development?

Nascent	Emerging	Intermediate	Advanced
No specific programs for inclusive development.	Specific programs are currently being designed or piloted.	Successful pilots are being prepared for scaling.	Various programs have been scaled; focus on learning and improving.
Elaborate. For example, are there currently efforts to strengthen this area? What are the barriers to progress?			

Financial commitment: What financial commitment to inclusive development has your city made?

Nascent	Emerging	Intermediate	Advanced
Resources spent on inclusive development are negligible.	Resources are spent on an ad hoc basis; no overview of spending.	Tracking spending on inclusion in multiple departments.	There is an integrated multi-year budget for inclusive development.
Elaborate.			

Balance between Spending and Investment: Is your city able to track and distinguish spending from investments that address the root causes of racial inequities today?

Nascent	Emerging	Intermediate	Advanced
No tracking of spending and investment.	Emerging awareness of need to track spending and investment.	Tracking spending and investment but no systematic way to match current resource allocation to historic disinvestment.	Matching current resource allocation to historic disinvestment to address root causes of current racial disparities.
Elaborate.			

Procurement Practices: How are your city's procurement practices designed to increase equity?

Nascent	Emerging	Intermediate	Advanced
Equity impacts of procurement practices not reviewed.	Equity impacts of procurement practices under review.	Guidelines in place to make procurement more equitable.	Active monitoring and publication of equity impact of procurement.

Elaborate.

Reflection: How is your city government doing in **Programming and Resource Allocation?**

Please reflect on your answers above. How are you doing as a whole? Where are your strengths? Where are your weaknesses? What do you think should be prioritized next?

A Rubric to Assess Organizational Readiness

Category 3: Measurement and Transparency

Measurement System and Quality: How is your city evaluating your inclusive development work?

Nascent	Emerging	Intermediate	Advanced
Not yet tracking inclusive development metrics and indicators.	Systems of measurement in place, but tracking of inclusive development indicators is indirect.	Has a defined set of metrics and indicators for inclusive development, and it is consistently tracked.	In addition to consistent tracking, measures are in place to integrate these indicators into decision-making and planning.

Elaborate. For example, are there currently efforts to strengthen this area? What are the barriers to progress?

Community Feedback and Audits: How are stakeholder voices involved in city strategy?

Nascent	Emerging	Intermediate	Advanced
Not yet actively engaging citizens in topics of inclusive development.	Developing mechanisms to engage and listen to the community and their experiences.	Mechanisms in place to understand the public's experience of inclusive development, but not on a regular basis.	Ongoing community feedback using surveys, interviews, focus groups; independent audits by experts and community.

Elaborate.

Public Access to Information: How accessible is information about inclusive economic development in your city to the public?

Nascent	Emerging	Intermediate	Advanced
The public has no access to information about efforts and results.	Information about efforts and results available but not user-friendly.	Information about efforts and results offered in a user-friendly way.	Information accessible and actively pushed out; open data available and analysis is encouraged.

Elaborate.

A Rubric to Assess Organizational Readiness

Communication: How and when does the city communicate to constituents about inclusive economic development?

Nascent	Emerging	Intermediate	Advanced
No communication about inclusive development.	Occasional communication about the theme.	Regular reports on progress and opportunities to discuss.	Reports, real-time public dashboards, regular town hall and community meetings.
Elaborate.			

Reflection: How is your city government doing in **Measurement and Transparency?**

Please reflect on your answers above. How are you doing as a whole? Where are your strengths? Where are your weaknesses? What do you think should be prioritized next?

Interpret Your Assessment

Now that you have assessed your city government piece by piece, you can reflect on your readiness to tackle inclusive and equitable development as a whole. Based on your use of the rubric above, how would you assess your organization's current state in each of the categories?

	Nascent	Emerging	Intermediate	Advanced
Leadership and Policy Priorities				
Programming and Resource Allocation				
Measurement and Transparency				

How would you assess the overall readiness of the city hall?

Overall				

Discuss and elaborate.

Compare & Synthesize Results as a Team

How did your results compare to your colleagues' assessments? How did they compare to community members' assessments? Which of these results, if any, surprised you?

After comparing results across the team and community feedback, how does the team think you are doing as a city government overall?

What additional information do you need?

What are your strengths? What capabilities should you lean on and use to guide your new initiatives?

What are your weaknesses? What new capabilities do you think most need to be prioritized in order for the city government to build organizational readiness?

What are the major barriers to progress in doing so? How might you overcome them?

What other questions or reflections did this exercise raise for you?

Diagnostic Tool Part 2:
Assessing the Local Economy and the Community

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Correspondence to the City Leader Guide

SECTION

Diagnostic Tool Part 2:
Assessing the Local Economy
and Community

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Section Introduction

This section helps your team evaluate current data about your city along the Five Lenses for a Strong, Inclusive and Equitable Local Economy outlined in the guide. Completion of this section depends on the idea that technical members of your team or experts from your city staff **have already collected available data** on the five diagnostic lenses. A set of baseline data needs to be aggregated and shared with your team through a presentation or a dashboard. This may take significant pre-work before your team is ready for the exercises in this section.

The exercises and the suggested users are as follows:

	Exercise	Core Team	Other City Government Departments	Community & Impacted Populations	External Partners
1	Assessing the Conditions of the Local Economy: 5 Lenses of Success	●	●		
2	The Impact of COVID-19 on Workers, Small Businesses, and Neighborhoods	●	●	●	
3	Establishing Key Takeaways from Diagnostic Tool 2	●			

It will be useful to engage other stakeholders in triangulating results or gathering other non-quantitative insights especially on the impact of COVID-19.

Assessing the Conditions of the Local Economy: 5 Lenses of Success

Shared

A city's *shared* aspect reflects demographic diversity in business economic opportunity, activity, ownership, and wealth.

Guiding Questions to Interpreting Your Shared Data
If you break down business ownership in your city by race and gender, what patterns do you see?
How have these patterns developed over time? What is the direction of the trend?
What confirms your understanding of the city's economy? What surprises or concerns you?
How does the racial and gender breakdown of your city compare to other cities? How might the differences be explained – what's your hypothesis?
Where is your city's economic ecosystem strong and equitable? Where is it weak or vulnerable? What are the main areas for improvement?
Which neighborhoods have the lowest predicted outcomes according to Opportunity Atlas? based on your history, what explains this?

Our City is Shared: ☐ Strongly Disagree ☐ Disagree ☐ Agree ☐ Strongly Agree

Our most striking realization:	What is our greatest strength?
Where do we need improvement?	Where do we need more data?

5 Lenses for Success

Accessible

A city is *accessible* if its citizens of all demographic backgrounds can obtain the information, services, capital, real estate, and infrastructure to pursue economic opportunity.

Guiding Questions to Interpreting Your Accessibility Data
Where is your city strong in providing opportunities and where is it weak? What are your hypotheses regarding the causes and consequences?
Who benefits most from these opportunities and who doesn't? What are the mechanisms that cause this reality? What is driving these costs?
How affordable is your city to those workers and entrepreneurs who are most financially disadvantaged?
What are the financial institutions in your city doing to provide equitable access to capital? What are their policies and what are the results? How does the breakdown by race and gender of loans provided compare to the demographics of your city and business community?
What historical policies, laws, or practices have created or exacerbated any observed inequalities? Are any of these still in place?

Our City is Accessible: ☐ Strongly Disagree   ☐ Disagree   ☐ Agree   ☐ Strongly Agree

Our most striking realization:	What is our greatest strength?
Where do we need improvement?	Where do we need more data?

Skilled

A city is *skilled* if it possesses, deploys and continually invests in the level and distribution of educational attainment and professional skill required for employment in high-quality jobs.

Guiding Questions to Interpreting Your Skillfulness Data
How does the level of skill of your workforce compare to the level of skill your businesses need?
Who gets hired? Are jobs in your city being filled by people in your city? What are the reasons behind people leaving their jobs? Who are getting hired more, who are getting hired less?
Are there significant differences in educational attainment and level of skills among groups in your city? What explains this difference?
Are there pathways for diverse groups to refresh and acquire new skills in your city?
What historical policies, laws, or practices have created or exacerbated any observed inequalities? Are any of these still in place?

Our City is Skilled: ☐ Strongly Disagree ☐ Disagree ☐ Agree ☐ Strongly Agree

Our most striking realization:	What is our greatest strength?
Where do we need improvement?	Where do we need more data?

Dynamic

A city is *dynamic* if its labor force participation, level of entrepreneurship and economic complexity is high.

Guiding Questions to Interpreting Your Dynamism Data
Is there an obvious concentration of registered businesses and employment in certain industries?
What is the nature of dominant industries? Are they sustainable? To what type of shocks are they vulnerable? Which startups are booming?
Are there noticeable differences in patterns of employment, self-employment, and incomes of your citizens based on race, gender and educational attainment? How did these differences develop?
Which industries are the most strategic for your city based on the Economic Complexity Index for Cities? How could you accelerate these industries?
What historical policies, laws, or practices have created or exacerbated any observed inequalities? Are any of these still in place?

Our City is Dynamic: ☐ Strongly Disagree   ☐ Disagree   ☐ Agree   ☐ Strongly Agree

Our most striking realization:	What is our greatest strength?
Where do we need improvement?	Where do we need more data?

Connected

A city is *connected* if it has a dense network of businesses, civil society, and anchor institutions that can support leadership and action from outside of government.

Guiding Questions to Interpreting Your Connectedness Data
How extensive is the network of entrepreneurial actors outside of government (e.g., accelerators, incubators, investors, anchor institutions, community organizations)?
How many organizations are playing an active role in inclusive and equitable development?
How does the City currently coordinate with those organizations?
How easily accessible are resources in your city to the underrepresented?
What historical policies, laws, or practices have created or exacerbated any observed inequalities? Are any of these still in place?

Our City is Connected: ☐ Strongly Disagree ☐ Disagree ☐ Agree ☐ Strongly Agree

Our most striking realization:	What is our greatest strength?
Where do we need improvement?	Where do we need more data?

The Impact of COVID-19 on Workers, Small Businesses, and Neighborhoods

The community spread of COVID-19 and the public health response will continue to impact your local economy's development in the coming months and years. Using your own data sources or resources illustrated in the main guide, generate answers with your team to the following questions about the local impacts of COVID-19 on your workers, small businesses, and neighborhoods.

	Observed Impact of COVID-19 Which specific groups or types have been most impacted?	**Possible Underpinnings** Based on the Five Lenses framework, what are the key drivers/root causes of increased vulnerability for these groups?	**Further Inquiry** What else do we need to further clarify and understand?
Workers			
Small Businesses			
Neighborhoods			

Responding to the Impacts of COVID-19

	Who among our staff will monitor and address the impacts for these populations?	**What data sources will we use to track changes?**	**How are we engaging these stakeholders in our ongoing recovery efforts?**
Workers			
Small Businesses			
Neighborhoods			

Establishing Key Takeaways

After your data analysis and reflection, take a moment to step back and establish your main insights.

Potential questions to consider include:

· Which aspect requires more focus in terms of your efforts?

· Which aspect or dimensions stand to have the greatest potential gains?

· Are there specific conditions of your local economy that have likely exacerbated or mitigated the impacts of the COVID-19 pandemic?

   - What has been done to address these issues before?

   - Which should influence your COVID-19 recovery efforts?

Key Insights from the Team:
1
2
3
4
Additional Notes:

Designing an Approach:
Finding Solutions that Fit Your Problem

Correspondence to the City Leader Guide

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Section Introduction

This section helps your team to set concrete goals, engage insights from stakeholders across sectors, and plan for a process of experimentation and learning using metrics aligned with your goals. This section has **three exercises** with suggested users:

	Exercise	Core Team	Other City Government Departments	Community & Impacted Populations	External Partners
1	Setting goals (individually, and as a team)	●	●		
2	Engaging Stakeholders and Including Community Voices in Your Goals	●	●	●	●
3	Your Team's First Draft of Goals	●			

Exercise 2 will be most helpful for teams that have already conducted community engagement and stakeholder engagement as part of this work. At the same time, you can also use this as a framework to structure and facilitate community engagement sessions in order to incorporate these key insights into your city's strategy.

Setting Goals: Where Do You Want to Improve?

Based on the work you did to understand your diagnostic results, what are the top 3-5 improvement goals you think the City could achieve in the next 2-3 years? Each team member will need a separate copy of this page to complete.

Brainstorming Goals

As an individual, fill in the chart with the top goals you think the City should pursue.

| Goal	Measure of Success	Time Horizon
Ex.	Targeted small business support services during COVID-19 recovery prevent M/WOE from higher bankruptcy or foreclosure rates in our city	1 year from now
1		
2		
3		
4		
5		

Refining Goals as a Team

Group and compare your goal ideas with the rest of your team.

Key Commonalities	Key Differences	Which goal is a low hanging fruit? The most ambitious?

Most Aligned with the Mayor's Priorities	What technical capacities do we need?	Do we have political support for these goals?

Engaging Stakeholders and Including Community Voices in Your Goals

Based on your stakeholder engagement and community partnership work, which goals deserve emphasis? How well do the team goals you've just generated reflect the needs highlighted by constituent voices?

Map the stakeholders, groups and partners involved in equitable economic development in your city. Plot them in the Power/Support Matrix below and assess their overall support to your work.

Power/Support Matrix

Support

Low Power/Influence ←——————→ High Power/Influence

Opposition
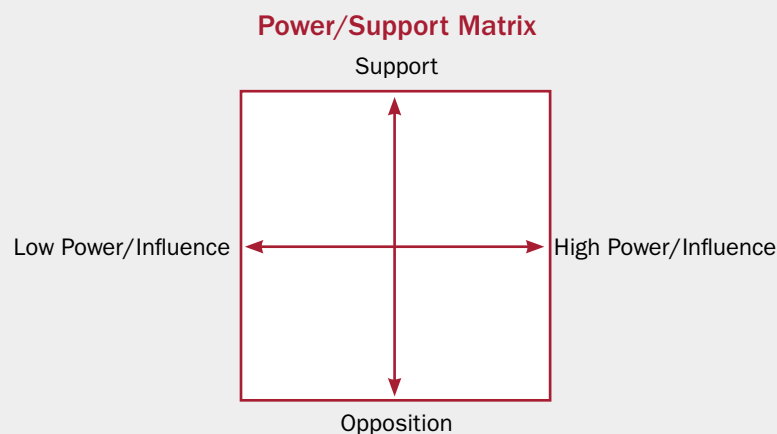
What Top 3 insights from Diagnostic Tool 1 does the community share the most/agree with?

1

2

3

What Top 3 goals for inclusive and equitable economic development did you hear in constituent feedback or from community partners?

1

2

3

Question	Group Insights
How are these ideas from community voices reflected in the improved goals proposed by your team?	
What support, expertise, and resources does the City need to sustain successful community engagement for this work?	

Your Team's First Draft of Goals

Fill in the chart with the top goals you are interested in seeing the City pursue to propose to the Mayor and/or other decision-makers (e.g. City Council). Feel free to identify more than 2 top goals.

Goal	Successful Outcome	How to Measure	Time Horizon
1			
	Effort and Resources Needed:		
	Consequences 1. What are the **chances** of not achieving this goal? 2. What are the **consequences** of not achieving this goal? 3. What needs to be done to **increase the chances** of success? 4. What are the possible **unintended consequences** of focusing on this goal?		

Goal	Successful Outcome	How to Measure	Time Horizon
2			
	Effort and Resources Needed:		
	Consequences 1. What are the **chances** of not achieving this goal? 2. What are the **consequences** of not achieving this goal? 3. What needs to be done to **increase the chances** of success? 4. What are the possible **unintended consequences** of focusing on this goal?		

Promising Practices

Correspondence to the City Leader Guide

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Section Introduction

This section guides your team to match potential practices you can implement to the context of your city, based on the goals set by the team and the areas of strength and growth identified through the two diagnostic tools.

	Exercise	Core Team	Other City Government Departments	Community & Impacted Populations	External Partners
1	Enhancing Organizational Readiness	●			
2	Enhancing Inclusion and Equity in the City	●			
3	Avoiding Failed Adaptations	●			

Enhancing Organizational Readiness

Looking back on your assessment using the Rubric for Organizational Readiness, which categories of organizational readiness would you like to prioritize for improvement? Why?

From the list of promising practices to enhance organizational readiness found in the main guide, which ones are you considering as candidates for implementation?

Why this practice? What elements of the practice do you find most appealing, as they relate to your city?
Which category of organizational readiness will you be targeting with this practice?
Who will benefit most from this practice?
What additional information do you need?
What key differences in your city's context do you need to prepare for?
What do you foresee as the biggest obstacles to implementing this practice, or to preventing this practice from having the desired effect?

Enhancing Inclusion and Equity in the City

From the list of promising practices to enhance inclusion and equity in your city's economy found in the main guide, which ones are you considering for implementation?

Why this practice? What elements of the practice do you find most appealing, as they relate to your city?

Using the 5 Lenses Framework, which aspect of inclusive and equitable development will you be targeting with this practice?

Who will benefit most from this practice?

What additional information do you need?

Which other cities have implemented this practice? What key differences in your city's context do you need to prepare for?

What do you foresee as the biggest obstacles to implementation?

Looking back on your Internal Organizational Assessment:

· How will key leaders respond to this project?

· Do you have enough resources to execute this project? Where might you find additional resources?

· What tracking and transparency measures would you need to make this work?

Avoiding Failed Adaptations

After reading through the avoiding failed adaptations section in the main guide, use the provided questions to reflect on the best ways to match practices to your context.

1 Which of the five common pitfalls in adopting promising practices seemed like a risk for one or more of the practices you explored above? How can you better understand or mitigate that risk?

2 How will you prepare to counter the common challenges in advancing inclusive development?

3 How can we adapt existing or planned strategies to support a more equitable COVID-19 response and recovery regarding economic development?

Ensuring Implementation Success

Correspondence to the City Leader Guide

SECTION	PAGES	# OF EXERCISES
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Section Introduction

You've measured the current state of equitable economic development in your city and organization, diagnosed barriers to a more inclusive economy, set improvement goals, and selected some new programs or policies for the City to try. The next section helps you set these policies up for their best chances at success. The exercises in this section are designed to help the City communicate well and develop shared narratives for inclusive, equitable economic growth in your city, and to help your team commit to rigorous measurement, tracking and evaluation.

	Exercise	Core Team	Other City Government Departments	Community & Impacted Populations	External Partners
Implementation Success					
1	Developing a shared narrative (integrating internal & external narratives)	●	●	●	●
2	Communicating the Narrative in the Time of COVID-19 Recovery	●	●		
Measuring and Tracking					
3	Prototype your dashboard	●			
4	Create an evaluation plan	●			

You may want to include additional city staff with specific expertise in accomplishing these exercises. For example, the members of the mayoral communications team will be helpful in Exercise 2. Members of the city data team will strengthen your work in Exercises 3 and 4. You can also draw from external partners to work on your evaluation plan.

Developing a Shared Narrative

The stories we tell about our cities–and about how and why they have developed the way they have–shapes our sense of what is possible and guides our work. These exercises to understand, develop, and communicate a shared narrative can align this work internally and with your broader community.

Internal Organization Work
Consider filling out this section individually first, and then bringing your responses into a facilitated discussion with your team and the community.

Understanding the Narratives
Past: How has my city historically explained inequity?
Present: What story does my city tell about equitable economic development today?
Future: What story do I want to tell about our new strategies for a more equitable city going forward?

External Community Work
The central questions about the past, present, and future story are also important to hear from external stakeholders.[1] Ideally, your team will gather responses to the following questions from multiple groups of external stakeholders, by working together with local trusted community partners and business organizations.

According to the Community...
Past: How has our city historically explained inequity?
Present: What story does our city tell about equitable economic development today?
Future: What story do we want to tell about our new strategies for a more equitable city going forward?

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[1] The main guide provides additional guidance on how to engage stakeholders in this process.

Integrating these Narratives

Discuss your insights after hearing from different groups and after completing your own reflection.

Questions to Develop a Shared Narrative
To what extent are these past and present stories shared across city hall staff, with external partners, and with our communities?
How aligned are these groups with our internal future strategy narrative?
What ideas should we draw forward from the community narratives into a shared narrative about our new work?
Where is there distrust that we should target in our communications?

Communicating in the Time of COVID-19 Recovery

Next, your team should develop a strategy to communicate this narrative for the City's new work to the broader community. First, there are a set of general questions for planning your communications. Then, we provide notes to help attenuate this message to the timely context of COVID-19 recovery efforts.

Questions to Plan Your Communications
How will the identity of the Mayor or another member of the team delivering these communications impact how your message is received, particularly by residents historically excluded in your city that these new policies seek to better include? How can you acknowledge those similarities or dissimilarities in an authentic and empathetic way?
How will you articulate the benefits of inclusion and equity to traditional business interests?
How will you articulate the ability of your inclusion and equity strategies to address root causes, in order to build trust communities who have experienced underrepresentation?
What key terms and language from the narrative exercises will you use to describe where the local economy is now and where it is going?
How will you describe the key challenges and opportunities to the growth of the economy?
How will you describe the key challenges and opportunities for successful inclusion and equity in the economy?
How will you frame growth and inclusion as mutually reinforcing goals?

Developing COVID-19 Talking Points

a What are the insights from Diagnostic 2 regarding COVID-19 impacts that will be important to share for COVID-19 recovery?

b What are the key Diagnostic 2 insights from the 5 Lenses that have exacerbated COVID-19 impacts?

c Which of the new policies or programs you will be piloting help address longer term equitable economic recovery and development? How will you describe how they address it?

d Which of the new policies or programs you will be piloting help address longer term equitable economic recovery and development? How will you describe how they address it?

e How have you engaged stakeholders across the community in this process? How will you describe that?

f How will you describe what other steps your team has taken in this process?

g What do you need from the community in order to make these efforts a success?

Building an Announcement from Your Talking Points

Pulling your answers by letter from the chart above, integrate these answers into the outline of the message below in order to craft an overarching public message that your team or Mayor can modify for their use. Depending on the identity of your messenger, you may also want to find a way in the opening sentences to acknowledge that identity and how it fits into this crisis relative to others.

COVID is unprecedented. It has caused disruption and immense strain on everyone's life. However, it has not impacted everyone in our community equally. In our city, we see the following disparities: [insert answers from **a**]

These disparate impacts did not develop overnight. In fact, these impacts have been driven and exacerbated as a result of pre-existing, and sometimes longstanding, inequities in our city: [insert answers from **b**]

This crisis has accelerated the imperative of addressing equity and inclusion in the economic development–and recovery– of our city. Programs to increase equity and inclusion are all the more urgent now as we chart our path towards recovery and the new normal. Therefore, we are announcing several new programs to meet the pressing needs of our community at this time. Some will address short-term recovery needs. Others will be critical to addressing the systemic inequalities and racism that have deepened this crisis–in many cases with fatal outcomes–for certain parts of our community. [insert answers from **c** and **d**]

These policies were developed through input from across our community [insert answers from **e**], and by a hardworking team of city employees who have [insert answers from **f**] over the past XX months.
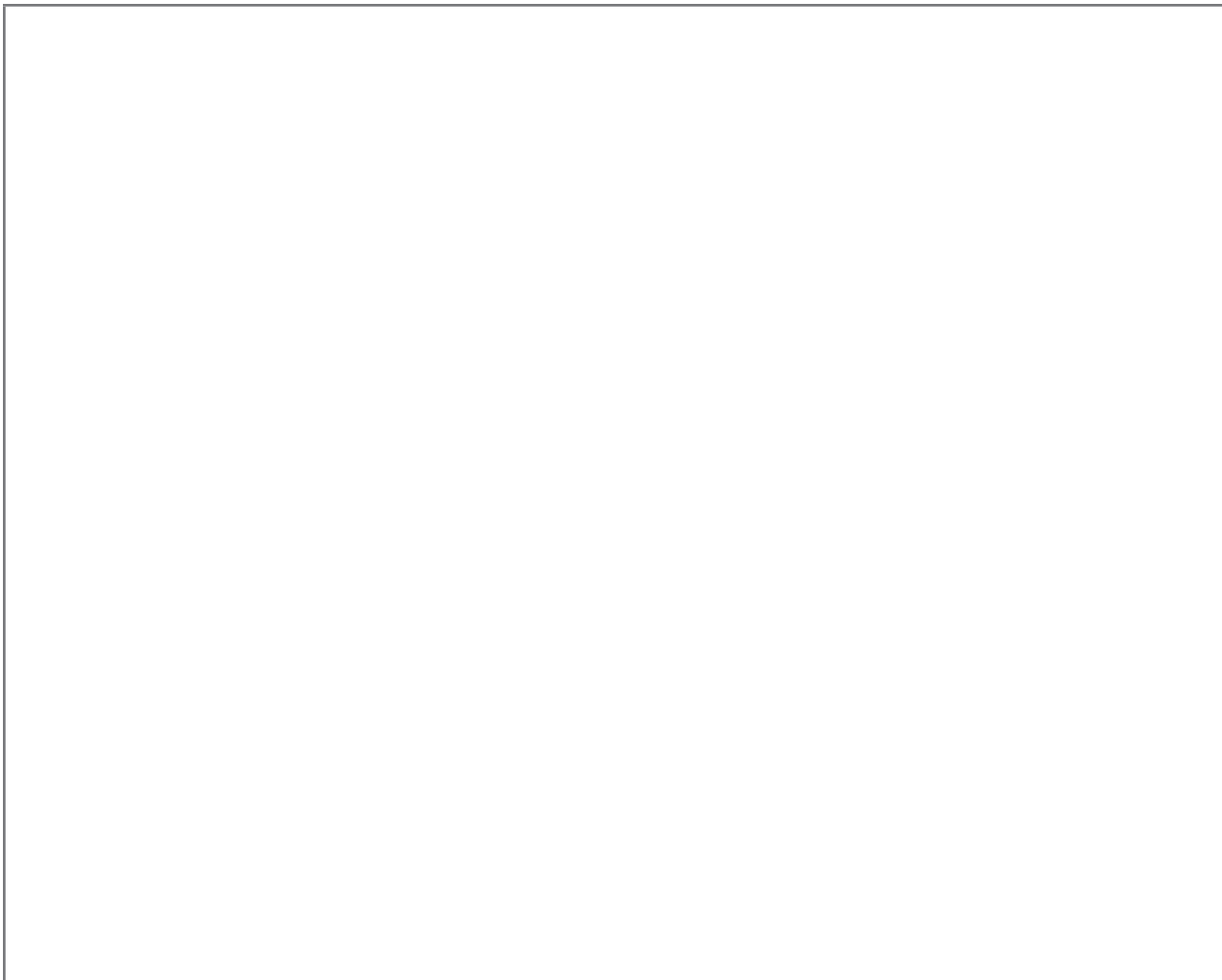
Even as we have increased our physical distance in response to this crisis, we hope to come through this closer together, with a community and economy more inclusive and equitable for our constituents. We need your help to do this. [insert answers from **g**]

Prototype Your Dashboard

How do you plan to effectively track and measure your City's strategies?

Several cities have developed equity dashboards to keep track of–and publicly communicate–their progress on equity goals. If you had the capacity and resources to have an ideal dashboard created for your city's equity and inclusion goals in economic development, what would it look like?

Sketch a picture in the box below:

Your team can compare prospective dashboard idea, and generate a plan for an initial prototype with available data, as well as a vision for a more robust dashboard as you build up your data collection. You can use these sketches with an internal data analyst or a third-party company to help build a public-facing dashboard for equity and inclusion.

Creating an Evaluation Plan

Gathering data and taking time to evaluate the outcomes of your project will be essential to your success in changing the equity and inclusion of your local economy. Your team can plan ahead now for how you will do this.

Key Questions for Your Evaluation Team
1 What baseline metrics will you use? Where are they available?
2 How will you involve community partners and constituents in program evaluation?
3 At what intervals will you update your evaluation metrics?
4 Who holds the responsibility for those updates?
5 How and when will you communicate those metrics to the public?
6 What resources do you need to fulfill strong measurement and communications?

Creating an Evaluation Plan: Sharing Responsibilities

You may find it helpful to visualize how this work will be shared through stakeholder mapping. You can identify how each city department and various partners will help achieve your goals through the chart below.

Official/Department or Partner Organization	Roles and Responsibilities