

2024–2026 Equity Plan

May 7, 2024

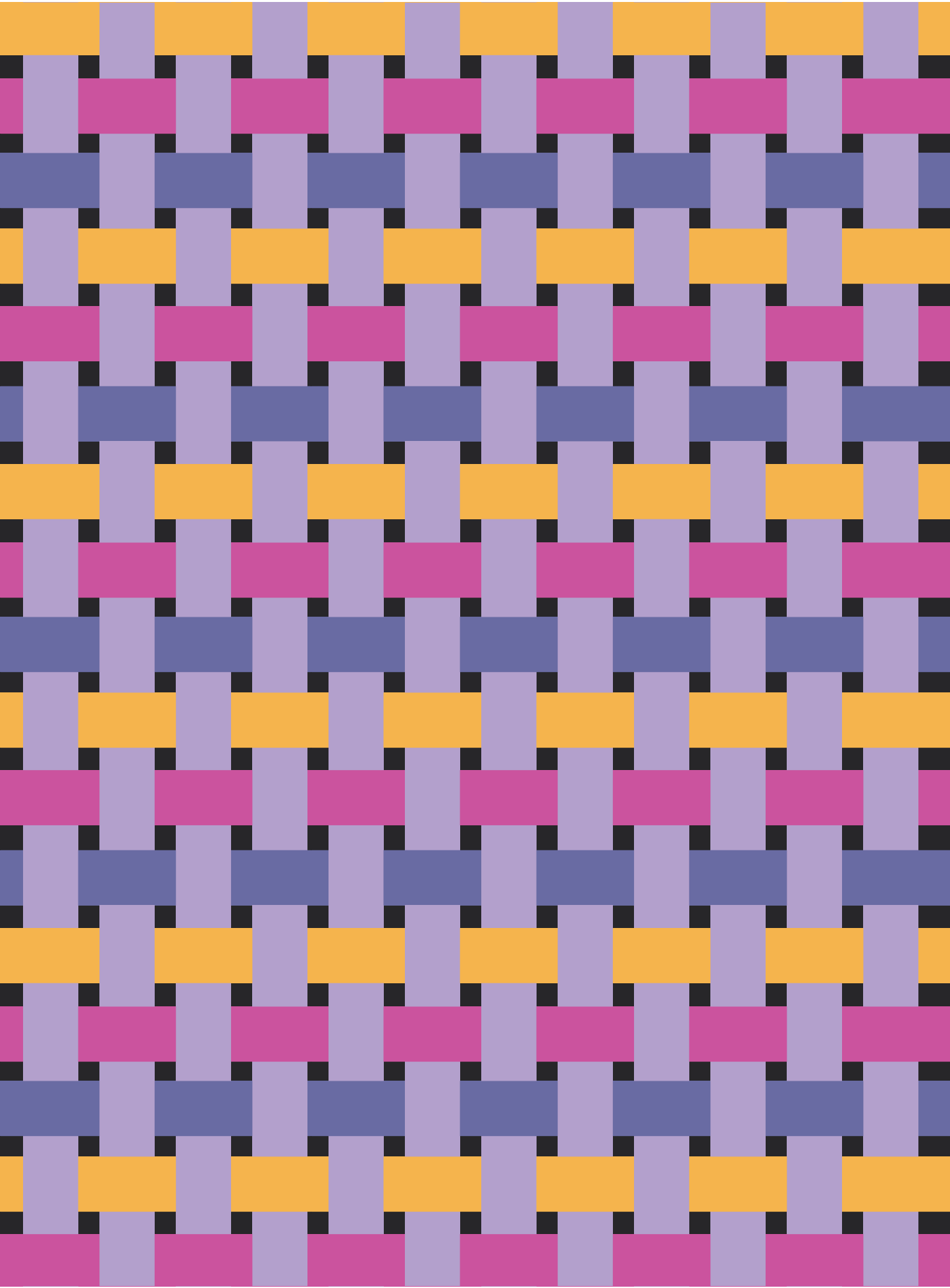


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Executive Summary

Transforming Golden Valley

The City of Golden Valley's Equity Plan provides an actionable structure to promote social justice and increase equity throughout the city. It works as an accountability tool to establish and reframe processes, practices, and policies in the aim of eliminating inequities and disparities internally and externally. Furthermore, this plan directly challenges norms and ways of operating that perpetuate social inequities and trauma, provides approaches that center the needs of those most marginalized, and measures the direct human impact.

The City recognizes that historical and present disparities perpetuated by its structures, policies, and procedures have burdened different people, particularly within Black, Indigenous and People of Color communities. Consequently, the City is committed to transforming local government to dismantle barriers, provide resources, and enhance opportunities for all residents and visitors.

Development Process

The Equity Plan is an evolving document that takes shape through various means. This Equity Team developed the current iteration uses with input gathered from the following:

- **Employee Equity Survey Report (EESR):** A survey conducted with City of Golden Valley employees to understand the perspectives, needs, and insight related to diversity, equity, and inclusion in the workplace and throughout their respective work (see [Appendix A](#)).
- **Equity Plan Implementation Report (EPIR):** A report completed by the Diversity, Equity, and Inclusion Commission (DEIC) and the Equity and Inclusion Manager to gather information about the implementation of the most recent Equity Plan and inform the execution of future plans (see [Appendix B](#)).
- **Racial Equity Dividends Index (REDI):** Indexing conducted by the Center for Economic Inclusion to understand how public sector institutions are progressing towards being inclusive and supportive of racially equitable economic outcomes for both employees and community (see [Appendix C](#)).
- **Continuum on Becoming an Antiracist Multicultural Organization (CBARMO):** Framework created by Crossroads Ministry to illustrate a progression model of action and process for organizations to consider and implement so as to move from an Exclusionary Institution to a Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society (see [Appendix D](#)).

Further input from the City's Equity Advancement Team (EAT) and DEIC identified key connective pieces that required changing the plan's structure. These included a need to transparently name who is accountable for the work, a shift into focus areas, and a reconnection to concepts, such as anti-racism, through using best practices like the Continuum on Becoming an Anti-Racism and Multicultural Organization.

Accountability & Reporting

The City's Equity and Inclusion Manager is responsible for coordination, oversight, and implementation. Each Department Director is responsible for their respective department's action within the Equity Plan. Accordingly, each action is uniquely measured and assessed for achievement and impact. To ensure clear and consistent communication, the City will provide semi-annual updates and has created an [online dashboard](#) available to both employees and the community.

ONLINE DASHBOARD

www.godlenvalleymn.gov/Equity-Plan



Definitions & Shared Understanding

Language guides personal and collective attitudes, behaviors, and actions. The City uses the following definitions to create a shared understanding to advance diversity, equity, inclusion, and anti-racism (DEI-AR).

City DEI Definitions & In Practice Statements

The following definitions for diversity, equity, and inclusion are vital to grounding this plan and any work throughout the City. They came from a collaborative process with leadership to craft descriptions applicable to the work of local government and each department. The “In Practice” statements provide an understanding of how City staff will put these terms into use.

Diversity

Diversity is a range of human differences and complexity, whether shared or individual, across thought, beliefs, experience, and identity (including, but not limited to, race, ethnicity, gender, sexuality, class, language, physical ability/disability, religious/spiritual beliefs, and education).

In practice at Golden Valley: We intentionally recognize, understand, and celebrate the differences and lived experiences of fellow staff and the community we serve.

Equity

Equity is the proactive and ongoing reinforcement of policies, projects, attitudes, and actions that distribute power, access, and opportunity, and where outcomes are determined by how provided services are structured rather than identity or lived experience.

In practice at Golden Valley: We identify and diligently eliminate disparities in as well as barriers to opportunities, resources, and services the City provides to residents, employees, businesses, and visitors.

Inclusion

Inclusion is actively empowering and bringing individuals or groups to be participatory in projects, actions, and decision/policy making that shares power as well as honors nuance and authenticity.

In practice at Golden Valley: We purposefully and continuously engage diversity in decision making, goal setting, and project development that foster, cultivate, and contribute to cultural humility, a sense of belonging, and an empathic understanding.

Equity Plan Context Definitions

For additional terms used throughout the Equity Plan, which include terms specific to the implementation of the plan, please refer to [Appendix E](#).

City Demographics & Information

Statistics and data are foundational for critical change and transformation. Data, especially when disaggregated, can indicate areas of needed growth, disparity, and potential historical and current inequities that are part of the fabric of the community. It can also indicate upcoming trends to both adjust and be responsive to as well as be a starting point for critical inquiry.

Information provided in [Appendix F](#) helps to provide a picture of Golden Valley across various data points.

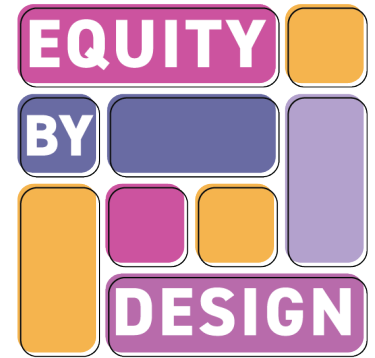
Plan Frameworks & Principles

The Equity Plan includes intersecting frameworks and principles that drive and create continued accountability. Some connect to recommendations from conducted reports, while others connect to best practices related to implementing racial equity and anti-racism.

Equity by Design

A cornerstone of this plan are the following Equity by Design principles, which center responsibility on both the individual and the City as a system and institution:

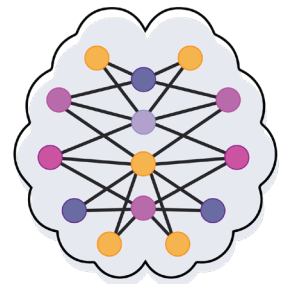
- Clarity in language, goals, and measures is vital to effective equitable principles.
- Equity-mindedness is a guiding paradigm for language and action.
- Equitable practices and policies are designed to engage at differences in the context of community and not to treat all community the same.
- Enacting equity requires a continual process of learning, disaggregating data, and questioning assumptions about relevance and effectiveness.
- Equity must be enacted as a pervasive institutional- and department-wide principle.



Equity-Mindedness

Focusing more closely on Equity by Design, the principle of “Equity-Mindedness” itself is also a main tenant of the plan. The following subprinciples center responsibility primarily on the individual:

- **Race-Conscious and Inquiry:** Noticing racial inequities, recognizing stereotypes, and questioning assumptions and implicit/explicit bias.
- **Evidence and Outcome Based:** Awareness that beliefs, expectations, and practices assumed to be race neutral can and typically have outcomes that are racially disadvantageous.
- **Equity Advancing:** Willingness and readiness to assume responsibility and take action to eliminate inequities.
- **Systemically Aware:** Awareness that while racism may not always be overt, racialized patterns nevertheless permeate policies and practices. Also, an awareness to bring in additional socio-historical context to the review, edits, and buildout of policies and practices.
- **Gap Reframing:** Reassessment that disparities are a dysfunction of structures, policies, and practices as well as how these mechanisms have contributed to and exacerbate disparities.

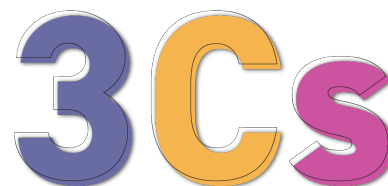


Three Cs: Communication, Collaboration, and Clarity

From conducted reports, recommendations were formed to highlight the various needs related to future plans. In turn, these recommendations have become additional principles, which find themselves applied to all actions and some more specifically.

Communication of the Plan

Provide consistent, continuous, and clear communication about the Equity Plan to City employees and community using various communication tools and accessible dashboards.



Internal and External Collaboration

Identify, cross-collaborate, and involve both internal and external stakeholders as well as leverage existing assets, which includes but is not limited to current staff, commissions, professional services, and county/state agencies.

Clarity of Responsibility, Accountability, and Impact

Clearly determine and communicate how actions and subsequent tasks connect to specific roles and responsibilities as well as what intended impact is to be created and whether it addresses specific inequities.

Continuum on Becoming an Anti-Racist & Multicultural Organization

The Continuum on Becoming an Anti-Racist and Multicultural Organization ([Appendix D](#)) is a fundamental framework for the plan itself and each action. It helps establish a starting point for the City and gives perspective of what to do so racial and cultural differences are seen as assets. In its work and operations, the City is deemed a combination of a “Compliance Organization” and an “Affirming Institution,” which look at symbolic change and identity change respectively. This determination is noted in [Appendix D](#).



Equity Plan Focus Areas At-A-Glance

Focus Area 1: Organizational Culture

Outcome 1

Possess and advance a common understanding of diversity, equity, inclusion, and anti-racism.

ACTION A

Provide accessible and applicable DEI-AR resources and tools.

ACTION B

Establish and carry out common language and common understanding engagement.

Outcome 2

Implement a City structure that values diversity and intercultural engagement.

ACTION A

Increase collective intercultural mindedness and skillset.

ACTION B

Enhance and expand awareness of City-wide policies, practices, and resources.

Focus Area 2: Operationalize Equity

Outcome 1

Equity tools are applied to process, procedures, policies, projects, programs, and initiatives.

ACTION A

Update and strengthen usage of City Equity Decision Making Tool.

ACTION B

Build and apply City Community Equity Participation Tool.

Outcome 2

Equity strategies and measures are identified and applied.

ACTION A

Departmental Equity Actions are identified and addressed.

ACTION B

Update and communicate City Equity Infrastructure.

Focus Area 3: Workforce Engagement

Outcome 1

Enhance employee engagement methods.

ACTION A

Develop and implement City Employee Impression Strategy.

ACTION B

Communicate and facilitate employee engagement opportunities focused on DEI-AR and intersectional topics.

Outcome 2

Increase professional development opportunities.

ACTION A

Create, implement, and assess DEI-AR curriculum.

ACTION B

Develop and execute Workforce Equity Advancement Strategy workforce equity strategy.

Equity Plan Focus Areas

The Equity Plan includes three distinct focus areas: (1) Organizational Culture; (2) Operationalize Equity; and (3) Workforce Engagement. Each focus area contains expected outcomes and action.

Focus Area 1: Organizational Culture

Respect, encouragement, and empowerment are crucial to establishing an organizational culture that is equitable and inclusive. This kind of culture comes from grounding the workplace in fundamental values and a foundational understanding of how diversity, equity, inclusion, and anti-racism are interwoven into how employees engage with one another and across the City.

Outcome 1

Possess and advance a common understanding of diversity, equity, inclusion, and anti-racism.

ACTION A

Provide accessible and applicable DEI-AR resources and tools.

Description

Research, create, and communicate tools and resources that are specialized for local government and departmental application of DEI-AR. This also includes communicating DEI-AR standards set by leading organizations, whether focused on local government or specific departments.

Accountability

Equity Team

Stakeholders

Equity Advancement Team and IT

Connections

ESSR Recommendation(s): 5

Measurables

- Central location for all DEI-AR content
- Number of resources and tools for each department

ACTION B

Establish and carry out DEI-AR common language and common understanding engagement.

Description

Develop a communication campaign and training to establish better collective understanding and engagement regarding DEI-AR language and concepts as it pertains to each department's work and local government.

Accountability

Equity Team and Executive Leadership Team

Stakeholders

Departmental leadership

Connections

- EESR Recommendation(s): 1.A & 1.B
- EPIR Recommendation(s): B.3
- CBARMO Pillar 4: Step 4

Measurables

- Number of Full Time Employees trained
- Departmental In Practice Statements
- Definitions/Terms guide
- All staff communication
- Change in understanding of terminology

Outcome 2

Implement a City structure that values diversity and intercultural engagement.

ACTION A

Increase and enhance the City's collective intercultural mindedness and skillset.

Description

Apply the Intercultural Development Inventory (IDI) throughout the entire City. This includes Development Support Opportunities that supplement the content of the IDI process by providing additional engagement that focus on continued learning, further understanding, and diversifying application of intercultural mindedness, communication, and more.

Accountability

Equity Team, Executive Leadership Team, and departmental leadership

Stakeholders

IDI qualified administrators

Connections

- ESSR Recommendation(s): 6
- CBARMO Pillar 3: Step 4

Measurables:

- Full Time Employee participation
- Participation in Developmental Support Opportunities
- Addition of IDI qualified administrators

ACTION B

Enhance and expand awareness of City-wide policies, practices, and resources.

Description

Assessment and recrafting of current employee policies and a communication campaign to inform employees of policies in efforts of making it more understandable, approachable, and effective. These efforts will also work towards helping employees better understand how to for oneself and others via various means.

Accountability

HR Department and Executive Leadership Team

Stakeholders

City Attorney, Communications Department, Equity Advancement Team, and City Council

Connections

- EESR Recommendation(s): 9

Measurables

- Full redevelopment of workplace behavior policy
- All staff communication
- Development of guides and resources for policy usage
- Change in understanding of policy and how to use it
- Review of handbook

Focus Area 2: Operationalize Equity

Systemic approaches to decision-making, as well as process/policy/project development, implementation, and evaluation, are crucial to establishing equitable outcomes, improving results, and eliminating disparities for those the City serves. Operationalizing equity in individual, departmental, and City work using tools, frameworks, and lenses moves towards these goals and helps to establish stronger accountability, metrics, and standards.

Outcome 1

Equity tools are applied to processes, policies, and projects.

ACTION A

Update and strengthen usage of City Equity Decision Making Tool.

Description

Update current Equity Tool for stronger approach and utilization through diversifying its application, clarity of its use, and further cohesion within the Equity/Legal Review. Efforts related to communication, training, and attestation are also part of the approach to establish better usage and understanding with anticipation of City policy embedment.

Accountability

Equity and Inclusion Manager, City Attorney, and City Clerk

Stakeholders

Executive Leadership Team, Equity Advancement Team, and departmental leadership

Connections

- ESSR Recommendation(s): 4
- EPIR Recommendations(s): B.4
- CBARMO Pillar 4: Step 2 & 6

Measurables

- Full redevelopment of tool
- Usage numbers of the tool
- Number of managers and supervisors trained
- Completion of attestation and number of managers and supervisors completing

ACTION B

Build and apply Community Equity Participation Tool.

Description

Create a Community Equity Participation Tool and implement a communication and training campaign for usage across the City. The tools application will guide employees on how to properly incorporate community in different actions, strategies, and initiatives, especially those that have direct impact.

Accountability

Community Connection and Outreach Specialist

Stakeholders

Executive Leadership Team, Equity Advancement Team, and departmental leadership

Connections

- EESR Recommendation(s): 10
- EPIR Recommendation(s): A.2
- REDI: Leadership Q7
- CBARMO Pillar 4: Step 2 & 6

Measurables

- Full development of tool
- Usage numbers of the tool
- Number of managers and supervisors trained
- Completion of attestation and number of managers and supervisors completing

Outcome 2

Equity strategies and measures are identified and applied.

ACTION A

Departmental Equity Actions are identified and addressed.

Description:

Departments either focus on a current initiative/project or build out a particular initiative/project for implementation related to engaging at DEI-AR for their respective work (see Appendix E).

Accountability

Equity and Inclusion Manager, Executive Leadership Team, and departmental leadership

Note: Each departmental Equity Action will have differing individuals for accountability and stakeholders.

Stakeholders

Departmental leadership and staff, City Council, City Commissions, and external partners

Note: Each departmental Equity Action will have differing individuals for accountability and stakeholders.

Connections

- ESSR Recommendation(s): 7 & 8
- EPIR Recommendations(s): A.1, A.2, & A.3
- REDI: Procurement Q1-7, Budget/Finance Q5, Community/Economic Development Q4, Housing/Transportation/Land Use Q4-7, Public Policy Q2-5

Measurables

Departmentally defined

ACTION B

Update and communicate City Equity Infrastructure.

Description

Redesign and bolster the City of Golden Valley Equity Infrastructure to both enhance and deepen equity praxis. This focuses on connecting internal committees/groups, commissions, city council, schools, tools/resources, physical infrastructure, community organizations, and the formalization of a racial equity vision statement.

Accountability

Equity Team

Stakeholders

Communication Department, IT, Equity Advancement Team, DEI Commission, and City Council

Connections

- EESR Recommendation(s): 5 & 7
- EPIR Recommendation(s): A.4 & B.1
- REDI: Procurement Q1-7, Budget/Finance Q5, Community/Economic Development Q4
- CBARMO Pillar 4: Step 2, 5, & 7

Measurables

- Number of engaged identity-based student groups
- Number of engaged identity-based community organizations
- Full development of a racial equity vision statement

Focus Area 3: Workforce Engagement

Continued engagement at developing and strengthening equity-mindedness through professional development creates long-term success for the entire City, fosters a more dynamic and critical skillset of each employee, and upholds unbiased services. Coupled with a focus on supporting the careers of employees, this helps build out a workforce that is empowered, valued, and feels a sense of belonging.

Outcome 1

Enhance employee engagement methods.

ACTIONS A

Develop and implement Employee Impression Strategy.

Description

Build a strategy that examines and engages at the life of an employee from recruitment to leave. This focuses on gathering and assessing data/information as well as setting goals related to recruitment, hiring, time throughout employment, and then exit from the City.

Accountability

Human Resources Specialist, Equity and Inclusion Manager, Executive Leadership Team, and departmental leadership

Stakeholders

HR Department, Administrative Services, Communications Department, and external partners

Connections

- ESR Recommendation(s): 3
- REDI: Leadership Q12, Hiring Q5-7, Culture/Retention/Advancement Q6
- CBARMO Pillar 3: Step 3 & Pillar 4: Step 8

Measurables

- Application demographic analyzed
- Engagement of new hires via check-ins
- Engagement of all employees via stay interviews
- Completion of exit interviews

ACTION B

Communicate and facilitate employee engagement opportunities focused on DEI-AR and intersectional topics.

Description

Promote and deliver sessions, trainings, and additional employee engagement opportunities focused on DEI-AR, which aim to expand equity mindedness, connect on topical and current issues, and directly engage at employee needs. This also includes supporting departments in their own efforts of DEI-AR employee engagement.

Accountability:

Equity Team and Equity Advancement Team

Stakeholders:

Executive Leadership Team, departmental leadership, IT, Wellness Committee, and external partners

Connections

- ESR Recommendation(s): 2.A & 2.B
- CBARMO Pillar 3: Step 4 & Pillar 4: Step 3 and 4

Measurables

- Number of JEDI Lunch sessions
- Number of additional learning opportunities
- Assessments for JEDI Lunch sessions and additional learning opportunities

Outcome 2

Strengthen professional development opportunities.

ACTION A

Create, implement, and assess DEI-AR curriculum.

Description

Create various DEI-AR curricula that are both applicable to the work of local government and center equity mindedness, liberatory practices, and departmental nuance.

Accountability

Equity Team and Equity Advancement Team

Stakeholders

Executive Leadership Team, departmental leadership, IT, Wellness Committee, and external partners

Connections

- ESSR Recommendation(s): 2.A & 2.B
- CBARMO Pillar 3: Step 4 & Pillar 4: Step 3 and 4

Measurables

- Developed and implemented curricula
- Number of full-time employees participating
- Assessments for curriculums

ACTION B

Develop and execute Workforce Equity Advancement Strategy.

Description

Build a strategy that examines and engages the advancement of employees through different means. This includes evaluating job descriptions to embed equity competencies, establishing succession planning for roles, and tracking promotional data/information.

Accountability

HR Department, Executive Leadership Team, and departmental leadership

Stakeholders

Equity Advancement Team and Administrative Services

Connections

- EESR Recommendation(s): 3
- REDI: Hiring Q7, Culture/Retention/Advancement Q2/7/10, Workforce Development Q1
- CBARMO Pillar 4: Step 7 and 8

Measurables:

- Review and update job descriptions
- Number of departmental completions for succession planning
- Promotion demographic analyzed

Appendix A

City of Golden Valley Employee Equity Survey Report



City of Golden Valley 2023 Employee Equity Survey Report

10/16/2023

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Executive Summary & Introduction

Executive Summary

The City of Golden Valley and its employees serve a community of roughly 22,000 residents and a wealth of businesses, visitors, and patrons. This community brings a multiplicity of experience, identity, history, and needs. With this in mind, it requires the City and its employees to be dynamic, reflective, and responsive when providing services and resources, directly engaging, incorporating perspectives and lived experiences, implementing policy and practice, and more. To better inform and ground this work, it is vital to understand how to advance, ingrain, and apply equity into it. As such, the Equity and Inclusion Manager and the City developed a survey to establish a baseline of employee knowledge, experience, and perspectives.

Based on this overarching goal, the Equity and Inclusion (E&I) Manager developed a set of draft survey questions and structure. With the support of the HR Department as well as the City's Management Team and Equity Advancement Team, these questions were edited and adjusted to be properly reflective and inclusive of the City and its workforce. The E&I Manager in collaboration with the Community Connection and Outreach Specialist analyzed and reported on the data.

Introduction

A key directive of the City of Golden Valley's Council is imbedding diversity, equity, inclusion (DEI), and racial justice into the work of the City and make it a vital, inextricable, and fundamental part of how the City does its work. To ensure that this directive is woven and part of the fabric of the City, staff created a survey tool for employees to express the diverse perspectives, views, and opinions when it comes to previous and future DEI as well as the work that comes with it. Furthermore, staff will use the results of the survey as one of many tools to inform an updated City of Golden Valley Equity Plan in the prospects that is proactive, nuanced, and purposeful in its impact both internally with employees and externally with the community the City serves.

Survey Objectives

The Equity and Inclusion Division staff communicated the following survey objectives to City of Golden Valley employees:

- Create a direct connection to the directives made by the City Council related to diversity, equity, inclusion, and racial justice.
- Establish a stronger starting point to understand the dynamic regarding DEI within our employees.
 - Obtain feedback on employees' needs, wants, and concerns.
 - Gain insight regarding employees' engagement and understanding of previous DEI efforts and desires for future DEI efforts.
- Create a better grounding for the upcoming City of Golden Valley Equity Plan
 - Learn where to invest time, resources, and support to establish a more inclusive and equitable workplace as well as build a more responsive approach to workplace belonging.
 - Understand the gaps in building skillsets related to DEI and what efforts can be established to address said gaps.
 - Find where to imbed equitable approaches and processes in the work of the City.

Methodology

To fulfill the indicated objectives, employees were asked to participate in an online survey built and conducted via Survey Monkey. The survey questions were developed in Summer 2023 by the Equity and Inclusion Manager with support and feedback provided from the City's Management Team. Prior to releasing the survey, the E&I Manager developed a survey communication campaign to inform employees of the survey, its purpose, and how to participate. This campaign included:

- Three emails preparing employees for the survey, and
- Calendar invitations for three survey information sessions

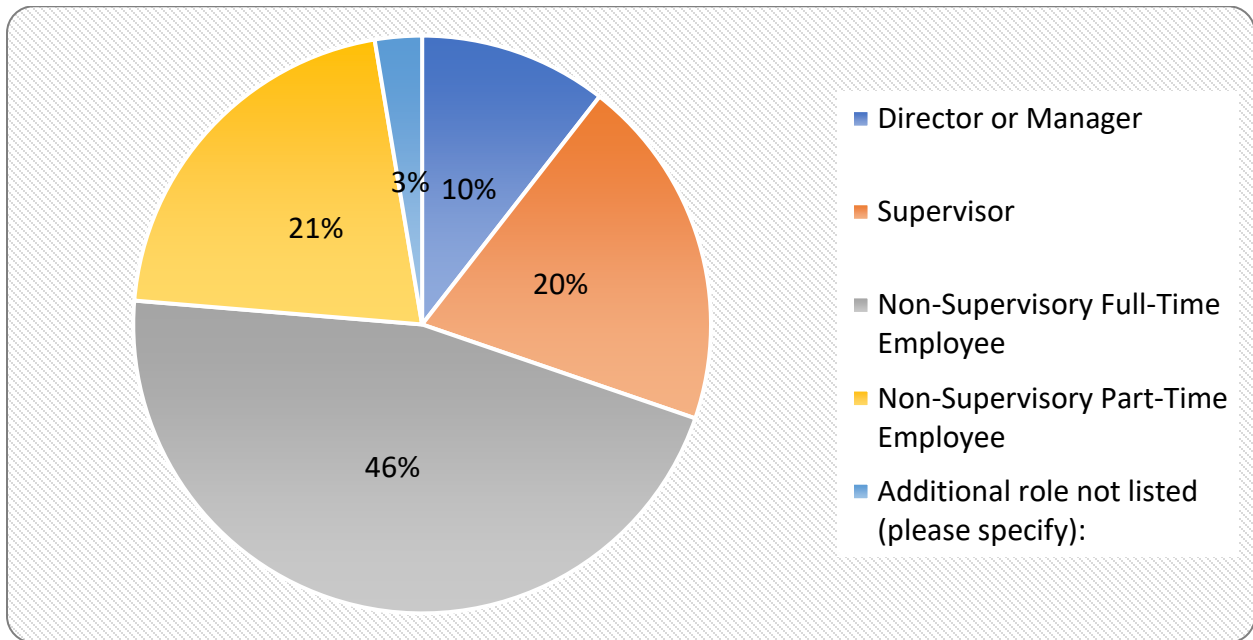
On Monday, July 17th, 2023 the E&I Manager sent out the survey link via email. The survey remained open for seventeen days with a reminder email sent on Friday, July 28th, 2023. The survey closed on Wednesday, August 2nd, 2023.

The survey contained 80 total questions. Questions were primarily on a Likert scale with options: strongly disagree, disagree, agree, and strongly agree. Each Likert scale question also included an "I Don't Know" option. Within each section, employees had the option to complete open-fill text responses. All questions were optional, and the survey was voluntary and anonymous with no responses attributed to individual employees or specific departments.

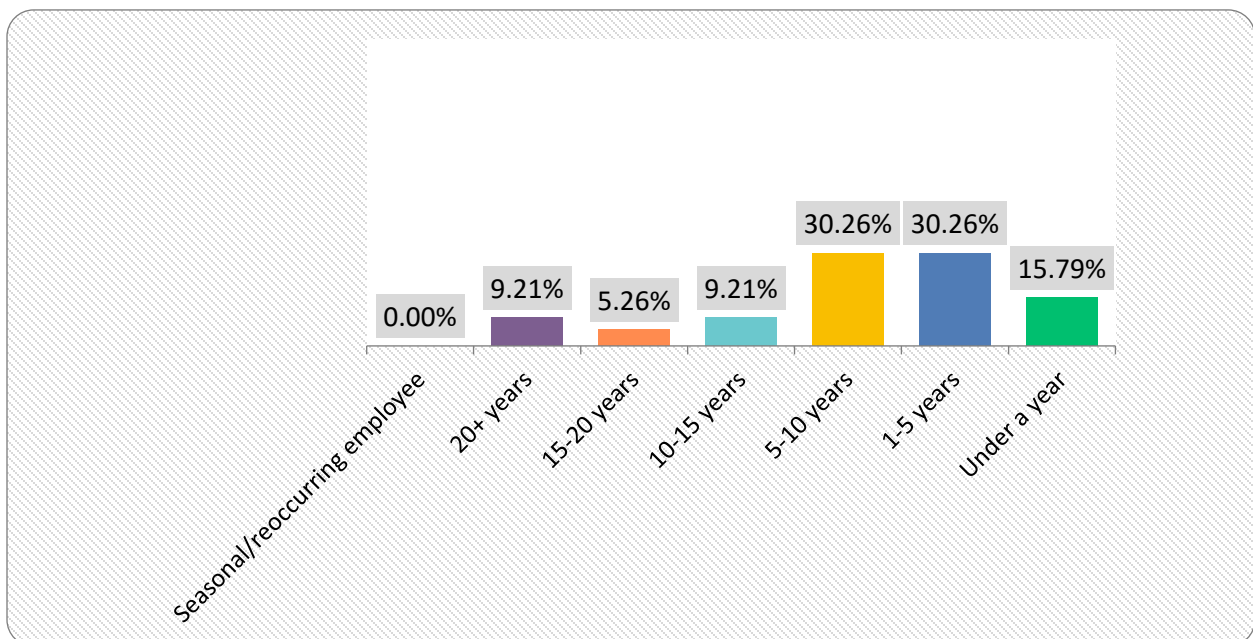
Demographic Overview

Staff designed the survey to include several demographic questions that were asked of City employees in order to identify the range of backgrounds, identities, and experiences. In several sections of the demographic report staff have provided a comparison of survey respondent data to the overall employee demographic data taken from the City's payroll system.

Question: Select the options that best describes your role in the City

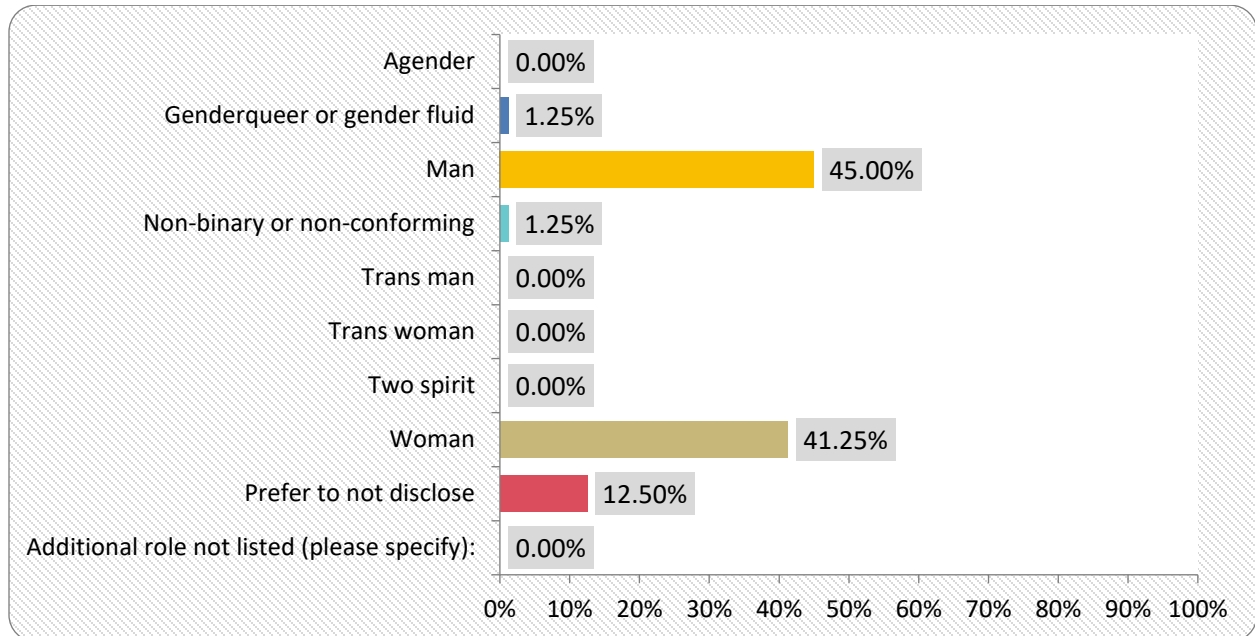


Question: How long have you been with Golden Valley?

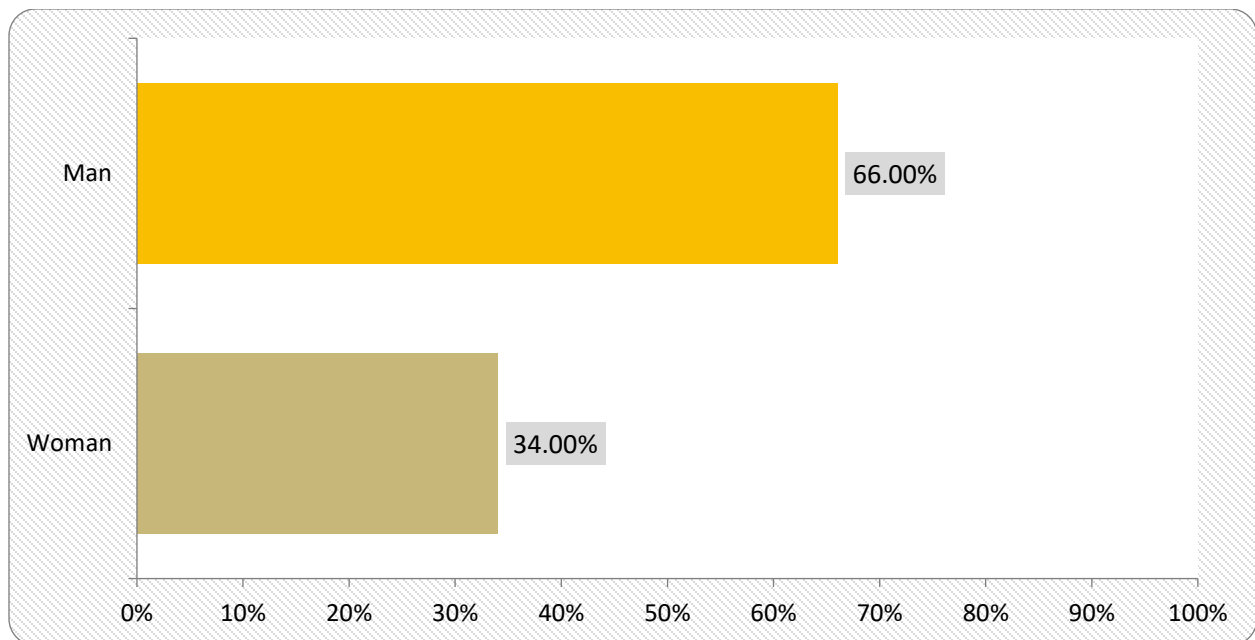


Question: Gender/Gender Identity (select all that apply)

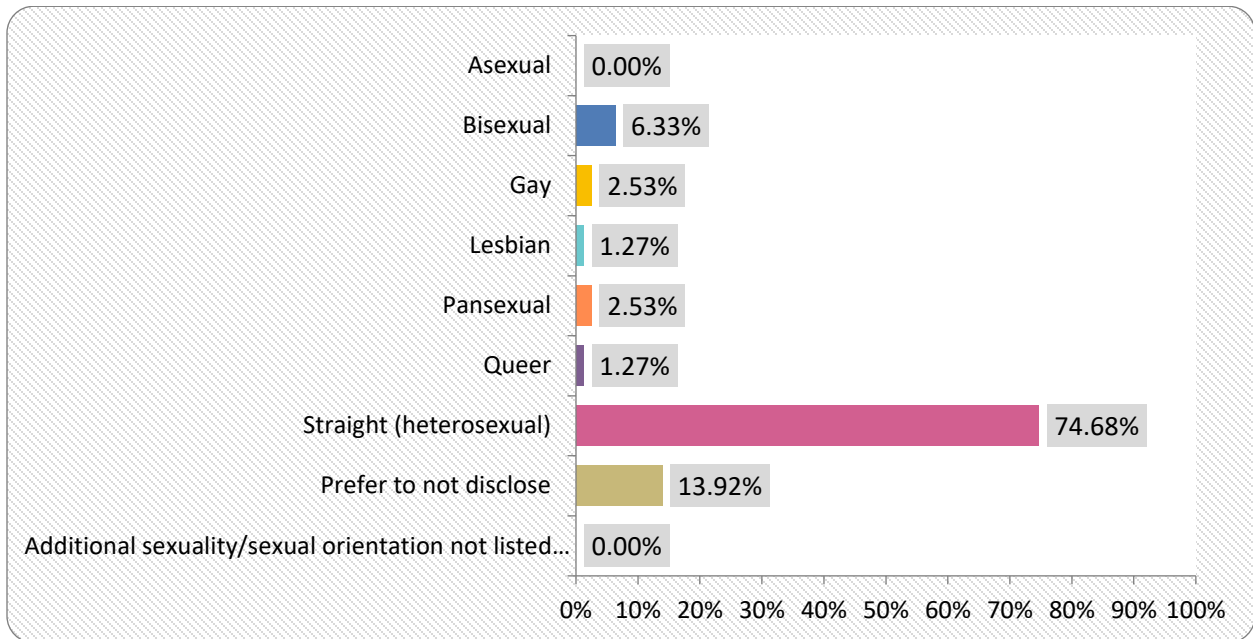
Survey Results:



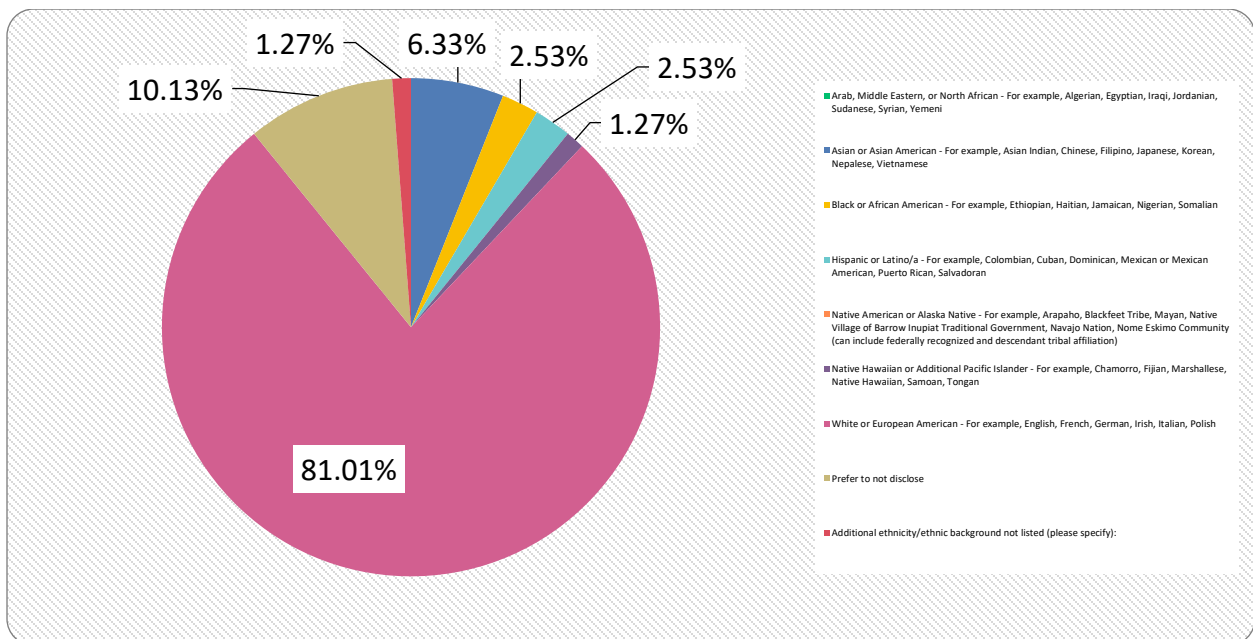
Current Employee Data:



Question: Sexuality/ Sexual Orientation (select all that apply)

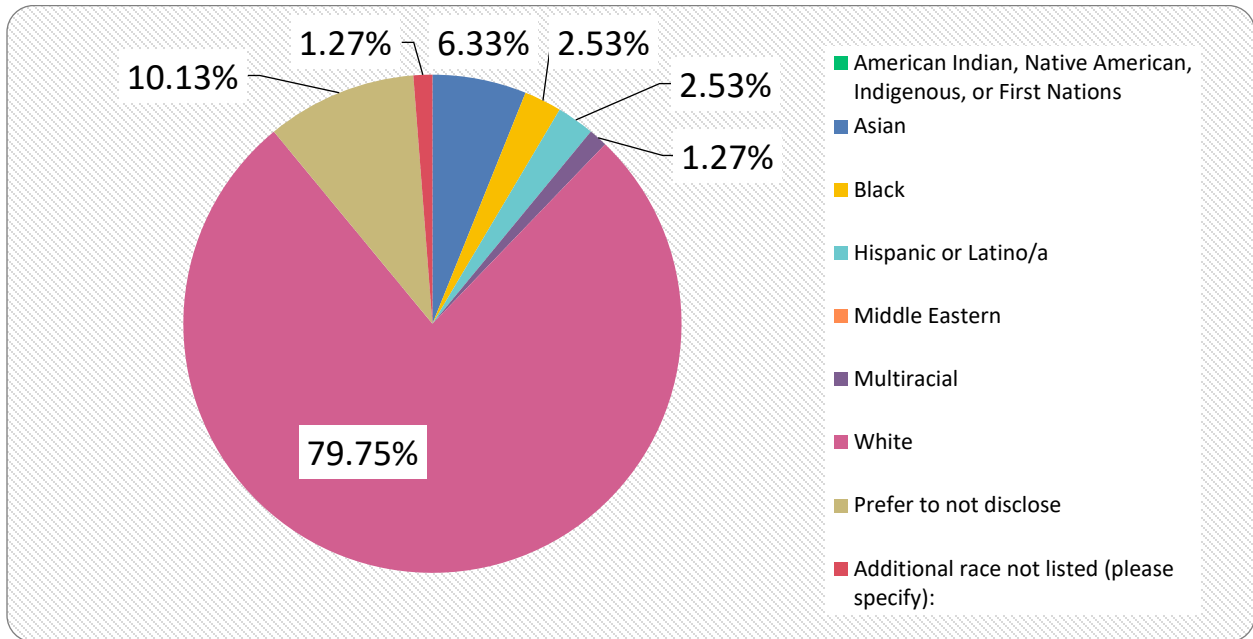


Question: Ethnicity/Ethnic Background (select all that apply)

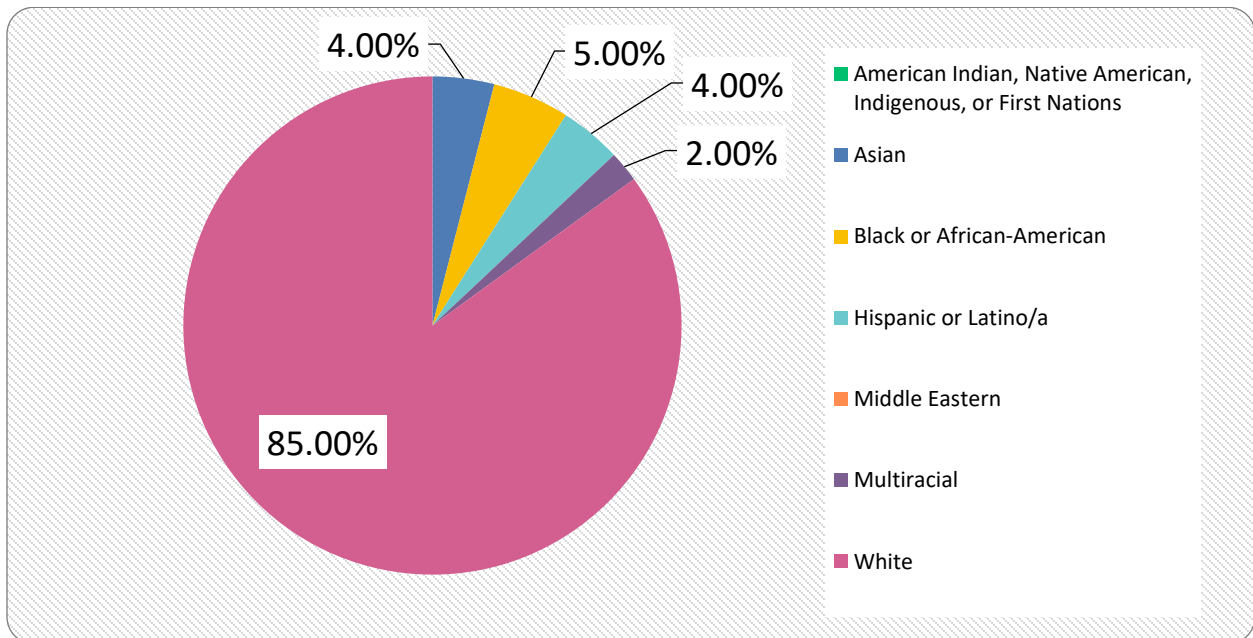


Question: Race (select all that apply)

Survey Results:

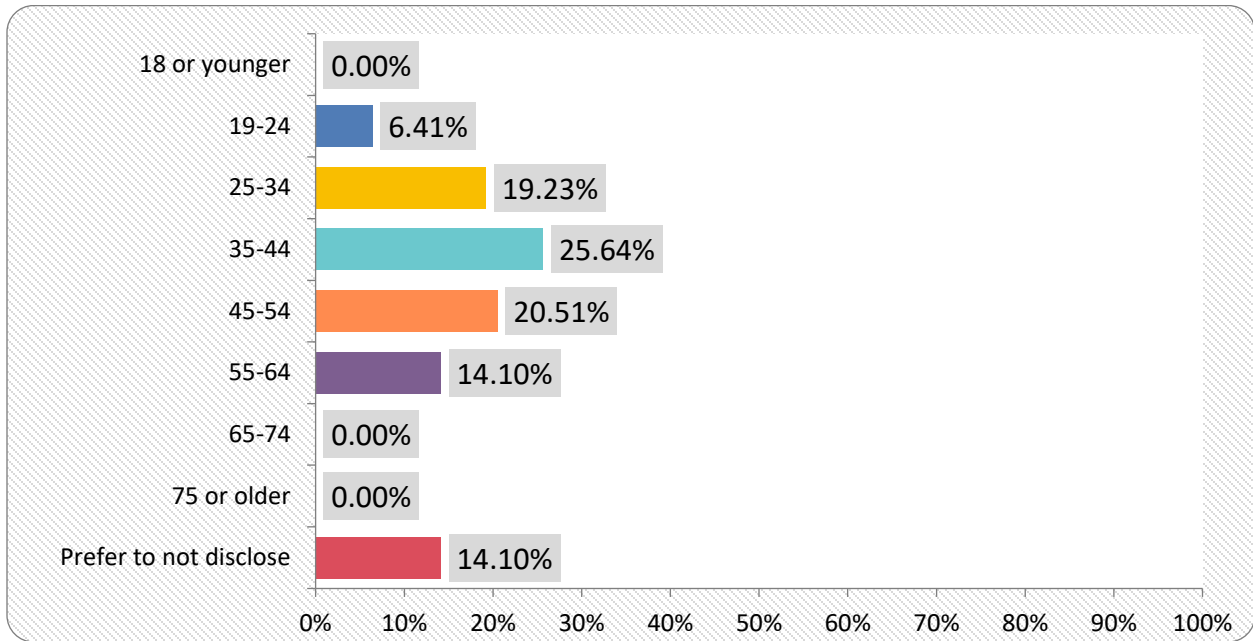


Current Employee Data:

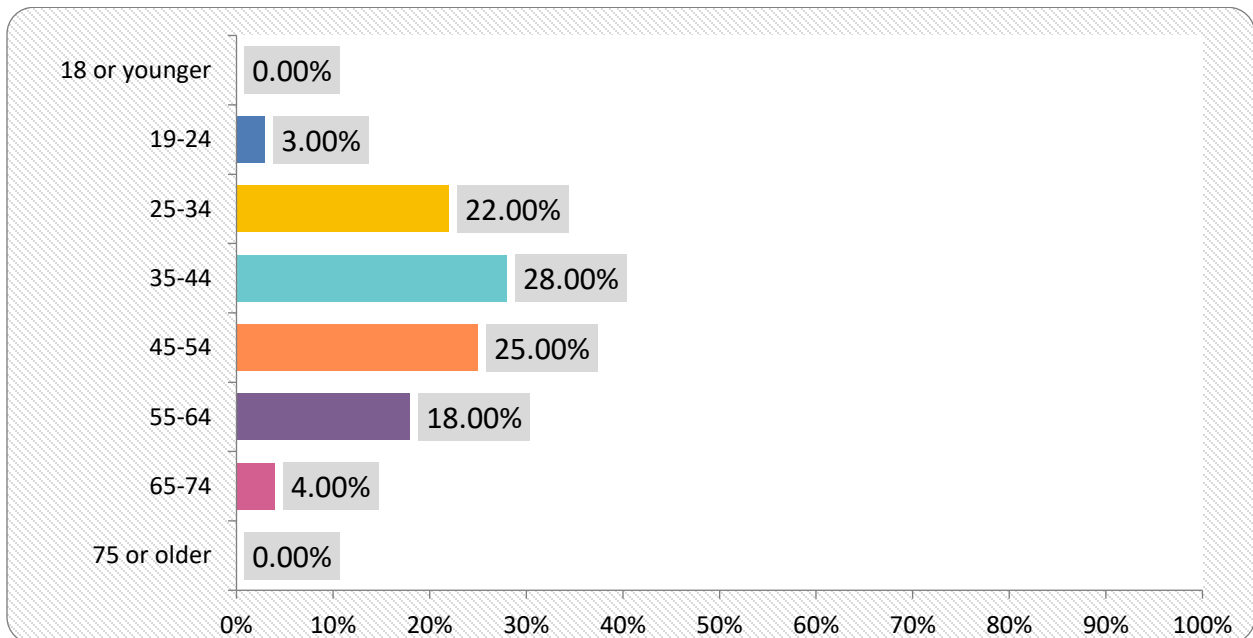


Question: Age

Survey Results:



Current Employee Data:



Survey Question Sections & Results and Key Findings

In addition to the demographic component of the survey, the survey included the following nine sections of questions and prompts:

1. Definitions
2. Personal Perspectives
3. Perception of Attitudes about Equity in the City
4. Equity Work Observations and Expectations of Myself
5. Equity Work Observations and Expectations of Others
6. Observations of Inequities in the Workplace
7. Observations of Inequities with Community Partners
8. Equity Skills and Knowledge Building
9. Workplace Belonging and Equitable Workplace

In this part of the report, each section is further defined, which includes its purpose, key findings, and results. Additionally, this part shares an analysis of top themes and trends from the open-fill question of each section where answers did not always reflect the response in the Likert scale prompts.

Section 1: Definitions

In this section, respondents were asked to share their personal definition for the terms of diversity, equity, and inclusion. The purpose of this section was to garner an understanding of how employees individually and collectively think of these terms and what is the common understanding across the City.

Results & Key Findings

Diversity:

Some common ways respondents defined diversity focused on differing background, perspectives, and lived experiences. Answers also highlighted the thinking of diversity as the multiplicity of identity with some respondents naming social identities such as race, age, gender, ability/disability, race, and education.

Inclusion:

As it relates to the term inclusion, respondents shared a strong resonance with ideas and approaches of welcoming, accepting, and valuing people regardless of identity or background. Many respondents identified inclusion as both an action and a feeling, especially in the vein of having a sense of belonging and being valued. Employees also expressed that being inclusive one is holding and creating space so that differing skills, perspectives, and experiences can be present and considered.

Equity:


While there was strong consensus of employee's definitions for diversity and inclusion, respondents' definitions of equity highly differed from one employee to the next. Some employees defined equity as ensuring equal opportunity, having equal and fair treatment, and impartiality. While other employees defined equity as removing barriers, ensuring access by meeting specific and unique needs, and recognizing situational circumstances.

Section 2: Personal Perspectives

DEI is tied to the lived experiences, social identities, and backgrounds of individuals, therefore it is important to gain an understanding of the varying perspectives related to this kind work. By gaining a better understanding of how people engage, connect, and find value in DEI work, the City can help to establish a more dynamic approach that directly resonates with employees at a more granular level.

Results & Key Findings

Overwhelmingly, employees greatly value the work of equity and improving equity all around, which includes listening to individuals who experience or report inequities or removing inequities. Respondents find it important for others to work towards improving equity. Additionally, there is a sense of strong self-awareness with roughly 95% of respondents indicated that they either strongly agree or agree that one may not be aware of inequities that may exist.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
2.1: Equity is personally important to me.	2.47%	4.94%	38.27%	49.38%	4.94%
2.2: I see value in working towards equity.	2.50%	2.50%	35.00%	57.50%	2.50%
2.3: I think it is valuable to examine and discuss the impacts of equity in my work.	2.47%	7.41%	38.27%	49.38%	2.47%
2.4: I think others should work towards improving equity.	2.47%	4.94%	39.51%	44.44%	8.64%
2.5: It is important to listen to others who experience or report an inequity.	1.23%	2.47%	39.51%	55.56%	1.23%

2.6: Once they have been identified, I think it is important to remove inequities.	1.23%	3.70%	34.57%	53.09%	7.41%
2.7: Inequities may exist that I am not aware of.	1.23%	1.23%	41.98%	53.09%	2.47%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:


- Need to bring in the perspective, experiences, and insight from additional marginalized groups inclusive of race.
- Make sure to have an interconnected and intersectional approach when doing DEI so as to not have marginalized groups contend for the same resources, tools, and opportunities.
- Continue to explore through conversation the subtle and deceptive nature of inequities to reveal the how they are engrained in all fabrics of our work and lives.

Section 3: Perception of Attitudes About Equity in the City

In this section, participants were asked to provide their perspective of the collective attitudes towards equity across the City. Participants were also prompted to provide their perspective on how the City, as an organization, is invested in equity both internally with employees and externally with community partners.

Results & Key Findings

According to participants, there is an overwhelming agreement that peers/colleagues (62%) and supervisors/leadership (47%) think of equity as important. Although there is general agreement that the City invests in equity within some areas, roughly 20% of respondents stated “I don’t know” when asked if the City invests in equity within its services and 27% indicated similarly when asked if the City places emphasis on equity with its partnerships. This lack of knowing raises questions about transparency of investments whether that is time, money, or people to achieving goals related to equity as well as even if these kind of investments are being made.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
3.1: I believe my peers/colleagues think equity is important.	4.94%	11.11%	61.73%	9.88%	12.35%

3.2: I believe my supervisor/leadership thinks equity is important.	1.23%	6.17%	46.91%	37.04%	8.64%
3.3: I believe senior leadership thinks equity is important.	5.00%	11.25%	50.0%	27.50%	6.25%
3.4: Equity is valued at Golden Valley.	2.47%	7.41%	55.56%	20.99%	13.58%
3.5: Golden Valley invests in equity in the workplace.	6.17%	9.88%	53.09%	22.22%	8.64%
3.6: Golden Valley invests in equity in our services.	4.94%	9.88%	48.15%	17.28%	19.75%
3.7: Golden Valley invests in equity in our partnerships.	3.70%	7.41%	46.91%	14.81%	27.16%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:


- Budgetary and monetary investment needs to be established for DEI efforts both city-wide and departmentally.
- DEI strategy must include both City-wide and departmentally tailored approaches to DEI with more clearly defined roles, responsibilities, and outcomes.
- City facilities and buildings are not inclusive, especially bathrooms, wayfinding, and accessible entry and building navigation.
- Middle management/supervisors need to have stronger, more active support in DEI efforts and communicate DEI information related to staff, especially those in part-time, temporary, and variable hour roles.

Section 4: Equity Work Observations and Expectations of Myself

The purpose of this section was to understand the expectations employees have of themselves to engage and focus on equity within one's work. These questions required participants to be critically self-reflective.

Results & Key Findings

Combined, 87% of survey participants indicated that they have a self-expectation to actively work towards equity. Similarly, a high percentage of respondents indicated that this expectation is supported by the workplace, which includes their peers/colleagues and supervisors/leadership. This expectation is also felt from top leadership of the City Council. Close to 20% of respondents indicated they did not know if their peers/colleagues have an expectation of working towards equity, which may indicate that conversations and expectations about equity are infrequently had or shared amongst peers.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
4.1: I seek ways to improve equity in my work.	1.25%	7.50%	51.25%	33.75%	6.25%
4.2: I am actively involved in advancing equity in my projects and teams.	1.25%	13.75%	52.50%	23.75%	8.75%
4.3: I apply policies, processes, and procedures in an equitable way.	1.25%	7.50%	60.0%	22.50%	8.75%
4.4: I expect myself to actively work towards equity.	1.25%	2.50%	46.25%	41.25%	8.75%
4.5: My peers/colleagues expect me to actively work towards equity.	2.50%	3.75%	53.75%	22.50%	17.50%
4.6: My supervisor/leadership expects me to actively work towards equity.	0%	5.00%	47.50%	37.50%	10.0%
4.7: The city council expects me to actively work towards equity.	3.75%	2.50%	43.75%	37.50%	12.50%
4.8: I think it is valuable to examine and discuss the	3.75%	5.00%	47.50%	38.75%	5.00%

impacts of equity in my work.					
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Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:


- Feeling that DEI does not need to be part of the fabric of the City’s work and business and/or that DEI work and the City’s work and business are mutually exclusive.
- A want and desire for equity work to feel natural, organic, and integral to one’s work.
- Lack of intersectional or intercultural lens to DEI work, approaches, and professional development, especially when employees are asked to engage from their lived experiences.
- Difficulty in bringing up equity concerns and considerations in conversations, meetings, and more because of overt and covert disrespect as well as lack of consideration or obstruction.

Section 5: Equity Work Observations and Expectations of Myself

Instead of critical self-reflection, this section prompted participants to take an outward critical lens. The questions of this section asked participants to describe their observations of equity work across the City including expectations they have of their department, peers, leadership, and City Council.

Results & Key Findings

Employees overwhelmingly responded with “agree” and “strongly agree” to all prompts within this section indicating that they perceive their departments, coworkers, supervisor, and the City Council to value equity as well as seek ways to improve it. Similar to the previous section, there is some indication with close to 20% that respondents either don’t know or disagree, respectively, that their peers are actively improving equity in their work or see examples of this either.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
5.1: My department applies policies, processes, and procedures in an equitable way.	3.70%	12.35%	58.02%	16.05%	9.88%
5.2: My peers/colleagues seek ways to improve equity in their work.	3.70%	17.28%	49.38%	11.11%	18.52%

5.3: My supervisor/leadership seek ways to improve equity in their work.	2.47%	11.11%	55.56%	23.46%	7.41%
5.4: The City Council seeks ways to improve equity in the work of the City.	3.70%	9.88%	59.26%	16.05%	11.11%
5.5: I see clear examples of my colleagues working to improve equity.	2.47%	19.75%	45.68%	14.81%	17.28%
5.6: I see clear examples of my supervisor/leadership working to improve equity.	2.50%	11.25%	57.50%	18.75%	10.0%
5.7: I expect my peers/colleagues to actively work towards equity.	2.53%	10.13%	50.63%	31.65%	5.06%
5.8: I expect my supervisor/leadership to actively work towards equity.	3.75%	8.75%	46.25%	38.75%	2.50%
5.9: I expect the City Council to actively work towards equity.	3.85%	7.69%	47.44%	39.74%	1.28%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:

- Departmental and City processes, procedures, and policies maintain that status-quo, which create challenges for non-affluent community members to obtain or access resources and services.
- City leadership, especially the City Council, verbally support DEI work, but there is a lack of accountability measures and need for improved communication of expectations.
- Top-down approach to decision making creates inequities and negative impact to employees not in leadership roles and doesn't allow opportunity for input.


- Consensus across the City is that DEI is considered as a choice, elective, or option instead of being an inextricably fundamental, serious, and crucial component of all City work.

Section 6: Observations of Inequities in the Workplace

While not always easy to do, it is important to understand where employees see and experience inequities across the workplace. In this section, respondents were asked questions about this as well as whether employees disrupt those inequitable behaviors when they are present.

Results & Key Findings

Respondents' results were well divided between agreeing and disagreeing for many of the prompts in this section. Although 33% of respondents indicated they disagreed with seeing inequities in their department, roughly 31% agreed that they do see inequities in their department. Similarly, close to 30% disagreed to seeing inequities in workplace policies while 30% also agreed to seeing inequities. At a more personal level, with a 10% difference, roughly half of respondents indicated witnessing, experience, or hearing biased behaviors or actions while the other half have not. Respondents did indicate when biased behaviors or actions occur that colleagues confront it more than their supervisors or leadership.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
6.1: I see workplace inequities in my team.	23.46%	40.74%	20.99%	6.17%	8.64%
6.2: I see workplace inequities in my department.	19.75%	33.33%	30.86%	8.64%	7.41%
6.3: I see workplace inequities in the City of Golden Valley.	12.35%	18.52%	35.80%	23.46%	9.88%
6.4: I see workplace inequities in the City of Golden Valley's workplace policies.	12.35%	29.63%	30.86%	9.88%	17.28%
6.5: I have witnessed, experienced, or heard biased/inequitable behaviors and actions in the workplace	13.58%	27.16%	35.80%	16.05%	7.41%

regarding age, race, religion, gender, sexuality, disability, veteran status, marital/familial status, and national origin.					
6.6: I see peers/colleagues confronting behaviors and actions that create an inequitable workplace.	7.41%	24.69%	48.15%	3.70%	16.05%
6.7: I see my supervisor/leadership confronting behaviors and actions that create in inequitable workplace.	10.0%	31.25%	38.75%	5.00%	15.00%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:


- Although departments and employees are working towards disrupting harmful and oppressive behaviors/actions, there are visible and apparent daily instances across the workplace.
- There are common occurrences of offensive behaviors, actions, and conversations related to age, disability/ability, and gender with unawareness of the harm being done.
- Same group of people, whether departmentally or city-wide, confront behaviors and actions, which has had a reversal effect of creating a more equitable and inclusive workplace.
- Incongruence between what is the stated culture and how employee policies related to equity are put into practice.

Section 7: Observations of Inequities with Community Partners

Community is critical to how the City functions, operates, and provides services, which means it is understand how employees perceive equity relationships with community. In this section, respondents answered questions about equity and inequities in the City's partnerships with community.

Results & Key Findings

According to respondents, many employees do not know whether there are inequities in the practices, policies, or partnerships with external partners. These results may indicate that if inequities are occurring, staff are not directly involved in those interactions. Respondents also strongly indicated that they don't know if inequities are present in how the City relates with communities. This could signify a variety of things with one being that staff and their respective departments may not be directly addressing or engaging communities, whether geographical, cultural, or the like, when they are implementing projects or initiatives.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
7.1: I see inequities in how Golden Valley relates to its external partners.	11.39%	25.32%	16.46%	5.06%	41.77%
7.2: I see inequities in how Golden Valley relates to communities.	12.66%	27.85%	24.05%	5.06%	30.38%
7.3: I see inequities in Golden Valley's policies and processes related to external partners and communities.	12.50%	26.25%	15.00%	10.0%	36.25%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:

- The City does not invest in building relationship with communities most impacted by inequities or those facing current and historical disparities.
- Departments need to hold contractors, partners, and external collaborators to standards regarding equity and then enforce them.
- There is lack of critically analyzing the current network of relationship building, contracts, and investment, which creates an external image of only working with the same, well-developed organizations.


Section 8: Equity Skills and Knowledge Building

Respondents were asked in this section to reflect on their own skillset and whether they feel equipped to discuss equities and inequities, have the ability to address inequities in the immediate, and can seek out educational resources. Although it is important to build specific skills related to DEI, the prompts

were purposely written with a broad context to give the respondents the opportunity to take a more expansive look at themselves as well as their knowledge and approaches.

Results & Key Findings

In general, participants indicated that skillsets and knowledge regarding diversity, equity, and inclusion are sound, especially as it relates to feeling equipped to discuss and recognize equities/inequities. Knowledge of who to connect with regarding questions or concerns about equity was high with roughly 58% agreeing and 26% strongly agreeing. Even with such a high percentage of agreeing with most, if not all of the prompts, it still is significant to note that close to 20% of participants don't agree with either feeling equipped to discuss equity/inequity, having support to address inequities, and being able to articulate the City's commitment to equity and inclusion.

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
8.1: I feel equipped to discuss equity/inequity.	2.47%	17.28%	62.96%	9.88%	7.41%
8.2: I believe I can recognize inequities.	0%	2.47%	74.07%	17.28%	6.17%
8.3: I have the skills to address inequities when I see them.	6.25%	12.50%	62.50%	7.50%	11.25%
8.4: I know who to contact for equity questions and concerns.	3.70%	8.64%	58.02%	25.93%	3.70%
8.5: I have the support I need to address inequities when I see them.	7.41%	18.52%	51.85%	13.58%	8.64%
8.6: I have taken the time to educate myself about the experiences of those we serve.	1.23%	12.35%	59.26%	19.75%	7.41%
8.7: I feel equipped to incorporate a variety of cultural	1.23%	16.05%	53.09%	22.22%	7.41%

perspectives and lived experiences when I'm doing my job.					
8.8: I can articulate Golden Valley's commitment to equity and inclusion to others.	8.64%	20.99%	54.32%	9.88%	6.17%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:

- Strong drive and want from employees to gain tools, resources, and skills to work through situations involving inequity.
- Desire for employee training and development to incorporate examples of inequities that are relative and reflective of the work, the department, and more.
- Concern about not feeling equipped and how to continually incorporate cultural humility and responsiveness into day-to-day work.
- Worry that previous employee DEI trainings have created a polarizing employee culture.
- When trainings have occurred, there has been dismissal of additional marginalized identities and experiences.


Section 9: Workplace Belonging and Equitable Workplace

With any DEI efforts, identity and lived experience are interconnected, almost inextricably. This is just as true and even vital to examine when taking a look at how employees are feeling welcomed and treated, employee sense of belonging, and employee's comfortability to self-advocate. Through its prompts, this section aims to get a grasp on this as well as see how employees are also exhibiting welcomeness, belonging, and intercultural humility with one another.

Results & Key Findings

Overall and across some of our major/most prominent identities in the workplace, there is agreement in feeling included and respected in the workplace. In addition to feeling included and respected, there is also agreement in being treated equitably inclusive of a variety of identity and lived experiences. Although there is agreement of participants indicating that they one can bring their whole, authentic self to work without repercussion, BIPOC participants and LGBTQIA+ participants disagree with roughly 43% and 44% respectively. This disagreement is also present in prompt 9.4, where 29% of BIPOC and 44% LGBTQIA+ participants feel that they need to conceal or alter important parts of themselves to fit in at work. As the prompts turn toward self-advocating and using established processes to do so, the

responses provided were more mixed with higher percentages showing up disagreeing and not knowing, across the most prominent identities, of the formal process for engaging with biased and/or inequitable behavior.

		STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	 I DON'T KNOW
9.1: I feel included and respected in the workplace.	All	8.75%	18.75%	50.0%	20.0%	2.50%
	White	6.45%	19.35%	50.0%	22.58%	1.61%
	BIPOC	0%	0%	85.71%	14.29%	0%
	LGBTQIA+	0%	22.22%	66.67%	11.11%	0%
9.2: I can bring my whole, authentic self to work every day without worrying about repercussions.	All	8.75%	33.75%	38.75%	17.50%	1.25%
	White	8.06%	30.65%	38.71%	20.97%	1.61%
	BIPOC	0%	42.86%	57.14%	0%	0%
	LGBTQIA+	0%	44.44%	33.33%	22.22%	0%
9.3: I am treated respectfully in the workplace.	All	5.00%	18.75%	52.50%	21.25%	2.50%
	White	1.61%	17.74%	53.23%	24.19%	3.23%
	BIPOC	0%	14.29%	71.43%	14.29%	0%
	LGBTQIA+	0%	0%	77.78%	22.22%	0%
9.4: I do not need to conceal or alter valued parts of my identity, style, or individual characteristics in order to fit in at work	All	8.75%	23.75%	47.50%	15.00%	5.00%
	White	6.45%	19.35%	50.0%	17.74%	6.45%
	BIPOC	14.29%	28.57%	57.14%	0%	0%

	LGBTQIA+	0%	44.44%	44.44%	11.11%	0%
9.5: I am treated equitably at work with regards to my age, race, religion, gender, sexuality, disability, veteran status, marital/familial status, and national origin.	All	6.25%	12.50%	60.0%	18.75%	2.50%
	White	6.45%	12.90%	59.68%	19.35%	1.61%
	BIPOC	0%	14.29%	85.71%	0%	0%
	LGBTQIA+	0%	22.22%	66.67%	11.11%	0%
9.6: Engagement with different perspectives, fair access, and a sense of belonging are important in my daily work.	All	2.47%	4.94%	56.79%	33.33%	2.47%
	White	3.17%	3.17%	57.14%	33.33%	3.17%
	BIPOC	0%	14.29%	57.14%	28.57%	0%
	LGBTQIA+	0%	0%	66.67%	33.33%	0%
9.7: I feel comfortable sharing my ideas, opinions, and perspectives at work, even when they differ from others.	All	12.50%	27.50%	42.50%	13.75%	3.75%
	White	9.68%	29.03%	43.55%	12.90%	4.84%
	BIPOC	0%	14.29%	85.71%	0%	0%
	LGBTQIA+	0%	33.33%	44.44%	11.11%	11.11%
9.8: I feel comfortable and confident in my interactions with others at work, especially when my race or culture differs from others.	All	6.25%	16.25%	57.50%	17.50%	2.50%
	White	6.45%	12.90%	61.29%	17.74%	1.61%
	BIPOC	0%	14.29%	85.71%	0%	0%
	LGBTQIA+	0%	33.33%	55.56%	11.11%	0%

9.9: I have the information I need to file a formal report on biased/inequitable behavior or actions.	All	6.25%	22.50%	50.0%	10.0%	11.25%
	White	6.45%	22.58%	50.0%	11.29%	9.68%
	BIPOC	0%	14.29%	57.14%	0%	28.57%
	LGBTQIA+	11.11%	33.33%	33.33%	0%	22.22%
9.10: If I chose to file a formal report on biased/inequitable behavior or actions, I feel supported.	All	11.25%	17.50%	37.50%	11.25%	22.50%
	White	11.29%	17.74%	38.71%	12.90%	19.35%
	BIPOC	0%	14.29%	57.14%	0%	28.57%
	LGBTQIA+	11.11%	11.11%	33.33%	0%	44.44%
9.11: I feel comfortable with filing a formal report on biased/inequitable behavior or actions.	All	15.00%	23.75%	36.25%	11.25%	13.75%
	White	12.90%	25.81%	37.10%	11.29%	12.90%
	BIPOC	14.29%	14.29%	57.14%	0%	14.29%
	LGBTQIA+	11.11%	33.33%	22.22%	0%	33.33%

Open-Fill Question

From analyzing the responses to this question, the following themes and trends were present:

- Imbalance of support when issues or concerns arise. Some find support with direct peers and team but fear retaliation from leadership roles such as directors or City leadership while others feel the opposite.
- Will not use the formal reporting process because of either fear or previous experience of retaliation, concerns not being taken seriously, and/or the process resulted in favoring the person or group that did harm.
- Unawareness of the formal reporting process and what it entails.

- Indirect judgment, generally through microaggressive phrases or statements, towards someone's gender/gender presentation, disability, and how they dress, whether for religious purposes or not.

Recommendations

Through a thorough review, the Equity and Inclusion Manager synthesized the data and present themes and trends. From the key findings and trends illustrated within the report, the Equity and Inclusion division clear recommendations for the City Council, leadership, and all employees. These recommendations are a duality of individual and collective responsibility of employees and the City. By doing so, it strengthens the drive to create a more inclusive, equitable workplace and better serve the community of Golden Valley. Additionally, these resulting themes and recommendations will be incorporated in an updated Equity Plan, employee development, and other DEI strategies and initiatives.

1. Cultivate a collective understanding of diversity, equity, and inclusion (DEI) amongst all employees by:
 - A. Developing shared language regarding DEI; and
 - B. Establishing a distinct method of how to apply terminology, concepts, and techniques to all City work.
2. Adapt DEI learning and development approaches in the following ways:
 - A. Provide clear and direct examples and concepts, which are reflective of departmental work; and
 - B. Be intersectional in development and implementation to each audience while maintaining a central core of racial justice and equity-mindedness.
3. Embolden and sustain the current efforts to foster an equitable and inclusive organizational culture that recognizes, values, and celebrates diversity, while proceeding with implementing avenues of nuanced impact and action to increase sense of belonging.
4. Further imbed equity in policies, practices, procedures, strategies, and decision making at all levels of the City by using clearer, unambiguous tools and resources that center intersectional and liberatory practices.
5. Continue to expand internal communication and engagement efforts that are continuous, consistent, and clear where all employees, inclusive of part-time and variable hour roles, feel their perspective is valued and can fully participate.
6. Develop a common culture and perspective across the workplace that efforts, approaches, and actions centering equity do not diminish rights or opportunity for others but, instead, creates more access and opportunity for everyone, especially those who face current and historical oppression.
7. Allocate financial capital and human capital investment to bolster both City-wide and departmental DEI specific actions and strategies, which aim to address identified disparities and inequities that the Golden Valley community faces.

8. Implement a structure of accountability for strategies, actions, and plans that better illustrates the responsibilities of City Council and all employees, the intended impact and goals, and how it addresses specific systemic inequities.
9. Build, enact, and communicate clearer pathways to reporting biased and inequitable treatment in the workplace while also creating and enacting learning opportunities to develop and increase skills of self-advocacy and advocacy for others.
10. Utilize community engagement tools, resources, and strategies to have direct involvement and input of community to inform departmental and City-wide decisions and actions.

Appendix B

City of Golden Valley Equity Plan Implementation Report



City of Golden Valley

2022 Equity Plan Implementation Report

11/8/2023

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Executive Summary

Equity plans have become common place in city government, especially throughout the metro area of the Twin Cities. These plans establish a structure and framework to guide a city through taking actions that focus on efforts to increase equity. Equity plans serve as an accountability tool for appointed and elected officials to establish new processes, practices, and policies that aim to eliminate inequities or disparities within the community it serves. To achieve the greatest impact both internally and externally, equity plans should dually span broadly across the city's work and be imbedded within each department¹.

With this in mind and its intentions to recognize and directly engage at historical and present disparities perpetuated by its structures, policies, and procedures, the City of Golden Valley's Council put forth a directive to establish and implement an Equity Plan for the City. The overarching goals of this plan are: (a) Imbed practices and strategies of diversity, equity, inclusion, and racial justice into the work of the City; (b) Dismantle barriers; (c) Provide resources; and (d) Enhance opportunities for all of its residents and visitors. Considering the goals and the intention behind it, the Equity Plan is a living and responsive document, which means that it has included different approaches and methods since its initial creation.

Similar to many other plans across the City, the Equity Plan has community impact. What makes plans like this one unique is that they directly challenge norms and ways of operating that perpetuate social inequities and trauma, provide approaches that center the needs of those most marginalized, and, more so, their explicit human impact. To truly understand the impact of the GV Equity Plan, it is vital to regularly assess it. This report serves as an evaluation of the plan holistically and departmentally, including observations, conclusions, and recommendations for City leadership for future work and equity plans.

¹ [Government Alliance on Race and Equity](#)

Equity Plan Implementation Assessment Objectives

For the first time, a formal assessment was created and conducted to not only be accountable to the directive from the City Council, but also to the community of Golden Valley. The report of the plan and its assessment aims to provide the following:

- Context to the plan itself.
- Additional insight and perspective of the various equity actions.
- Show the progress and impact of the identified objectives.

Moreover, the information and insight gathered from this assessment will be used to inform the next iteration of the City of Golden Valley Equity Plan. This assessment and the report are one of many resources being built into a future equity plan and will play a significant role in an updated structure and framework.

Methodology

To evaluate the City of Golden Valley 2022 Equity Plan, each department was asked to complete an assessment in the form of a data and information request. The assessment was drafted by the Equity and Inclusion (E&I) Manager. With support of the HR Department as well as the City Systems Subcommittee of the City's Diversity, Equity, and Inclusion (DEI) Commission, these questions were edited and adjusted to appropriately reflect needed information to be properly assess the goals and objectives of the plan.

The assessment was initially presented to the City's Management Team to inform them about the assessment and instruct them on how to complete it. Each departmental director was sent the assessment to complete with their respective departmental leadership and sent back to the E&I Manager. Another option for departmental leadership was to have the E&I Manager assist in the completion of the assessment at a departmental leadership meeting. The assessment was broken into five sections.

Section one and section two used a Likert scale with the following options: strongly disagree, disagree, agree, and strongly agree. Each Likert scale question also allowed for an "I Don't Know" selection. Section one asked prompts related to the Equity Plan and its pillars while section two asked prompts regarding the Equity Tool. Section three was a status review for each department's objectives within a respective pillar of the plan. In this section, each department was instructed to fill-in the coordinating status within the "Status Review" column and complete questions explaining their status selection. Section four of the assessment posed two questions on the implementation of the plan. Similarly, section five posed two questions but, instead, focused on the long-term success of the action taken when enacting the plan.

City of Golden Valley 2022 Equity Plan Overview

The City of Golden Valley 2022 Equity Plan is its third iteration of the City's Equity Plan that has been adopted for implementation. This plan is comprised of the work conducted through the collaborative efforts of the City's Equity Leadership Team, Equity Advancement Team, DEI Commission, E&I Manager, and additional staff across the City.

The Equity Plan is a guiding document for the City to implement a variety of DEI actions, goals, and strategies. The plan is also comprised of the Equity Tool and equity approaches that help to inform the identified objectives. At the center of this plan are the four key pillars: (1) Economic Prosperity for All; (2) Inclusive Community Engagement; (3) Unbiased Services; and (4) Advancement of Diversity, Equity, and Inclusion. Within each pillar, the various City departments put forth specific objectives to accomplish.

Key Pillar 1: Economic Prosperity for All

The City of Golden Valley defines economic prosperity for all as the intentional provision of economic opportunities and resources for all communities by finding solutions to support economic growth and inclusion of historically marginalized communities and those facing economic hardship. As an employer and municipality, the City of Golden Valley is determined to identify and disrupt barriers to economic inclusion. Below are the outlined objectives with corresponding department:

Objective	Department(s)
Create and implement pay parity policy	Human Resources
Create a more intentional opportunities for vendors through updated procurement process	Legal
	Human Resources
	Community Development
	Public Works
Develop recruitment tools and relationships to increase applications and find talent	Human Resources
	Fire
	Police
	Public Works
Participate in at least one of Hennepin County's DBE procurement networking events for small and emerging businesses	Community Development

Key Pillar 2: Inclusive Community Engagement

The unique geographic and economic situation of Golden Valley requires the City to use an expanded definition of community. Beyond residents and business owners, the City is accountable to all people that come to the City to work, play, worship and commute. This definition of community begs the City of Golden Valley to develop relationships across municipal boundaries to develop inclusive solution making processes for all stakeholders. Below are the outlined objectives with corresponding department:

Objective	Department(s)
Partner with additional organizations and schools to educate about public works careers	Public Works

Key Pillar 3: Unbiased Services

The City of Golden Valley seeks to provide intentional access regardless of social identity to all of its programs and services. Below are the outlined objectives with corresponding department:

Objective	Department(s)
Train 100% direct service providers on language conversion software	Administrative Services
Develop strategies to build relationships with low-income, linguistically, and culturally diverse populations	Communications
Develop and implement strategies for implementing culturally relevant programming for youth	Parks and Recreation
Implement “Share First” approach through a public data system	Legal
Develop a Golden Valley Police Department interactive database	Police

Key Pillar 4: Advancement of Diversity, Equity, and Inclusion

The City of Golden Valley continuously analyzes processes, policies, procedures, and systems for disparate outcomes and actively seeks opportunities to develop new tools to support sustainable methods to reduce disparities and increase access. Below are the outlined objectives with corresponding department:

Objective	Department(s)
Assess and revise paid on-call firefighter recruitment and hiring process to increase event attendance and applications by 10 percent	Fire

Complete organizational equity assessment for at least two departments	Human Resources
Create regular, low-stakes opportunities for staff to learn and discuss a variety of topics relating to different social identities	Human Resources
Create two training sessions on equity in land use/zoning for Planning Commission and City Council	Legal
Complete and implement organizational equity assessment	Community Development

City of Golden Valley 2022 Equity Plan Assessment Findings and Results

Section 1: Equity Plan and Pillars Overview

This section asked departments to gauge their overall familiarity with the Equity Plan and the main structure of it via the use of key pillars. The two prompts of this sections are the following:

1. My department is familiar with the pillars of the Equity Plan.
2. My department is familiar with their role in implementing various strategies and objectives of the Equity Plan.

Equity Plan and Pillars Overview Findings and Results:

According to the results, 67% of departments across the City do agree that they are familiar with the pillars of the Equity Plan. Roughly 22% of departments strongly agree with the familiarity of their role in implementing the strategies and objectives present in the plan. While there is a sense of agreement related to the plan itself and the structure of it, some departments disagree and indicated that they don't have great familiarity. Although the plan is interwoven into each department and the expectation was for leadership in those departments to be aware, which should have resulted in full agreement but didn't. The lack of full agreement creates concern that the plan and all that is comprised of it was not communicated consistently and well enough throughout its implementation as well as if a common point of information like a dashboard could have been beneficial.

My department is familiar with the pillars of the Equity Plan.				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
11%	22%	67%	0%	0%

My department is familiar with their role in implementing various strategies and objectives of the Equity Plan.				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
0%	11%	67%	22%	05

Section 2: Equity Tool

This section posed three prompts for departments to measure their familiarity, overall usage, and assurance of usage with the main resource of the plan, the Equity Tool. The three prompts of this sections are the following:

1. My department is familiar with the Equity Tool.
2. All contracts and procurement in my department use the Equity Tool.
3. Staff in my department ensure the Equity Tool is used and equity impact is considered in departmental contracts, procurement, and processes.

Equity Tool Findings and Results:

Even though more departments may agree of actually using the Equity Tool, there is still some disagreement with the familiarity of it. This disconnect between familiarity and actual usage creates concern that while the usage of it may be high that the unfamiliarity could create unintentional misuse and the tool itself may create more confusion than help.

My department is familiar with the Equity Tool.				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
5.5%	22%	56%	5.5%	0%

All contracts and procurement in my department use the Equity Tool.				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
0%	11%	78%	11%	0%

Staff in my department ensure the Equity Tool is used and equity impact is considered in departmental contracts, procurement, and processes.				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
0%	11%	78%	11%	0%

Section 3: Status Review

This section asked for the analyzation of the current status for each department's objectives within each key pillar. In this analyzation, it was required for the status review column to be filled in with the respective text fill-in. Additionally, departments were asked to provide further context regarding its indicated status in the status review explanation column.

The following are the text fill-in indicators:

- **Fully Implemented** = each respective department has taken meaningful steps to implement this objective and has measured the outcomes
- **Mostly Implemented** = on track for completion
- **Minimally Implemented** = delayed or encountering challenges with implementation
- **Not Implemented** = stuck, requires additional support or resolution to get back on track

Key Pillar 1 Objectives Results

Objective	Department(s)	Status Review	Status Review Explanation
Create and implement pay parity policy.	Human Resources	Minimally Implemented	Begun work at looking on how to bring in lived

			experience into pay in addition to using established practices of considering educational and professional experience. Encountered both state and federal legal barriers with additional approaches to stated objective, which required a pause.
Create a more intentional opportunities for vendors through updated procurement process.	Legal	Minimally Implemented	<p>All contracts that have come from the legal department have gone through updated processes that included revising language in request for proposals (RFP) to ask about equity impact, share out contracts to disadvantaged business enterprise lists, and using data that is available.</p> <p>Established and further streamlined the Legal and Equity Review process for procurement documents and RFPs. Additionally, added an Equity Consideration to Council Executive Summaries to further illustrate the impact to community with implemented contracts, procurement processes, and RFPs.</p>
	Human Resources	Minimally Implemented	When request for proposals (RFP) or contracts are needed, they are submitted through the Legal and Equity Review. Data is also

			tracked on which methods of communication regarding departmental contracts and RFPs have been used and how many applicants have come from those methods.
	Community Development	Minimally Implemented	<p>Updated request for proposals (RFP) and request for quotes (RFQ) now include language that explicitly asks questions related to equity whether that is the applicant providing their company's or businesses' equity plans, their process for subcontracting to disadvantaged business enterprise, or providing examples of how they have taken steps to creating equitable impact in their respective work.</p> <p>Utilized the process of the internal Legal & Equity Review for most contracts, RFPs, and RFQs.</p>
	Public Works	Mostly Implemented	Used the state's disadvantaged business enterprise (DBE) list in the procurement process to engage with more organizations that are minority owned and operated. Although this became part of the process, the businesses and organizations that do the specific work needed are

			<p>not always minority owned or operated.</p> <p>Request for proposals were also redeveloped to ask contractors to provide their organization's or businesses' equity plan and placed importance on subcontracting with DBEs.</p>
Develop recruitment tools and relationships to increase applications and find talent.	Human Resources	Minimally Implemented	Analyzed pre-employment screening criteria for bias and adverse impacts, which resulted in a change of vendor. Partnered with BrookLynk for some departments and other internship programs to create pathways of youth employment and experience in public government work.
	Fire	Mostly Implemented	Assessed the 2020/2021 hiring process and determined specific needs related to changing testing, background investigation, and interview questions. These changes were needed as they presented barriers to specific populations whether that was with initially applying or advancing through the application process.
	Police	Mostly Implemented	Partnered with the National Latino Peace Officers Association, Minnesota Asian Police Officers Association, National Black Police Association, and Somali American Police

			Association to develop approaches to recruiting and diversifying police employment.
	Public Works	Fully Implemented	<p>Worked with different external organizations and entities such as high schools, Summit Academy, and workforce education training (WET) programs to recruit, build relationships, and increase the awareness of public works as a career field.</p> <p>Established an internal departmental culture that recruitment is a priority of everyone, which helped to shift perspective overall and bring in new applicants.</p>
Participate in at least one of Hennepin County's DBE procurement networking events for small and emerging businesses.	Community Development	Minimally Implemented	Have been aware of events that occur but have not connected fully so as to be invited to participate.

Key Pillar 2 Objective Results

Objective	Department(s)	Status Review	Status Review Explanation
Partner with additional organizations and schools to educate about public works careers.	Public Works	Mostly Implemented	Built and fostered direct contacts with schools in Golden Valley and neighboring cities, which has brought in an increase in applications for seasonal positions but not full-time roles. These contacts have also helped to increase applications from candidates of color and

			additional marginalized identities.
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Key Pillar 3 Objectives Results

Objective	Department(s)	Status Review	Status Review Explanation
Train 100% direct service providers on language conversion software.	Administrative Services	Fully Implemented	All direct service staff have been trained in how to use Propio Language Services with communication provided to all City employees of how to access these services when needed. The services provide direct translation and interpreters for over 300 languages.
Develop strategies to build relationships with low-income, linguistically, and culturally diverse populations.	Communications	Minimally Implemented	Worked successfully with Parks and Recreation to promote the community garden plots for lower-income residents and all plots were reserved. Still need to develop and use metrics to gauge what strategies would be appropriate for each department and a dedicated budget for services such as translation of communication materials.
Develop and implement strategies for implementing culturally relevant programming for youth.	Parks and Recreation	Fully Implemented	Expanded mobile programming to reach underserved neighborhoods, partners with northwest suburbs to expand adaptive programming for youth and adults, and explored and implemented culturally specific events.

Implement “Share First” approach through a public data system.	Legal	Mostly Implemented	<p>Developed materials and curriculum to engage departments about how systemic racism can be built into public data systems.</p> <p>Identified current practices and policies that uphold systems of exclusion, specifically related to housing and property deeds.</p>
Develop a Golden Valley Police Department interactive database.	Police	Not Implemented	Looking into several interactive data dashboards that can provide community with crime data and statistics but have not yet built or implemented them.

Key Pillar 4 Objectives Results

Objective	Department(s)	Status Review	Status Review Explanation
Assess and revise paid on-call firefighter recruitment and hiring process to increase event attendance and applications by 10 percent.	Fire	Mostly Implemented	Assessed current model of on-call and made changes to a duty crew model. This change and the marketing of this change has steadily increased the applications but not exactly by 10 percent. Additionally, a change in radius requirements to 12 minutes has expanded the pool of candidates.
Complete organizational equity assessment for at least two departments.	Human Resources	Not Implemented	Assessment and alignment plans were created in 2022 with a plan to complete them with City Management and Community Development, but were never finished.

Create regular, low-stakes opportunities for staff to learn and discuss a variety of topics relating to different social identities.	Human Resources	Mostly Implemented	Topical training and employee engagement opportunities were done through the internal Equity Advancement Team. Assessments to gauge audience engagement or comprehension need to be developed.
Create two training sessions on equity in land use/zoning for Planning Commission and City Council.	Legal	Minimally Implemented	Partnered with American Planning Association and Just Deeds to develop the overall training program. Hired an outside consultant to lead the curriculum development of the training. Established future plans of piloting the training in Twin Cities metro cities before expanding to other cities.
Complete and implement organizational equity assessment.	Community Development	Not Implemented	Unaware of this specific objective and no assessment tool was indicated, provided, or assigned to this objective.

Section 4: Reflection on Plan Implementation

In the fourth section, departmental leadership were asked to answer questions related to the Equity Plan implementation. This section posed the following two questions to be answered as it pertains to their respective department:

- Question 1: Describe a time when you felt the implementation of these objectives went well. What made it possible?
- Question 2: Beyond funding, staff and time, name 1-2 tools, resources, or working behaviors that would have been helpful when implementing these objectives.

Below are identified themes and trends for each question:

- Questions 1:

- A shift in thinking, perspective, and culture about the benefits and advantages of focusing on the needs of specific communities.
- Recognition and then active removal of barriers at play, especially as it relates to recruitment of employees.
- Questions 2:
 - Having clear and specific measurable objectives that could be then measured.
 - Better cross-departmental collaboration, connection, and communication.
 - Ease of access to data and processes in place to collect data that can be easily disaggregated.

Section 5: Preparing for Long-Term Success

In the last section, departmental leadership were asked to answer questions related to the long-term success of actions taken during the implementation of the Equity Plan. This section posed the following two questions to be answered as it pertains to their respective department:

- Question 1: Think about who benefited from your department's equity actions to date, and why. What is different for people, and how can we build on that momentum in the next action plan?
- Question 2: Think about the next 2 years as your department identifies and implements further equity actions. Name 1-2 challenges that may affect the implementation as well as how this might have unintended consequences internally with employees and externally with community members.

Below are identified themes and trends for each question:

- Question 1:
 - Youth benefited when programs and engagement were centered on specific needs of transportation, location, and cost.
 - Departments and, in turn, staff benefited when initiatives and action were primarily focused on efforts of recruitment.
 - Some departments were unable to evaluate the impact to people or community because no identified method was established at the creation of the equity action.
- Question 2:
 - Not having proper tools and resources to implement actions, incorporate equity perspectives, and gather and assess data.
 - Accessing community and community input in an empowering and collaborative manner.
 - Change in staffing and knowledge retention, especially with general turnover and an increase in retirement.

City of Golden Valley 2022 Equity Plan Assessment Conclusions and Recommendations

Conclusions

The Diversity, Equity, and Inclusion Commission (DEIC) and the Equity and Inclusion (E&I) Manager collaboratively reviewed the assessment results. From the conducted review, the following areas of success and opportunity for growth were identified:

- Areas of Success
 - Establishing and fostering partnerships or relationships with external partners, especially as it relates to recruitment, has shown to increase interest and applications.
 - Adjusting requirements and providing opportunities so as to remove named and identified barriers has increased participation and engagement as well as shifted perception of that field of work in a positive manner.
 - Identifying needs at the beginning and then building and/or adjusting resources, services, and opportunity to directly aim at that need.
 - When executed, collaboration across departments allowed for named outcomes, actions, and results to be more dynamic and culturally responsive.
- Areas of Opportunity for Growth
 - Providing stronger, more structured community engagement efforts that aim to move community into decision making roles, whether City-wide or departmentally.
 - Having intentional time, focus, and money dedicated to DEI efforts and actions that are relevant and reflective of that department's work and responsibilities.
 - Use and implement assessment and evaluative tools, data and databases, and project management to make informed and equity-focused decisions.
 - Building in methods that directly assess and address who and how they are impacted by the identified equity action.

While the GV Equity Plan itself does provide some guidance and grounding, it falls short in various ways and in its overall implementation including the execution of each departmental objective. Although department staff had a strong familiarity with the plan's structure, many did not fully implement their respective objectives. In the creation of the departmental objectives, staff either included vague measurable outcomes or none at all, which created restrictions in accurately assessing their specific work. As a result, it has led to ambiguous paths of accountability as well as required an alternative and less effect manner of evaluating the success of the plan. Altogether, this illustrates a disconnect that could come from shortcomings in communication of the plan, financial underinvestment for each objective, deficiencies in cross-departmental collaboration and communication, and lack of command of the responsibilities to implement each action.

Recommendations

Future equity plans must be taken seriously and seen as an essential way of operating a city. Whether it is from City Council or each department, to not view and implement a plan with both resolve and resoluteness can have negative human consequences, further the mistrust of government, and create clear disconnect from stated City values. Additionally, forthcoming equity plans and objectives must be clear about their baseline of measurement and what inequities are addressed such as racial equity, gender equity, health equity, and the like. With structure, accountability, cocreation, and clarity of purpose and responsibility, plans such as these can become beacons of change, provide and create long lasting impact, and move away from norms that are dangerous and harmful to norms that center compassion, empathy, and liberation.

Taking this into consideration, the DEIC and E&I Manager jointly crafted the following recommendations:

Overarching Equity Plan Recommendations:

1. Identify stakeholders with the work of the City and have pathways of involvement for collaboration, decision making, and implementation.
2. Collaborate with City commissions and community members as well as use tools such as the Inclusive Holiday and Cultural Calendar and International Association for Public Participation's (IAP2) Spectrum of Public Participation² to have a holistic approach to developing and implementing equity actions.
3. Create attainable measurable outcomes for each department's established equity action with built-in baselines of measurement and manners of evaluation for stated outcomes.
4. Establish explicit and defined financial investment both departmentally and City-wide to implement equity actions and initiatives.
5. Determine specific roles or leaders, internally and externally, for each equity action and its objectives with designated responsibilities to have more structured accountability, collaboration, and completion.

Department Specific Recommendations:

1. Provide consistent, continuous, and clear communication about the Equity Plan to City employees and community using various communication tools such as the newsletter and accessible dashboards from the Equity Team.

² [International Association for Public Participation: Quality Assurance Standard for Community and Stakeholder Engagement](#)

2. Have communication, whether internal or external, be an integral and inseparable component of equity actions and initiatives to communicate challenges, successes, and results to both employees and community via established communication channels.
3. Make established equity actions and initiatives be appropriately reflective of departmental responsibilities and use a departmentally reflective equity lens to establish stated actions.
4. Reframe and continue training related to applying and using the Equity Tool and institute measures of accountability tied to this tool.
5. Create a procurement process that is well structured to incorporate and involve Disadvantaged, Minority, Women, Emerging, and Small Businesses (DMWESB) as well as bolstered through an updated maintained city vendor system.

Appendix C

CEI City of Golden Valley Racial Equity Dividends Index Report



2023 RACIAL EQUITY DIVIDENDS INDEX SCORE REPORT

City of Golden Valley

2023 OVERALL SCORE: **25.8 out of 100 points**

2023 PERCENTILE (ALL ORGANIZATIONS): **45%**

2023 PERCENTILE (PEER ORGANIZATIONS): **58%**

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.

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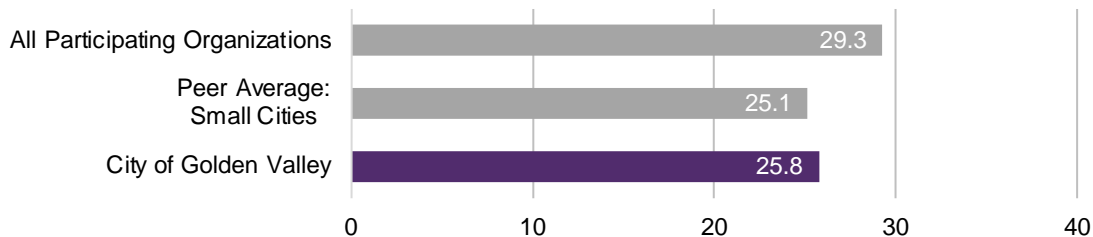
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Peer Comparison

This score report benchmarks City of Golden Valley'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 Golden Valley	22,247	16.2% Black, Indigenous, Hispanic, or Asian	130	City

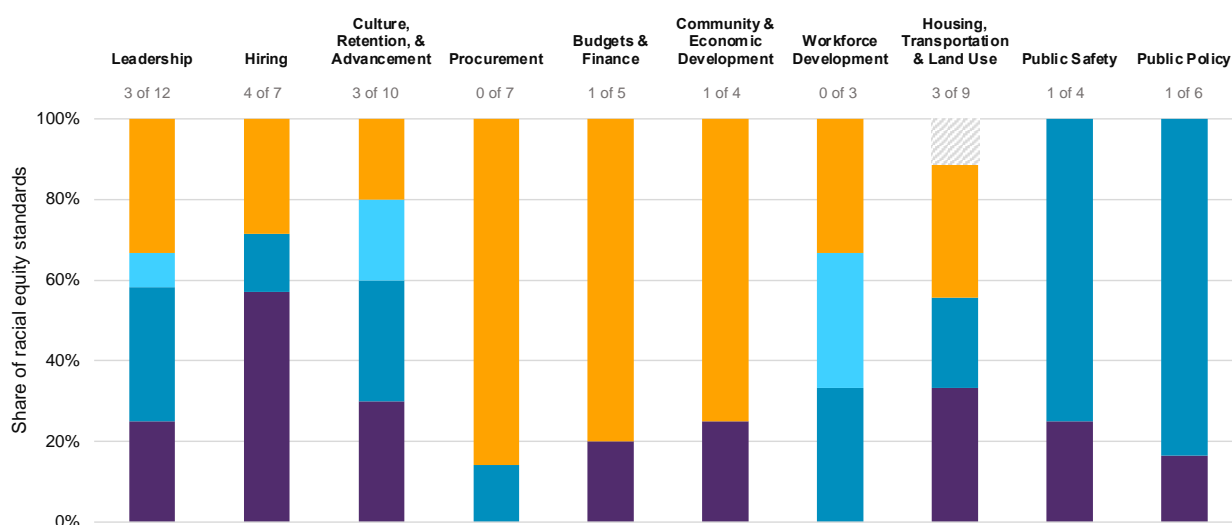
INDEX SCORE COMPARISON



City of Golden Valley Score Overview

17 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: 3 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></div></div>	<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></div></div>	<div><div>42%</div><div>42%</div><div>8%</div><div>8%</div></div>
<div>Does your organization provide internal teams working on racial equity with an annual budget and executive-level sponsors?</div> <div>Actions your organization currently takes:</div> <div><div>We have one or more internal teams working on racial equity, diversity, and inclusion within our organization</div><div>We provide annual budgets for internal teams working on racial equity, diversity, and inclusion</div><div>We have identified at least one executive sponsor for internal teams working on racial equity, diversity, and inclusion</div></div>	<div><div></div><div>✓</div><div>✓</div><div>✓</div></div>	<div><div>36%</div><div>55%</div><div>9%</div></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></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></div></div>	<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>		
<i>Black</i>		0% of peers answered yes
<i>Indigenous</i>		0% of peers answered yes
<i>Hispanic</i>		8% of peers answered yes
<i>Asian</i>		17% of peers answered yes
<i>White</i>		100% of peers answered yes

HIRING

Your Score: 4 out of 7 (peer average: 2.9)

■ Yes
 ■ Somewhat
 ■ No
 ■ Not sure






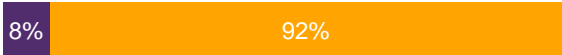





Question	Your Answer	Peer Answers
Does your organization publish salary information for job postings?		
Has your organization eliminated the use of prior salary information to inform pay and hiring decisions?		

<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>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>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>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>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>		

CULTURE, RETENTION, & ADVANCEMENT

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

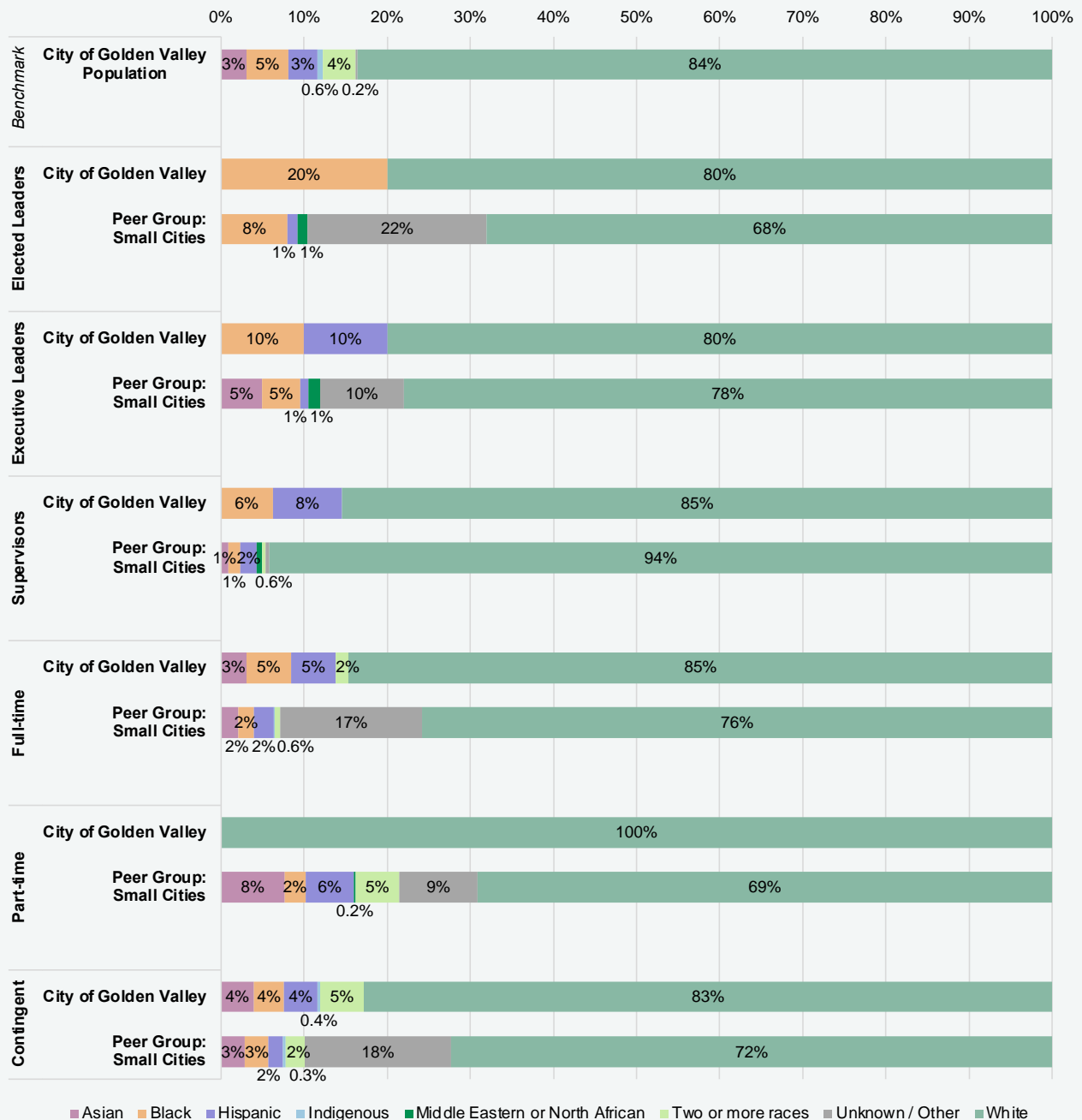
Question	Your Answer	Peer Answers
<p>Does your organization provide benefits to all full-time employees?</p> <p>Benefits provided by your organization:</p> <p>Health insurance</p> <p>Paid leave</p> <p>Paid family leave</p> <p>Access to a retirement account</p>	<p>■</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</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



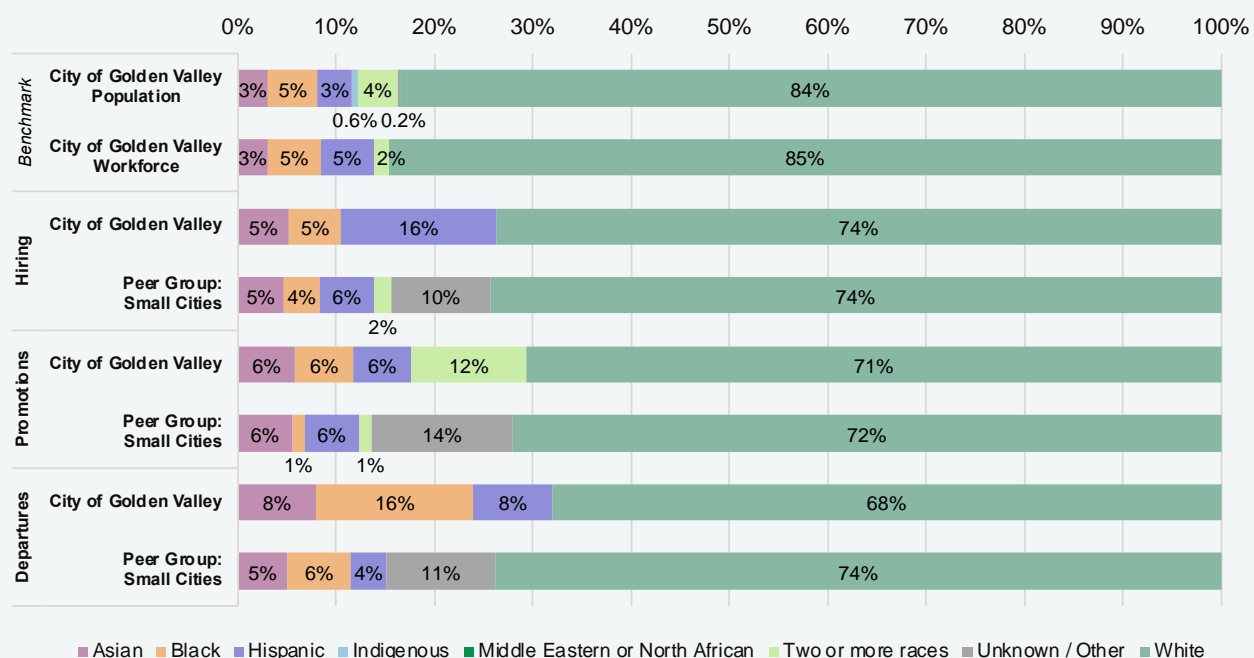
¹ Population data for the City of Golden Valley comes from the 2021 5-Year American Community Survey

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 Golden Valley 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	1	0	0	0	0	0	4
All senior appointed leaders	0	1	1	0	0	0	0	8
All managers of at least 1 full-time employee	0	3	4	0	0	0	0	41
All permanent full-time employees	4	7	7	0	0	2	0	110
Permanent part-time employees	0	0	0	0	0	0	0	2
Contingent workers	10	9	10	1	0	13	0	207

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

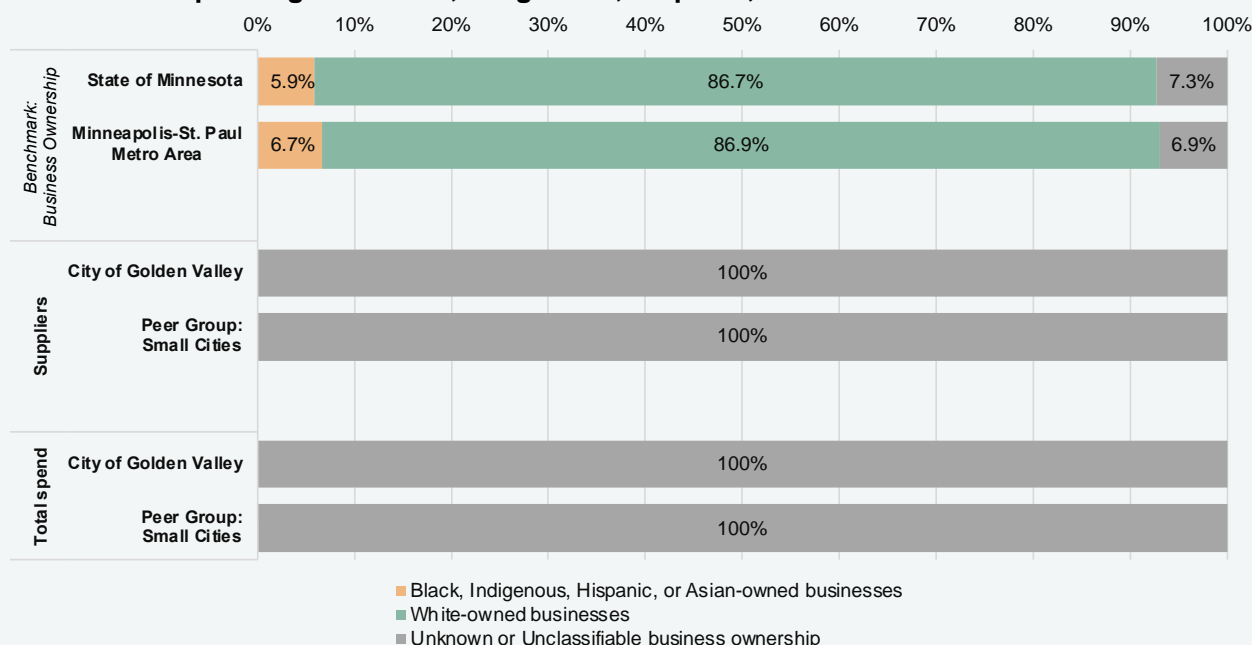
Question	Your Answer	Peer Answers
<p>Has your organization taken action to reduce prohibitive barriers for suppliers, including reducing the size of contracts, lowering annual revenue or bonding requirements, simplifying submittal processes, and shortening supplier payment terms to 15-30 days?</p> <p>Actions 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 Golden Valley Procurement spending with Black, Indigenous, Hispanic, or Asian-owned businesses

Total number of suppliers	1,375
Total number of suppliers that are owned by Black, Indigenous, Hispanic, or Asian individuals	<i>not provided</i>
Total number of suppliers that are owned by White individuals	<i>not provided</i>
Total number of suppliers with unknown business ownership	1,375
Total spend	\$36,683,449
Total spend with businesses owned by Black, Indigenous, Hispanic, or Asian individuals	<i>not provided</i>
Total spend with businesses owned by White individuals	<i>not provided</i>
Total spend with businesses of unknown ownership	\$36,683,449

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: 1 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?	■	<div> <div>20%</div> <div>50%</div> <div>30%</div> </div>
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?	■	<div> <div>17%</div> <div>8%</div> <div>75%</div> </div>
Do you proactively seek input from Black, Indigenous, Hispanic/Latine, and Asian communities in the early stages of developing your operating and capital budgets ?	■	<div> <div>8%</div> <div>83%</div> <div>8%</div> </div>
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)?	■	<div> <div>100%</div> </div>
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?	■	<div> <div>83%</div> <div>17%</div> </div>

COMMUNITY & ECONOMIC DEVELOPMENT

Your Score: 1 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?	NA	<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: 1 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 Golden Valley can build more racially diverse teams by setting organization-wide goals for hiring, recruitment, and promotion of Black, Indigenous, Hispanic, and Asian employees and holding leadership accountable to them.** Golden Valley leads peers in racially equitable hiring with 4 of 7 racial equity standards in place but does not yet set goals for racially diverse hiring, something 42% of peers have started. Committing to hire, retain, and promote more workers of color so that employees' demographics better match the demographics of residents can allow Golden Valley to build a city workforce that benefits from diverse perspectives and contributes to inclusive growth.
 - **The City of Golden Valley can collect data and set goals for increasing the racial diversity of suppliers to benefit from innovative ideas.** Similar to peers, Golden Valley has opportunity to grow in Procurement with no supplier demographic data provided in the Index and none of the seven racial equity standards in place. One opportunity is to begin gathering data on the racial diversity of existing suppliers and setting goals for increased investment, which can help Golden Valley benefit from promising new ideas and reach new markets for trusted partnerships.
 - **The City of Golden Valley can strengthen existing services by having 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.** Similar to peers, Golden Valley has opportunity to grow in Workforce Development with none of 3 racial equity standards fully implemented. Surveying participants of workforce development programs and disaggregating results by race, something 50% of peers already do, can help identify any potential disparities and ensure continuous improvement of participants' experience.
-

Case Study

Informed by a new disparity study, the City of Boston sets bold targets for purchasing with minority business enterprises

In 2021, the Mayor of the City of Boston, Massachusetts signed an executive order "Establishing Equitable Procurement Goals in Support of Minority and Woman-Owned Businesses." The executive order built upon the city's supplier diversity program, first established in 2008. A disparity study commissioned by the city and completed in 2021 revealed that "minority-owned business enterprises are available for 5.7% of City contract and procurement dollars," but were awarded only 2.5% of city procurement spending.

To remedy these disparities, the City set an 'overall annual aspirational goal' of 10% minority-owned business enterprise utilization on 'discretionary contract and procurement spending,' along with accompanying goals for women-owned business utilization, through 2027.

Pursuit of this goal is aided by earlier work by the City to support diversification of supplier contracts, including: creation of a performance tracking system to measure contracts awarded to diverse vendors, paying vendors on faster timelines, reducing bonding requirements for City contractors, simplifying paperwork, "breaking up large contracts into multiple small contracts to increase accessibility for small

businesses,” and providing technical assistance to diverse vendors around capital access and announcement of contracts.

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.

Appendix D

Continuum on Becoming an Anti-Racist and Multicultural Organization

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL

Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

Exclusive An Exclusionary Institution	2. Passive A "Club" Institution	3. Symbolic Change A Compliance Organization	4. Identity Change An Affirming Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. Openly maintains the dominant group's power and privilege 	<ul style="list-style-type: none"> Tolerant of a limited number of "token" People of Color and members from other social identity groups allowed in with "proper" perspective and credentials. May still secretly limit or exclude People of Color in contradiction to public policies Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life Often declares, "We don't have a problem." Monocultural norms, policies and procedures of dominant culture viewed as the "right" way "business as usual" Engages issues of diversity and social justice only on club member's terms and within their comfort zone. 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups <p><i>But...</i></p> <ul style="list-style-type: none"> "Not those who make waves" Little or no contextual change in culture, policies, and decision making Is still relatively unaware of continuing patterns of privilege, paternalism and control Token placements in staff positions: must assimilate into organizational culture 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage Actively recruits and promotes members of groups have been historically denied access and opportunity <p><i>But...</i></p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression. Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest A sense of restored community and mutual caring Allies with others in combating all forms of social oppression Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

Appendix E

Equity Plan Context Definitions

Supplementary Context Definitions

The following terms and their meanings provide additional context to the Equity Plan as well as ensure common language and understanding.

Access/Accessibility

Practice of making information, activities, and/or environment functional, meaningful, and usable for all people with consideration of ability/disability, language, learning, and cultural responsiveness.

Anti-racism

Actively and consciously opposing racism in any forms, including, but not limited to, economic, political, social, and cultural racism.

Belonging

The feeling of security and support when there is a sense of acceptance, inclusion, and identity.

Bias

A disproportionate weight in favor of or against an idea, thing, person, or group, usually in a way that is prejudicial and unfair. Biases can be innate or learned.

Unconscious/Implicit Bias

Attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control. Typically expressed automatically without much awareness.

Conscious/Explicit Bias

Overt negative attitudes and stereotypes expressed openly and knowingly held.

BIPOC (Black, Indigenous, and People of Color)

Use of this acronym recognizes the collective experiences of systemic racism. It is meant to emphasize the hardships faced by Black and Indigenous people and to acknowledge that not all People of Color face the same levels of injustice.

Culture

A set of agreed-upon expectations or systems of norms that influence how individuals or the community as a whole act or behave.

Objective Cultururer

The artifacts and institutions created by a group of people, reflected in areas such as art, architecture, literature, dance, holidays, and collective history.

Subjective Culture

Patterns of interpretations (values, beliefs, perceptions) and behavior learned from one's group that guides individual and group activity.

Disparity

A pattern of differences in outcomes and impacts across social identity groups.

Inequity

A pattern of differences in outcomes and impacts that are systemic, avoidable, unnecessary, and unjust across social identity groups. These patterns or differences ultimately create negative impact and effect across various life determinants, especially when coupled together.

Intersectional/Intersectionality

Interactive effect of various forms of discrimination and oppression based on social identities or categorization, which creates specific challenges, disadvantages, and inequities unique to the interconnected identities or lived experiences. For example, a Black woman in America experiences gender inequities differently to white woman and racial inequities differently to a Black man because of being at the crossroads of gender and race, which creates a unique and qualitatively different oppression and outcomes.

Racial Equity

A condition in which the race of an individual and/or group is no longer a predictor of outcomes. It is also a process and practice with which intentional and continual changes are made to eliminate disparities across both race and ethnicity.

Racism

Belief and action, based on skin color, that one group of people is superior to others.

Individual/Interpersonal Racism

Conscious or subconscious racially biased beliefs, attitudes, and actions that influence interactions and perception of other people.

Institutional Racism

Implicit and explicit policies, practices, and procedures within an organization/institution (i.e., City of Golden Valley, University of Minnesota, Department of Human Services, Health-Partners, Affinity Plus Credit Union, etc.), that create different outcomes for different racial groups. Typically, this is to the benefit of white people and to the detriment of people of color.

Internalized Racism

Conscious and subconscious acceptance or belief in negative messages, stereotypes, and biases about one's own race or racial group.

Structural Racism

Implicit and explicit racial inequities across organizations/institutions (i.e., city government + bank + realtor + insurance + racial covenants = structural) inclusive of policy, practices, procedures, history, and culture. This creates an interconnection of racial inequities reinforced by organizational/institutional norms (past and present), which can also reproduce old and create new forms of racism.

Systemic Racism

Implicit and explicit policies, practices, and procedures that are within and across organizations/institutions (i.e., K-12 school + university = educational system, or primary care physician + pharmacy = healthcare system), which create and perpetuate racial inequities.

Focus Area Context Definitions

Below are the terms used throughout the Equity Plan and their practical applications.

Accountability

Who oversees, implements, and helps guide the related action.

Action

Specific approach and/or initiative to implement to achieve the desired outcome.

Connections

Relationship to related frameworks, plans, or assessments.

See “Development Process” in Executive Summary for detail about connected plans and frameworks.

Outcome

What is to be accomplished related to each identified focus area.

Stakeholders

Who should or needs to be in partnership with the related action to ideate, collaborate, implement, and more.

Appendix F

Demographic Data and Information

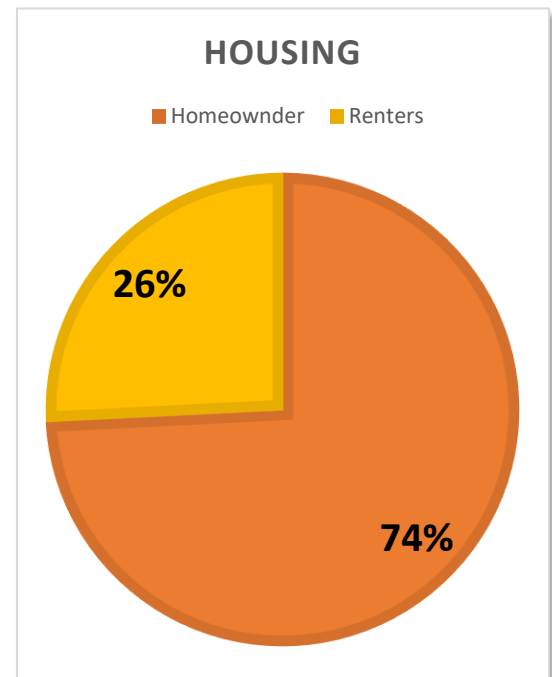
As stated before, the following information helps provide a picture of Golden Valley across various data points. It should be noted that common demographics related to sexuality and gender identity are generally unavailable at a city jurisdiction level and are thus not reflected.

Housing

Homeownership and Renting ⁴
74.2% - Homeowners
<ul style="list-style-type: none"> • 75.5% - White • 19.1% - Hispanic and Latino/a/e • 13.6% - Black or African American • 6.3% - Asian • 3.0% - Multiracial • 1.3% - American Indian and Alaska Native • 0.3% - Native Hawaiian and Pacific Islander
25.85% - Renters

Housing Types ⁵
<ul style="list-style-type: none"> • 59.66% - Single-Family Detached • 32.22% - Multi-Family • 4.42% - Single-Family Attached • 3.7% - Townhome

Racial Covenants ⁶
<ul style="list-style-type: none"> • 1,604 homes in Golden Valley had or still maintain a racial covenant within their deed



Race

Racial Demographics ⁷
<ul style="list-style-type: none"> • 83.5% - White • 5.07% - Black or African American • 4% - Multiracial • 3.47% - Hispanic and Latino/a/e • 3.05% - Asian • .62% - American Indian and Alaskan Native

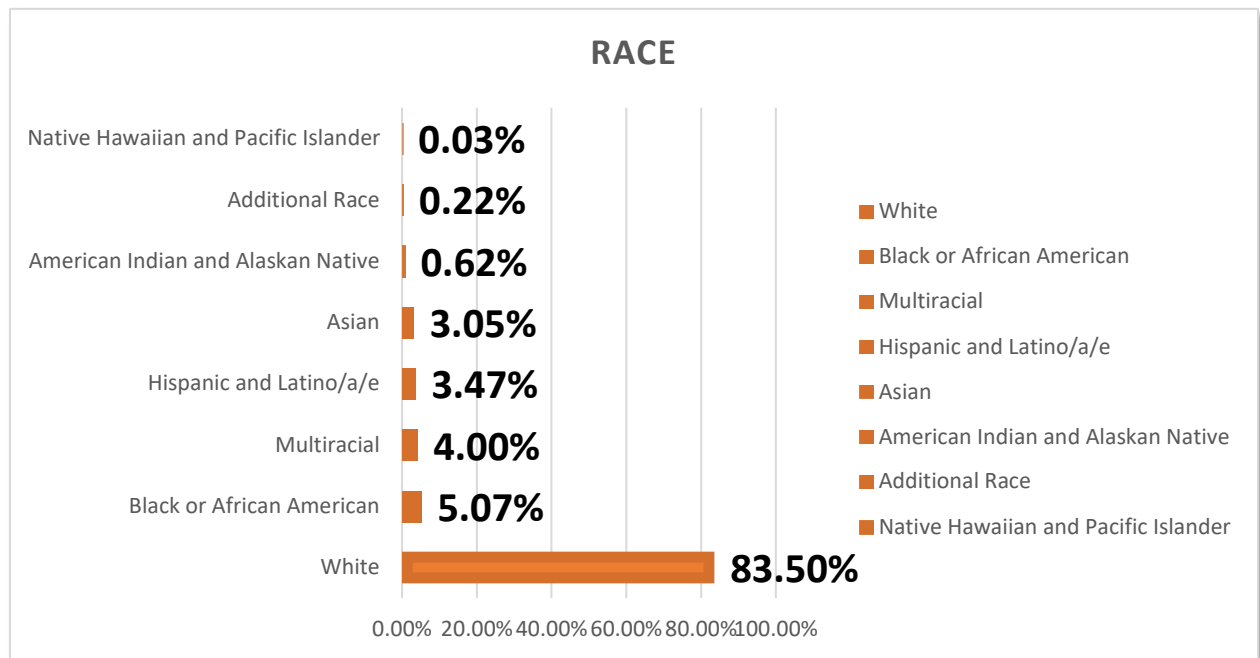
⁴ [Data USA](#)

⁵ [City of Golden Valley](#)

⁶ [Mapping Prejudice](#)

⁷ [USA Census](#)

- .22% - Additional Race
- .0315% - Native Hawaiian and Pacific Islander



Sex Assigned at Birth (Note: No data beyond binary sex)

Sex Assigned at Birth Demographics⁸

- 53.0% - Female
- 47.0% - Male

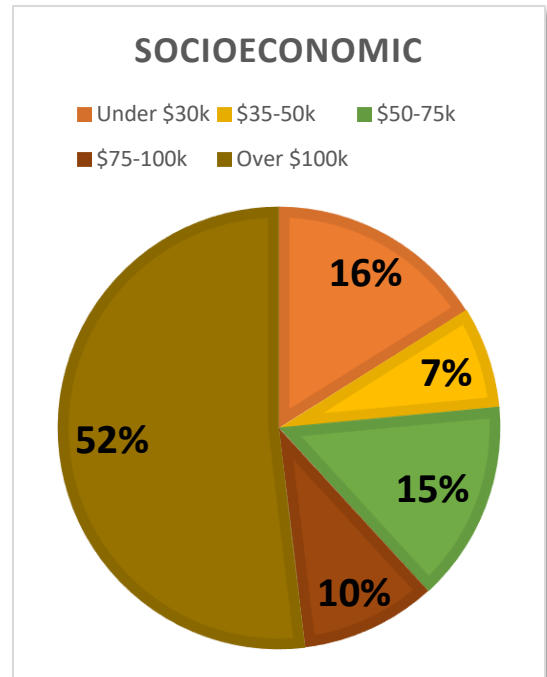
⁸ [Minnesota Compass](#)

Socioeconomics (Median Household Income)

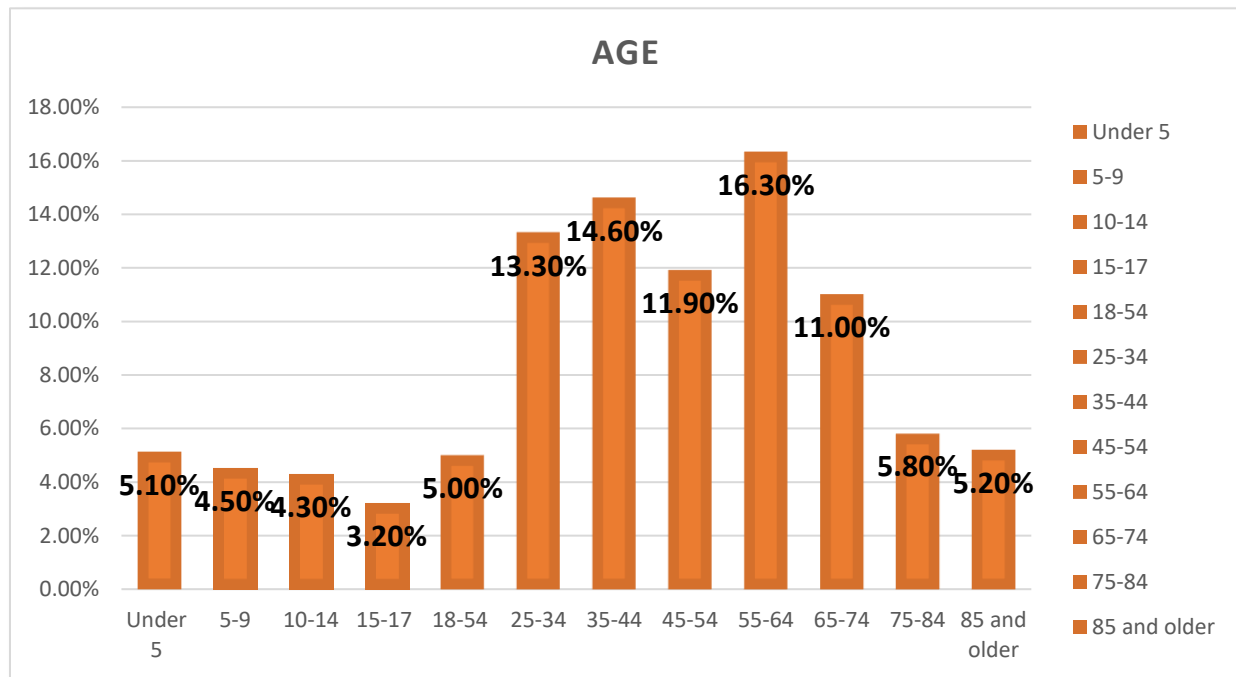
Socioeconomics Demographics ⁹
<ul style="list-style-type: none"> 16.1% - Under \$35k 7.4% - \$35-50k 14.7% - \$50-75k 9.9% - \$75-100k 51.9% - Over \$100k

Education

Educational Attainment Among Adults ¹⁰
<ul style="list-style-type: none"> 97.1% - High School Graduate or Higher 60.5% - Bachelor's Degree or Higher 36% - Bachelor's Degree 24.6% - Graduate or Professional Degree 23.4% - Some College or Associate Degree 13.2% - High School Diploma or GED 2.9% - Less than High School Education



Age



⁹ [Minnesota Compass](#)

¹⁰ [Minnesota Compass](#)

Age ¹¹	
4.4% - Under 5 Years	4.8% - 5-9 Years
<ul style="list-style-type: none"> • 4% - Asian • 15% - Black • .10% - Native American • 0% - Native Hawaiian and Pacific Islander • 55% - White • 22% - Multiracial • 2.9% - Additional Race 	<ul style="list-style-type: none"> • 5.05% - Asian • 11% - Black • .47% - Native American • 0% - Native Hawaiian and Pacific Islander • 60% - White • 19% - Multiracial • 4.5% - Additional Race
5.5% - 10-14 Years	5.2% - 15-19 Years
<ul style="list-style-type: none"> • 5.03% - Asian • 11.54% - Black • .41% - Native American • 0% - Native Hawaiian and Pacific Islander • 65% - White • 15% - Multiracial • 2.9% - Additional Race 	<ul style="list-style-type: none"> • 6.35% - Asian • 10.4% - Black • .69% - Native American • 0% - Native Hawaiian and Pacific Islander • 66% - White • 15.3% - Multiracial • 17.2% - Additional Race
4.3% - 20-24 Years	4.7% - 25-29 Years
<ul style="list-style-type: none"> • 7% - Asian • 10.2% - Black • .21% - Native American • 0% - Native Hawaiian and Pacific Islander • 68% - White • 11.6% - Multiracial • 3.15% - Additional Race 	<ul style="list-style-type: none"> • % - Asian • 11% - Black • .3% - Native American • 0% - Native Hawaiian and Pacific Islander • 72% - White • 7% - Multiracial • 2.3% - Additional Race
4.5% - 30-34 Years	6.2% - 35-39 Years
<ul style="list-style-type: none"> • 7.06% - Asian • 10.25% - Black • .3% - Native American • 0% - Native Hawaiian and Pacific Islander • 70% - White • 9% - Multiracial • 3.1% - Additional Race 	<ul style="list-style-type: none"> • 6% - Asian • 11% - Black • .4% - Native American • 0% - Native Hawaiian and Pacific Islander • 73% - White • 7.1% - Multiracial • 3% - Additional Race
6.3% - 40-44 Years	5.4% - 45-49 Years
<ul style="list-style-type: none"> • 5.6% - Asian • 9.4% - Black • .64% - Native American • 0% - Native Hawaiian and Pacific Islander • 78% - White • 4.6% - Multiracial • 1.7% - Additional Race 	<ul style="list-style-type: none"> • 4.3% - Asian • 7.2% - Black • .33% - Native American • 0% - Native Hawaiian and Pacific Islander • 83% - White • 4.4% - Multiracial • .7% - Additional Race
6.3% - 50-54 Years	7.4% - 55-59 Years
<ul style="list-style-type: none"> • 3% - Asian 	<ul style="list-style-type: none"> • 2.7% - Asian

¹¹ [Esri](#)

<ul style="list-style-type: none"> • 7% - Black • .6% - Native American • 0% - Native Hawaiian and Pacific Islander • 86% - White • 3% - Multiracial • .64% - Additional Race 	<ul style="list-style-type: none"> • 5.3% - Black • .55% - Native American • 0% - Native Hawaiian and Pacific Islander • 81% - White • 2% - Multiracial • .73% - Additional Race
7.7% - 60-64 Years	7.2% - 65-69 Years
<ul style="list-style-type: none"> • 1.6% - Asian • 4.5% - Black • .64% - Native American • 0% - Native Hawaiian and Pacific Islander • 89% - White • 4.1% - Multiracial • .5% - Additional Race 	<ul style="list-style-type: none"> • 2% - Asian • 5.7% - Black • .44% - Native American • 0% - Native Hawaiian and Pacific Islander • 87% - White • 4.3% - Multiracial • .56% - Additional Race
6.4% - 70-74 Years	5% - 75-79 Years
<ul style="list-style-type: none"> • 1.6% - Asian • 5.4% - Black • .3% - Native American • 0% - Native Hawaiian and Pacific Islander • 88% - White • 4% - Multiracial • 1% - Additional Race 	<ul style="list-style-type: none"> • 4% - Asian • 3% - Black • 0% - Native American • 0% - Native Hawaiian and Pacific Islander • 90% - White • 3% - Multiracial • .62% - Additional Race
3.7% - 80-85 Years	5% - 85 Years and Older
<ul style="list-style-type: none"> • 2.6% - Asian • 2.3% - Black • 0% - Native American • 0% - Native Hawaiian and Pacific Islander • 93% - White • 2% - Multiracial • .37% - Additional Race 	<ul style="list-style-type: none"> • 1% - Asian • 1.8% - Black • 0% - Native American • 0% - Native Hawaiian and Pacific Islander • 94% - White • 2.6% - Multiracial • .2% - Additional Race

Disability Status

Disability Status¹²
<ul style="list-style-type: none"> • 11.3% of Golden Valley population have a disability

Language

Languages Used¹³
<ul style="list-style-type: none"> • 89.1% - English Only • 10.9% - Language Other than English

¹² [Minnesota Compass](#)

¹³ [Minnesota Compass](#)

Appendix G

Departmental Equity Actions

Communications Department

ACTION A

Establish and maintain Communication Translation and Interpreting Operations.

Description

Develop a translation determination matrix to provide responsive, effective, and timely services for submitted projects and initiatives. This effort will include a focus on relationship- and contract-building with external translation services and potential for City policy embedment.

Accountability

Communications Director, Communications Specialist, and Graphic/Web Designer

Stakeholders

Equity and Inclusion Manager, Community Engagement and Outreach Specialist, departmental directors, and project leads

ACTION B

Implement and maintain Accessible City Communication Standards .

Description

Develop standards, training, resources, and tools for City implementation to improve accessibility across all City and departmental communication. This includes concerted effort and focus on plain language as well as brand and design accessibility to meet and exceed the needs present within the community.

Accountability

Communications Director, Communication Specialist, and Graphic/Web Designer

Stakeholders

Equity and Inclusion Manager, IT, departmental directors, and project leads

Community Development Department

ACTION A

Participate in equitable code enforcement training and implement.

Description

Learn and apply continued and systemic equitable code enforcement across all operations. These efforts will include training, implementation tracking, and assessment via customer surveys to gain a more encompassing perspective of enforcement application and impact.

Accountability

Community Development Director, Assistant Community Development Director, Housing and Economic Development Manager, City Engineer, City Attorney, City Manager, Deputy City Manager, Fire Chief, and Police Chief

Stakeholders

PRISM, Golden Valley property owners, and communities of color

ACTION B

Assess and redesign departmental operations for reduction in barriers and disparities.

Description

Develop a framework of actions informed by and that addresses current barriers and disparities. This effort seeks to establish clear and transparent processes, community engagement, and project development.

Accountability

Community Development Director, Assistant Community Development Director, Housing and Economic Development Manager, City Engineer, City Attorney, City Manager, and Deputy City Manager

Stakeholders

PRISM, Rebuilding Together, Minnesota Department of Employment and Economic Development, Minneapolis Regional Chamber, Urban Land Institute, Minnesota Chapter of American Planning Association, Habitat for Humanity, Homes within Reach, developers, real estate brokers, property owners, and communities of color

Finance and Administrative Services Department

ACTION A

Review, update, and implement purchase policy.

Description

Review current purchase policy and make edits to reflect current operations related to making purchases. Updates will have a dedicated focus on building out processes to directly engage with Disadvantaged, Minority, Women, and Emerging Small Businesses (DMWESB) and note consideration of DMWESB vendors.

Accountability

Finance Director, Accounting Manager/Supervisor, and Accountant

Stakeholders

Equity and Inclusion Manager, City Attorney, Deputy City Manager, City Manager, and employees who authority for vendor selection

ACTION B

Analyze and assess vendor demographics.

Description

Connect and audit existing City vendors via implemented survey to understand vendor diversity, specifically focused on understanding which vendors are considered DMWESB. This effort will also include a cross reference with current departmental vendor information to create a robust and current vendor catalogue.

Accountability

Finance Director, Accounting Manager/Supervisor, Accountant, and Accounts Payable Technician

Stakeholders

City vendors, employees who make purchases/City purchasers, Equity, and Inclusion Manager, and Communications Department

Fire Department

ACTION A

Utilize and implement appropriate response approaches.

Description

Formalize internal and external partners to co-design and execute a strategy aimed at investing in a wider range of response options for community. This effort will have a specific focus on high-frequency user of 911 to provide more targeted approaches that are appropriate for the circumstances that are occurring.

Accountability

Fire Chief and Assistant Fire Chief of Operations

Stakeholders

Fire Department, Police Department, emergency medical services, and Care Resource Connection

ACTION B

Continue and build out recruitment and retention plan.

Description

Assess current efforts as well as reestablish and execute updates to recruitment and retention plans. This will have a focused effort on increasing number of fire fighters as well as continually diversifying to have a department reflective of the larger community and future community trends.

Accountability

Fire Chief and Assistant Fire Chief of Training and Community Outreach

Stakeholders

Fire Department, Human Resources Department, and Communications Department

Human Resources Department

ACTIONS A

Develop and implement Employee Impression Strategy.

Description

Build a strategy that examines and engages the life of an employee from recruitment to leave. This focuses on gathering and assessing data/information as well as setting goals related to recruitment, hiring, time throughout employment, and then exit from the City.

Accountability

Human Resources Specialist, Equity and Inclusion Manager, Executive Leadership Team, and departmental leadership

Stakeholders

HR Department, Administrative Services, Communications Department, and external partners

ACTION B

Develop and execute Workforce Equity Advancement Strategy.

Description

Build a strategy that examines and engages the advancement of employees through different means. This includes evaluation of job descriptions to embed equity competencies, establishing success planning for roles, and tracking promotional data/information.

Accountability

HR Department, Executive Leadership Team, and departmental leadership

Stakeholders

Equity Advancement Team and Administrative Services

Legal Department

ACTION A

Expand number of elections judges via recruitment and retention approaches.

Description

Recruit a diverse pool of election judges inclusive of a wide range of ages, social identities, language abilities, and more.

Accountability

City Clerk

Stakeholders

City Manager Executive Assistant, election assistants, external voting organizations, and school staff

ACTION B

Establish and implement training, resources, and tools for equity in land use and zoning.

Description

Work in collaboration with Community Development Department, Minnesota Chapter of American Planning Association, and Just Deeds participants to create trainings and toolkits about equitable land use and zoning. These trainings and toolkits can be used to inform and advise city councils and relevant commissions.

Accountability

City Attorney, Community Development Director, Assistant Community Development Director, and Housing and Economic Development Manager

Stakeholders

City Council, Planning Commission, DEI Commission, and external housing equity organizations

Parks and Recreation Department

ACTION A

Formalize City recognition and celebrations via community participation efforts.

Description

Create and execute culturally relevant and reflective recognitions and celebrations, with community participation as foundational.

Accountability

Parks and Recreation director, Events Coordinator, and Recreation Supervisors

Stakeholders

Equity Team, Parks and Recreation staff, and community organizations

ACTION B

Provide and participate in professional development that increases equity in action specific to Parks and Recreation operations.

Description

Directly engage with professional development opportunities that seek to increase equity in action at all levels of employment. This includes participating in the National Recreation and Parks Association Equity in Practice Certification as well as implementing anti-bias and anti-bystander training for all staff, specifically front line.

Accountability

Parks and Recreation management

Stakeholders

Parks and Recreation staff, City administration, and Golden Valley community members

Police Department

ACTION A

Provide and participate in professional development focused on holistic development and impact in Police operations.

Description

Bring in training that focuses on comprehensive development of officers and staff to increase and further advance workplace culture, social engagement, and emotional intelligence. This professional development approaches the learning with dual goals of building and sustaining internal inclusive impact amongst employees and external inclusive impact with community.

Accountability

Chief of Police, Assistant Chiefs of Police, command staff, and training sergeants

Stakeholders:

Staff of Police department, Minnesota Board of Peace Officer Standards and Training, and Fire Department

ACTION B

Strengthen, assess, and maintain community engagement efforts.

Description

Continually enhance and grow community engagement approaches by using different tools and resources and ensuring they are reflective of community needs. Part of the action also includes assessing current and future approaches to understand what may need to be maintained, updated, or altered.

Accountability

Chief of Police, Assistant Chiefs of Police, and Crime Analyst & Community Outreach Supervisor

Stakeholders

Community Connection and Outreach Specialist and Communications Department

Public Works Department

ACTION A

Sustain and expand recruitment and retention efforts.

Description

Continue and broaden outreach with schools, organizations, and employment programs to recruit and retain employees in the field of public works.

Accountability

Public Works Director and Public Works Superintendent

Stakeholders

Human Resource Generalist, Brooklyn, high school, four- and two-year colleges or universities, and community organizations

ACTION B

Expand opportunities and reduce barriers for vendors and contractors.

Description

Targeted efforts

Accountability

Public Works Director and Public Works Superintendents

Stakeholders

Finance Department, vendors, contractors, community organizations, Minnesota Department of Administration State Procurement Office, and Hennepin County

