

Introduction

In late 2016, the City joined the Government Alliance on Race and Equity (GARE) program, sponsored by the Center for Social Inclusion. GARE is a national network of government working to achieve racial equity and advance opportunities for all. The City spent 2017 developing a strategic vision and actionable goals to advance equity and inclusion, both internally and externally within the city.

The City Council adopted the Equity Plan in 2018. In 2019, the City Council appointed a Task Force to provide recommended implementation action steps based on the City's objectives. The City's equity plan is considered a living and responsive document. The City regularly updates its Equity Plan with data, progress, identified needs of the community, and recommendations (adopted by City Council) from Task Forces/Commissions.

The City recognizes the historical and present disparities perpetuated by its structures, policies, and procedures burdened by different communities, 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 of its residents and visitors.

Elements of the City's Equity Infrastructure

City Welcome Statement

In March 2018, the City Council unanimously voted to adopt a Welcome Statement, declaring our belief that all individuals regardless of race, color, creed, religion, national origin, immigration status, gender, gender identity, marital status, age, disability, economic status, sexual orientation, familial status, or cultural background, are welcome in Golden Valley. The statement reads:

The City of Golden Valley believes in and stands for the values of social equity, inclusion, and justice.

We embrace diversity and recognize the rights of individuals to live their lives with dignity, free of discrimination, fear, violence, and hate.

We welcome individuals to Golden Valley regardless of race, color, creed, religion, national origin, immigration status, gender, gender identity, marital status, age, disability, economic status, sexual orientation, familial status, or cultural background.

We strive to provide fair and unbiased services and programs, giving opportunities for all.

We are dedicated to being a supportive and united community, strengthened by the diversity of our residents and visitors.

Our journey has taken us down a path to acknowledge our history, recognize where we are now, and make changes to enhance our future.

Just Deeds Coalition

Just Deeds is the name of a project launched by the Golden Valley Human Rights Commission (the “HRC”) to provide free legal assistance to homeowners who want to research and discharge discriminatory covenants from their property titles. Just Deeds also shares the name with a coalition of cross-disciplinary organizations whose goal is to acknowledge the harm caused by discriminatory covenants and actively work to dismantle structural and institutional racism. The Coalition is actively working to educate Minnesotans of historically racist practices; the deliberate damage they have caused communities of color and other traditionally marginalized groups of people; and how these systems directly benefited white persons. Additionally, the Coalition aims to take an active role in identifying discriminatory systems and devote resources toward creating equity for all persons.

Equity Leadership Team

Outlined in the GARE process, a central part of any agency’s commitment to equity should include a working group tasked with initiating, measuring and reflecting upon practices, policies and procedures in the name of equity. The City of Golden Valley’s Equity Leadership Team is comprised of the M-Team (all Department Directors and City Manager) with the support of the Equity and Inclusion Manager. The Equity Leadership Team meets monthly to review the Equity Action Plan, assess progress and collectively problem solve any obstructions to completion.

Equity Advancement Team

The Equity Advancement Team is a group of self-selected and nominated staff from all levels and all departments who are committed to personal and professional learning regarding equity, inclusion and social justice. This team meets monthly and has a yearlong commitment. The purpose of this group is to act as ambassadors to their colleagues regarding the City’s Equity initiatives and help facilitate conversations and raise questions in the name of equity advancement.

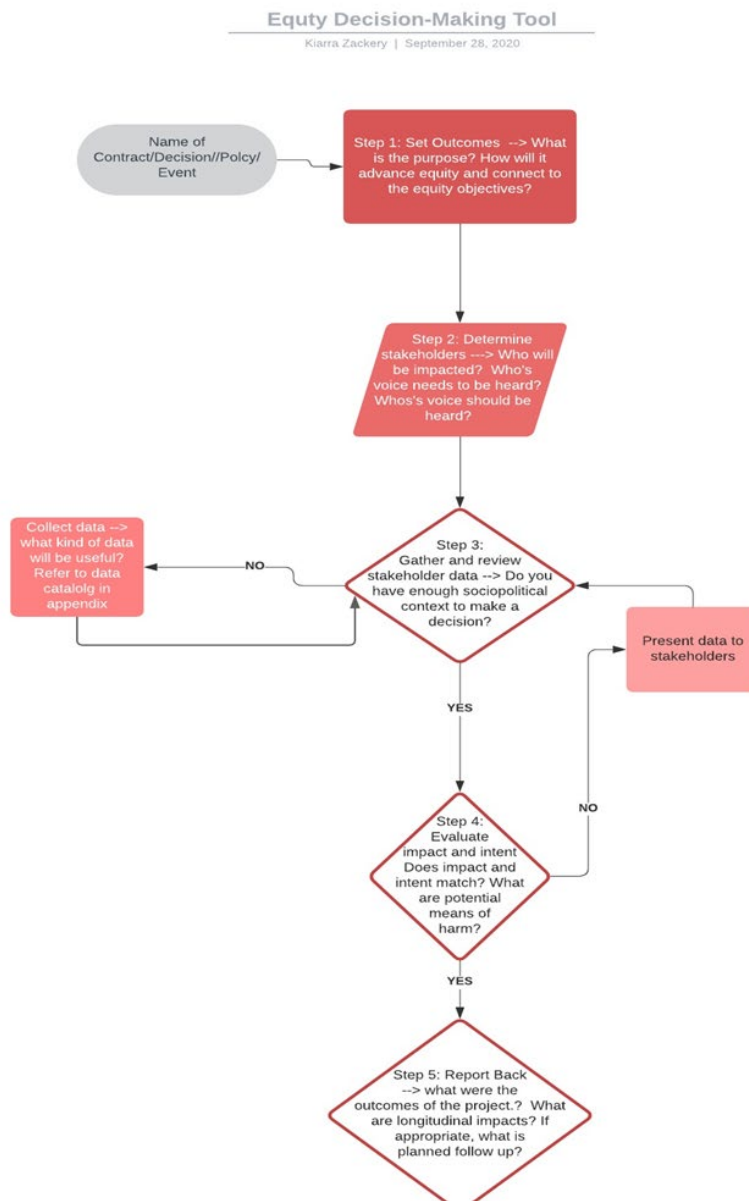
City Council and Board/Commission Initiatives

The City Council and the City Boards and Commissions are dedicated to examining practices and frameworks to dismantle inequity and barriers. Each board and commission submits an annual equity action item as part of its ongoing work plans. Additionally, the City Council provides directives to Boards and Commissions to carry out equity actions. This includes, but is not limited to Resolutions of Support such as the Convention for the Elimination of Discrimination Against Women (CEDAW); Just Deeds; and Resolutions condemning practices such as Conversion Therapy.

Equity Tool

The purpose of the Equity Tool is to evaluate various equity impacts in the decision-making process. There are five steps in the tool:

1. Set outcomes
2. Determine stakeholders
3. Gather and review stakeholder data
4. Evaluate impact over intent
5. Report back to stakeholders decision and impacts

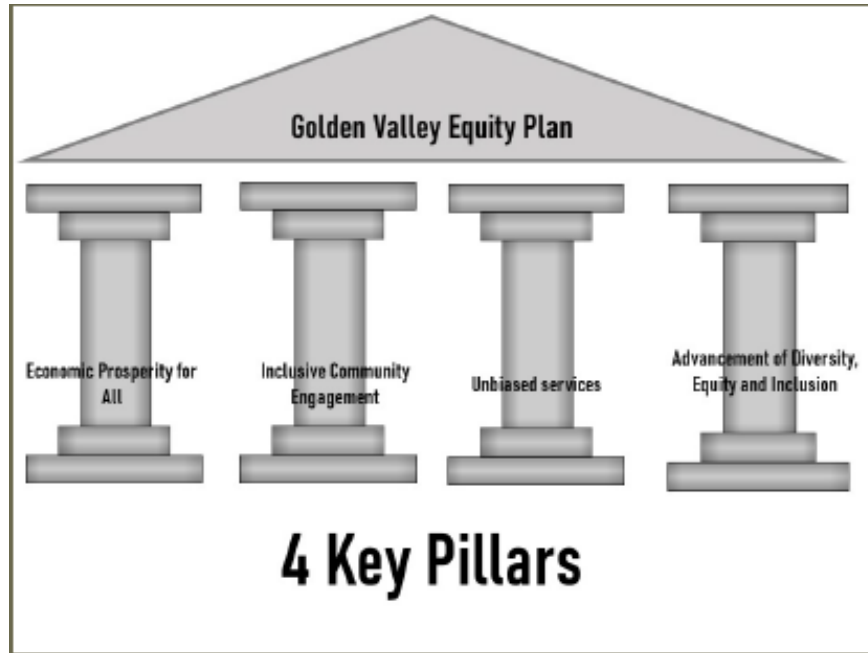


City of Golden Valley Equity Plan



Equity Plan Pillars

The City erected four key pillars to guide its transformation. The City is committed to:



1. **Economic prosperity for all**
2. **Inclusive and effective community engagement**
3. **Providing unbiased programs and services**
4. **An infrastructure that supports the advancement of diversity, equity, and inclusion**

Pillars in Action

City of Golden Valley staff integrate the four pillars into their daily work through ongoing structures and initiatives.

Economic Prosperity of 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.

Procurement

City Staff in Legal, Equity, Physical Development and Public Works created an informal working group to research and develop a more equitable procurement process. The group developed a new philosophy to create more intentional opportunities for different vendors. The philosophy developed by the team is to:

1. Create Requests for Proposals, Bids and Quotes for as many contracts, as possible
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City of Golden Valley Equity Plan



2. Use National Minority Supplier Diversity Council (NMSDC) best practices to structure contracts and select vendors
3. Use Minnesota Unified Certification Program DBE database, MEDA, Black Business Network and other databases to identify potential contractors and save contacts in City database for future reference
4. Where the law allows, use best value criteria to select contractors instead of lowest bidder wins
5. Require race and gender equity questions in contractor questionnaire for all proposals, bids and quotes
6. All procurement documents including RFPs and contracts receive a legal and equity review and consultation with internal contacts
7. Use data to track and support which method(s) create most equitable outcomes by measuring the number of bids received and contract amounts

Hiring and Recruitment

City Staff in Fire, Police, Public Works and Human Resources developed recruitment tools and relationships to increase applications and find talent that is more diverse. Staff collaborated to:

1. Analyze pre-employment screening criteria including tests for bias and adverse impacts resulting in changing vendors with more favorable outcomes
2. Develop new hiring processes including using varied exercises to provide prospective employees multiple ways of exhibiting talents
3. Develop a new interview rubric ensuring alignment and assessment of questions to position priorities
4. Participate in Brooklynk and other internship program
5. Create new

In the future, City Staff will collect data through self-reporting surveys to determine the impact of the work.

Inclusive and Effective Community Engagement

The unique geographic and economic situation of Golden Valley (near downtown and home to several large employers) employ 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.

Just Deeds Coalition

The City of Golden Valley is a founding partner of the Just Deeds Coalition. The City educates locally and nationally on the impacts of discriminatory covenants and use the City of Golden Valley as an example to combat systemic racism in housing. The City collaborates with municipalities, professional organizations, community groups and academic/research institutions to:

1. Develop materials and curricula to engage groups in conversations about systemic racism
 2. Build relationships with impacted communities to co-create solutions to present day housing affordable housing shortages and barriers to homeownership
 3. Identify current practices and policies that uphold systems of exclusion
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4. Research and employ strategies to provide intentional opportunities for inclusive and affordable housing

Providing unbiased programs and services

The City of Golden Valley seeks to provide intentional access regardless of social identity to all of its programs and services.

Data and Information Sharing

Share First: Local and federal laws require public agencies like the City of Golden Valley to make some of its data and information available to the public. The City of Golden Valley believes this practice is fundamental to informed participation of all community members in the development and deployment of its programs and services. As such, the City of Golden Valley’s philosophy regarding data and transparency is “Share First.” The City Clerk in partnership with the City Attorney will develop a public data system for community members to search and access all public information as determined by the Data Practices Act. Such access will allow community members and stakeholders to provide informed opinions and narratives during the City’s decision-making process. Staff, elected and appointed officials will leverage this information to create intentional access to programs and services in the future. In 2022, City Legal staff will research various internet-based platforms that encourage community participation through information sharing. This project will result in:

1. Development of more efficient data request processes
2. Increased organizational accountability to community
3. Increased transparency

GVPD Window: The Crime Analyst provides monthly and weekly reports based on Police Department interactions and activities with community members. In 2022, the City of Golden Valley will enhance the GVPD Window with an interactive database allowing community members to develop individualized reports and more easily access data regarding police-community interactions. As a part of the Pohlman Family Foundation Collaborative Solutions for Re-Imagining Public Safety Grant program, the PEACE Commission will help develop the new window based on researched best practice and community feedback.

An infrastructure that supports and advances 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.

2022 Equity Action Plan

Each year, the Golden Valley Management Team develops goals to structure and build intentionality for their department’s work for the following 12 months; at least one of these goals relates to the City’s commitment to equity. The following plan outlines the work of the each department in an action plan for the next year.

Key Pillar: Infrastructure that Supports Diversity, Equity, and Inclusion

2022 Action Item

Assess and revise paid on-call firefighter recruitment and hiring process to increase event attendance and applications by 10 percent.

Department

Fire

Data & Community Indicators	Performance Measures
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Check Points	Assignees
□	<ul style="list-style-type: none"> Human Resources Director Equity & Inclusion Manager Communications Staff Assistant Fire Chief

Task Force Recommendations

2020 – The Task Force recommends that the City diversify employee recruitment by updating recruitment collateral (job postings, job description, interview guides) to emphasize commitment to inclusivity and review and adjust recruiting practices (p. 11)

2022 Action Item

Complete organizational equity assessment for at least two departments

Department

Human Resources

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Future equity action plan goals Retention City-wide implementation (number of departments using assessment) 	<ul style="list-style-type: none"> Number of equity indicators/practices in departments’ work Progress of indicators and practices Number of employees involved in equity work (department and city-level)
Check Points	Assignees
<ul style="list-style-type: none"> □ Communicate with Department Heads □ Determine tool □ Set-up communication with department □ Facilitate the tool □ Evaluate results 	<ul style="list-style-type: none"> Equity and Inclusion Manager Deputy City Manager/HR Director Community Connection and Outreach Specialist Executive Assistant

City of Golden Valley Equity Plan



<input type="checkbox"/> Develop progress monitoring schedule and tool	
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Task Force Recommendations

2020 – The Task Force recommends the City put into place various opportunities for gathering data (p. 4)

2022 Action Item

Create regular, low-stakes opportunities for staff to learn and discuss a variety of topics relating to different social identities

Department

Human Resources

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Employee satisfaction Retention Cross-department collaboration 	<ul style="list-style-type: none"> Number of JEDI (justice, equity, diversity, inclusion) lunches Number of attendees Number of ERGs (Employee Resource Groups) Belonging survey results (annual)
Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Identify JEDI lunch leaders and topics from EAT <input type="checkbox"/> Discuss ERGs with Equity Advancement Team <input type="checkbox"/> Organize ERGs based EAT and staff feedback <input type="checkbox"/> Choose and train ERG leaders <input type="checkbox"/> Create and evaluate belonging survey 	<ul style="list-style-type: none"> Deputy City Manager/Human Resources Director Equity & Inclusion Manager Equity Advancement Team members Community Connection and Outreach Specialist Executive Assistant

Task Force Recommendations

2020 – The Task Force recommends the City put into place various opportunities for gathering data (p. 4)

2022 Action Item

Create two training sessions on equity in land use/zoning for Planning Commission and City Council

Department

Legal

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Community use of toolkits Attitudes towards inclusive planning and zoning 	<ul style="list-style-type: none"> Number of trainings Number of toolkits Percent attendance of Planning Commissioners and City Council Narratives and dialogue during Planning process Qualitative data measuring civic engagement during planning process (number of community members involved)

City of Golden Valley Equity Plan



Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Schedule trainings for Q2 and Q4 <input type="checkbox"/> Research and develop training materials <input type="checkbox"/> Find partners <input type="checkbox"/> Facilitate training <input type="checkbox"/> Sharing tools and training with other municipalities and organizations 	<ul style="list-style-type: none"> • City Attorney • City Clerk • MN APA • Planning Department • Met Council • Ramsey County

Task Force Recommendations

2020 – The Task Force recommends the City put into place various opportunities for gathering data (p.

2022 Action Item

Complete and implement organizational equity assessment

Department

Physical Development

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> • Staff sense of belonging • Staff retention • Staff diversity 	<ul style="list-style-type: none"> • Percent participation in stakeholder data collection • Growth/development of equity readiness indicators
Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Research and choose equity assessments <input type="checkbox"/> Gather stakeholder data <input type="checkbox"/> Choose areas of focus <input type="checkbox"/> Gather stakeholder data as formative data 	<ul style="list-style-type: none"> <input type="checkbox"/> Equity and Inclusion Manager <input type="checkbox"/> Physical Development Director <input type="checkbox"/> Physical Development Supervisors <input type="checkbox"/> Physical Development Department



City of Golden Valley Equity Plan



Key Pillar: Practices that Promote Economic Prosperity for All

2022 Action Item

Create and implement pay parity policy

Department

Human Resources

Data and Community Indicators	Performance Measures
<ul style="list-style-type: none"> • Pay equity • Pay competitiveness • 	<ul style="list-style-type: none"> • Rates of pay • Criteria for pay
Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Research pay equity, parity and criteria <input type="checkbox"/> Draft policy <input type="checkbox"/> Interview stakeholders (part-time employees, full-time employees, Equity Advancement Team, ERGs, M-Team) <input type="checkbox"/> Develop implementation plan <input type="checkbox"/> Bring before Council 	<ul style="list-style-type: none"> • Human Resources Director • Equity and Inclusion Manager • Executive Assistant

Task Force Recommendations

2020 – The Task Force recommends that the City diversify employee recruitment by updating recruitment collateral (job postings, job description, interview guides) to emphasize commitment to inclusivity and review and adjust recruiting practices (p. 11)

2022 Action Item

Participate in at least one of Hennepin County’s DBE procurement networking events for small and emerging businesses

Department

Physical Development

Data & Community Indicators	Performance Measures
More bids, quotes and proposals from DBE firms	Number of relationships/connections with DBE firms Development of potential projects list Number of entries in contractor database Number of municipalities in Hennepin County network
Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Identifying potential categories of projects related to Hennepin County procurement network <input type="checkbox"/> Participating as a pilot presenter at a networking event (Apr 2022) <input type="checkbox"/> Sharing experiences or network with other cities 	<ul style="list-style-type: none"> • Physical Development Director • Physical Development Staff • Public Works Director + Staff

City of Golden Valley Equity Plan



<input type="checkbox"/> Developing project list and vendor database	
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Task Force Recommendations

2020 – The Task Force recommends The City provide training for all hiring managers on how to effectively source and recruit talent (p. 10)

Key Pillar: Eliminating Barriers And Providing Unbiased Programs And Services

2022 Action Item

Train 100% of direct service providers on language conversion software

Department

Administrative Services

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Increased communication with non-English speaking community members 	<ul style="list-style-type: none"> Number of contacts Number of languages/services
Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Create database for all types of languages and uses <input type="checkbox"/> Explore potential budget impacts <input type="checkbox"/> Identify all trainees and multilingual staff <input type="checkbox"/> Develop/find training (tools, curriculum, existing materials) <input type="checkbox"/> Facilitate training 	<ul style="list-style-type: none"> IT Department (trainers) Front-facing Staff (trainees)

Task Force Recommendations

2020 – The Task Force recommends The City eliminate barriers in programming and facilities in the areas of inclusiveness, accessibility and appropriateness (p. 15).

2022 Action Item

Develop strategies to build relationships with low-income, linguistically and culturally diverse populations

Department

Communications

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Market research to inform practices 	<ul style="list-style-type: none"> Percent of surveys returned Evaluate responses Developed action plan
Check Points	Assignees
<ul style="list-style-type: none"> <input type="checkbox"/> Communications survey for multi-family housing <p>Determine root causes</p> <p>Determine strategies for improvement</p> <p>Implement strategies</p> <p>Progress in one year</p>	<ul style="list-style-type: none"> Communications Team Community Connections and Outreach Specialist and Housing and Economic Development Manager Parks and Recreation Staff

City of Golden Valley Equity Plan



Task Force Recommendations

The Task Force recommends The City use communication tools to reach a wider representation of people from diverse groups within the Golden Valley community (p. 13)

2022 Action Item

Develop and implement strategies for implementing culturally-relevant programming for youth

Department

Parks and Recreation

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Increased youth attendance and participation in programming Increased off-site programming 	<ul style="list-style-type: none"> Number of registrations Number of registrations in multi-family housing
Check Points	Assignees
<input type="checkbox"/> Develop summer program at City Hall Identify barriers to participation Create relationships with different hobby communities i.e. arts community	Park and Rec Programmers: John, Brian, Maddy and Greg

Task Force Recommendations

N/A

Key Pillar: Effective and Inclusive Community Engagement

2022 Action Item

Partner with additional organizations and schools to educate about Public Works careers

Department

Public Works Department

Data & Community Indicators	Performance Measures
<ul style="list-style-type: none"> Increased applications for Public Works Increased workforce diversity Development of workforce pipeline Increased Public Works careers awareness 	<ul style="list-style-type: none"> Number of applications Number of diverse backgrounds (race, gender, age, geography) Number of contact points
Check Points	Assignees
<ul style="list-style-type: none"> LTAP Steering Committee Participation Build connections Seasonal recruitment Check data in fall 	Public Works Director Superintendents Other staff as desired

Task Force Recommendations

The Task Force recommends The City develop communication tools to reach a wider representation of people from diverse groups within the Golden Valley community (p.13)

City of Golden Valley Equity Plan



City of Golden Valley Equity Plan



DE&I Progress Made

2017

- Plan draft completed (Nov 2017)
- Create a team of leaders within the City and provide them with foundational training on equity, diversity and inclusion by end
- City Management Team assigned as workforce equity team
- Review Valley Values

2018

- City Council adopted Equity Plan (Jan 2018)
- Researched and proposed affordable housing standards (Jan 2018)
- Designed Equity Workforce Plan
- Completed Respectful Workplace training (Nov 2018)
- Updated employee handbook to remove any gender-specific pronouns; updated nursing mother's room, and updated dress code and religious accommodations policies (Dec 2018)
- Added written application for individuals without computer access

2019

- Communicated equity plan to community members
- Launched Rising TIDES platform and 11-person Task Force (Jan 2019)
- Hosted first Rising TIDES Public Open Forum (Oct 2019)
- Launched Just Deeds Project (Nov 2019)

2020

- Issued Proclamation Conversion Therapy (Jan 2020)
- Hosted second Rising TIDES Public Open Forum (Mar 2020)
- Rising TIDES submitted official recommendations report to City Council (June 2020)
- Began Equity 101 staff training to all full-time/regular staff
 - Communication plan development - all full-time staff looked at Equity Plan and department goals during Equity 101 training
- Completed Full Compensation and Classification Study

2021

- Completed Equity 101 training with all full-time/regular staff and Paid On-Call Firefighters
 - Issued Proclamation in support of CEDAW (Mar 2021)
 - Issued Proclamation declaring June LGBTQ+ Pride Month (Jun 2021)
 - Completed Implicit Bias training for all supervisors and managers
 - DEI Commission began (Sept 2021)
 - PEACE Commission began (Nov 2021)
 - Received Pohlad Collaborative Solutions for Transforming Public Safety Grant
 - Passed Public Land Use Disposition for Affordable Housing
 - Updated firefighter recruitment process resulting in hiring of five more staff
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City of Golden Valley Equity Plan



- Developed and implemented new interview question assessment template resulting in hiring of 28 full-time regular staff/firefighters with approximate demographic makeup (14% Asian, 7 % Black, 7% two or more races, 71% white, 57% female and 43% male)
- Implemented Noah Joynes Youth Recreation Fund to eliminate fiscal barriers for Golden Valley youth to participate in recreation and athletic activities
- Increased number of contracts awarded to minority-owned businesses with intentional outreach and using NMSDC guidelines

Glossary

This glossary is a set of terms adopted by the City to ensure common language and understanding regarding diversity, equity and inclusion. When discussing the diversity, equity and inclusion efforts, use these terms and definitions in all contexts:

Accountability: Processes and procedures that ensure the centering of equity in the decision-making process

Barrier: Social, economic and physical impediments constructed to decrease access to resources essential for positive life outcomes

BIPOC: An acronym for Black, Indigenous, People of Color

Bias: a mental process that evaluates and classifies others by their appearance and/or behaviors based on personal schemata. Bias influences our actions, beliefs and attitudes about others positively and negatively. There are two types of bias in regards to equity and justice:

- Explicit:** Bias we are aware of and act in the name of
- Implicit:** Subconscious feelings, perceptions, attitudes and stereotypes developed over time

Source: US Justice Department

Capacity Building: Exercises and trainings developed to ensure all members of a community work towards equity

Community Indicator: An impact on a life-outcome influenced by public policy

Culturally relevant: the intentional use of cultural referents to develop programs and services

DBE: An acronym for disadvantaged, business entity, a term used to describe for-profit small businesses where socially and economically disadvantaged individuals own at least 51% interest and also control management and daily business operations. Source: US Dept. of Transportation

Disparity: a pattern of disproportionate life outcomes based on a social identity

Diversity: A measurement of individuals' differences from one another in the form of social identities and lived experiences; all the ways in which people differ. Source: City of Portland Office of Equity and Human Rights



City of Golden Valley Equity Plan



Equity: Fair treatment, access, opportunity and advancement for all people; one's social identity cannot predict the outcome. Source: City of Portland Office of Equity and Human Rights

- i. **Racial Equity:** practices and policies to mitigate adverse impacts one's race has on life outcomes

Equality: Evenly distributed tools and assistance to access resources and opportunities

Inclusion: Systems that allow for access to all spaces regardless of social identity; a variety of people have power, a voice, and decision-making authority. Source: City of Portland Office of Equity and Human Rights

Inequality: Unequal access to opportunities and resources

Justice: Fixing the system to offer equal access to both tools and opportunity
NMSDC: An acronym for the National Minority Supplier Diversity Council, an organization that advances business opportunities for certified minority business enterprises and connects them to corporate members. Source: NMSDC

Oppression:

- Personal: thoughts, beliefs, and attitudes about yourself, coworkers, supervisors, customers, residents, etc. based on their social identity
- Interpersonal: negatively expressed words and actions based on social identity
- Institutional: Golden Valley (or other agency) enforced practices, policies and procedures that create barriers to resources and opportunities
- Structural/systemic: Golden Valley (or other agency) enforced practices, policies and procedures created by larger entities (local, state, federal government and agencies)

Racialized Violence: an instance of bodily/mental harm as a result of systemic racism

Social Identity: all of the ways people are grouped and stratified in society e.g. race, socioeconomic status, gender, gender identity, sexual orientation, ability, nation/language of origin, family structure, age, religion, immigration status, marital status, etc.

Systemic Racism: A collection of institutions that create unequal access to resources and opportunities

City of Golden Valley Equity Plan

