

Strategic Racial Equity Action Plan 2021-24

Roseville City Government
Minnesota, USA

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Initiated by Lisa Tabor, CultureBrokers® LLC
Completed by: Thomas Brooks/Rebecca Olson

Mission

To provide ethical, efficient, and responsive local government, in support of community aspirations, guided by policies of the City Council, and implemented by professional staff, to ensure that Roseville remains strong, vibrant, and sustainable for current and future generations.

Aspirations

As a community, we aspire to be:

- Welcoming, inclusive, and respectful
- Safe and law-abiding
- Economically prosperous, with a stable and broad tax base
- Secure in our diverse and quality housing and neighborhoods
- Environmentally responsible, with well-maintained natural assets
- Physically and mentally active and healthy
- Well-connected through transportation and technology infrastructure
- Engaged in our community's success as citizens, neighbors, volunteers, leaders, and business people

Inclusion and Respect Statement¹

The City of Roseville strives to be a welcoming and inclusive place for all. We are committed to promoting respectful conduct, equitable service, and diversity in our community. We condemn

¹ <https://www.cityofroseville.com/3480/Racial-Equity-and-Inclusion>

discrimination by or against residents, visitors, workers, city employees or city businesses. In all that we do as a City government, we pledge to treat everyone fairly, respectfully, and without bias, regardless of their color, creed, religion, national origin, gender, marital status, familial status, immigration status, sexual orientation, age, income, or disability.

Racial Equity Narrative²

The City of Roseville is dedicated to creating an inclusive community where the predictability of success is not based on race or ethnicity.

The actions of government at the federal, state, and local level have created racial disparities that continue to harm our community. Rectifying these disparities is critical to the development of a vibrant community and a high quality of life for all residents.

All City Departments will prioritize racial equity in their planning, delivery, and evaluation of programs, policies, and services.

The City of Roseville is committed to taking tangible steps to normalize, organize, and operationalize racial equity principles and tools, with an eye toward impactful and sustainable outcomes that create a more equitable community.

Introduction

Background

Roseville government's ("Roseville") racial equity work became organized in 2018, when a small cohort of staff members participated in a training program offered by the Government Alliance on Race and Equity (GARE). With the guidance provided by this training, the GARE cohort developed Roseville's racial equity narrative and began to create a strategic plan of specific actions the City could take to incrementally improve racial equity. Membership in this core group has changed since that time, and it is now being formalized as the DEI Strategy Team for Roseville's continuing racial equity work. The primary role of the team is to evaluate, recommend and help implement activities, programs, and campaigns that further the development and adoption, monitoring, and reporting of this Strategic Racial Equity Action Plan for the City of Roseville.

Our activities have included:

- Snow plowing and on-street parking: Evaluated community engagement feedback and analyzed current city policy using a racial equity toolkit to understand any adverse impacts the policy may have on BIPOC community. Determined that a change in the policy may have an adverse impact, and did not approve any changes. Using a model of direct, multilingual engagement method, saw a 98% increase in input over the traditional communication methods used to collect feedback. The engagement model for collecting feedback was used in additional city efforts, including the neighborhood improvement program.³

² <https://www.cityofroseville.com/3480/Racial-Equity-and-Inclusion>

³ <https://www.cityofroseville.com/AgendaCenter/ViewFile/Item/3336?fileID=28188>

- Initiated a series of all-staff trainings intended to begin the process of normalizing racial equity as part of the daily mindset of a City employee.
- Followed best practice by incorporating a racial equity “lens” in Roseville’s 2040 Comprehensive Plan to ensure decisions made about the future of the city are race conscious, not merely race-neutral as earlier comprehensive plans had been⁴.
- Updated the zoning code to identify and remove seemingly race-neutral provisions that have had the effect of fortifying structures of racial segregation and to incorporate provisions intended to foster diversity, inclusion, and racial equity.
- Adopted a Commitment to Diversity staffing program in the Police Department to retain eligible and qualified Community Service Officers, Cadets and reserve officers that are considered minorities in law enforcement.⁵
- Established the Roseville Police Department Multicultural Advisory Committee (MAC) to help strengthen community outreach and to foster honest, ongoing and focused conversation between members of the community, police officers and other city staff in Roseville.⁶
- Created the City of Roseville’s first Racial Equity Action Plan.⁷
- Incorporating equity and inclusion principles into RFP scoring plans.
- Analyzing the name of Pocahontas Park utilizing a racial equity lens and engaging the community for discussion about its cultural appropriateness.
- Developed improvements for inclusive play at Central Park – Victoria, addressing additional dimensions of diversity
- More work continues at the department and program levels.

Our Commitments

Roseville City Government fully commits to the long-term work of becoming culturally competent and responsive, welcoming, and inclusive of all people both within and outside our organization, as well as in the range of issues and challenges that we engage in. This includes (but is not limited to):

- Improving engagement among community members of different racial, ethnic, cultural, economic, religious backgrounds, and ages, as well as those with varying physical abilities, gender identities and sexual orientations to build an integrated community.
 - While diversities of all personal characteristics are important, Roseville has decided to focus its efforts on racial equity with the expectation that work to dismantle structural racism will not only benefit all persons but, because racism intersects so widely with other forms of oppression, antiracist work will facilitate

⁴ <https://www.cityofroseville.com/3005/2040-Comprehensive-Plan>

⁵ <https://www.cityofroseville.com/AgendaCenter/ViewFile/Item/3954?fileID=29687>

⁶ <https://www.cityofroseville.com/3479/Multicultural-Advisory-Committee-MAC>

⁷ <http://www.cityofroseville.com/AgendaCenter/ViewFile/Item/4137?fileID=30015>

additional efforts dedicated to mitigate the oppression of other marginalized groups.

- Developing relationships and increased collaboration with community leaders/organizations serving BIPOC and traditionally underrepresented communities including (but not limited to) partnering with the area school districts to break the school-to-prison pipeline and better meet the needs of all Roseville families.
- Following through on intercultural lessons learned through community members by committing to listen, learn, and implement improved methods and practices to better serve the needs of all in the community.
- Recruiting, hiring, retaining, and developing a culturally competent staff, including police officers and firefighters, whose demographics more closely mirror those of our residents.
- Engaging council members, commissioners, and city volunteers in city DEI initiatives, practices, and cultural competence development as able
- Recruiting and retaining culturally competent and responsive commission members and city volunteers whose demographics more closely mirror those of our residents.
- Removing barriers and increasing access to city contracting opportunities for historically under-represented businesses.
- Committing to prioritize departmental equity challenges in addition to the SREAP Problem Statements, including (but not limited to) creating fair and bias free policies in the Roseville Police Department and improving interactions between police officers and community members of color.
- Committing the resources and funding necessary to support and achieve approved DEI action plan commitments and goals.

SREAP Purpose

We Will Deliver Results

Roseville City Government serves 33,600 residents⁸, 30,000 people who work in Roseville⁹ and countless visitors each year. More than 26% of Roseville residents identify as People of Color¹⁰; 8.8%¹¹ of our employees do as well.

According to the 2019 American Community Survey¹² Roseville's residents consisted:

- 8.3% Black of African American alone
- 0.5% American Indian and Alaska Native alone
- 8.5% Asian alone
- 74.5% White alone
- 0.1% Some other race alone
- 3.8% Hispanic
- 4.3% Two or More Races

Demographic trends suggest that Roseville's diversity is increasing¹³

The City of Roseville is actively working to provide ethical, efficient, and responsive local government to create and enforce city policies, defend the safety of all community members, support the local economy, and provide public services. We must ensure we are providing quality programs and services that reflect the unique needs of all communities within the City of Roseville.

The main purpose of this Strategic Racial Equity Action Plan (SREAP) is to help us measure and significantly improve our results with culturally diverse workforce, businesses, representation and programming. Such results include, but are not limited to, improvements in:

- Establishing work plans and a related budget that support achievement of SREAP goals
- Staff diversity and cultural competency development
- Council and commission diversity, inclusion, and cultural competency and responsiveness development
- Reflection of the city's diversity in all branding and digital communications, including, but not limited to, social media, print, video, and newsletters

⁸ Source

⁹ Source

¹⁰ Source

¹¹ EEOC Data available in Springbrook Finance System

¹²

https://censusreporter.org/data/table/?table=B03002&primary_geo_id=16000US2755852&geo_ids=16000US2755852,05000US27123,31000US33460,04000US27,01000US

¹³ ISD623 Demographic Report, October 2016

We have chosen three high-impact area(s) in which to make measurable improvements over the next year. By 2023 we will know what we are doing to achieve our goals, why we are doing those things, what the results should be, and how well we are doing compared to our own past results and the results of others. We will have processes in place to ensure our resources are sufficient and being appropriately applied to get results. Finally, we will analyze our new results and revise our plan as needed.

Equity Plan Development

This Strategic Racial Equity Action Plan (SREAP) is the next logical step toward operationalizing our commitment to diversity, inclusion, and equity. This is the second SREAP, following training and the development of a prior work plan in participation with the GARE program. It is based on activities, assessment results, feedback and lessons learned through staff development over the last few years.

We believe this plan shows careful consideration of high-impact actions, understanding of individual and organizational capacities, a desire to authentically engage people from culturally diverse backgrounds as key assets, and a commitment to achieving measurable results from our chosen activities.

Other Diversity and Inclusion Activities

Diversity and inclusion work are happening in many ways throughout the city of Roseville. This plan is not intended to restrict that work, but rather identify our required minimum efforts necessary to achieve key diversity and inclusion goals over the next year. Leaders and managers are welcome to support additional opportunities to deliver equity results as their resources allow, if the enclosed Wildly Important Goals (WIGs) are on accomplished on time.

Main Audience

This plan is written specifically to guide the city of Roseville senior leaders and staff in:

- Prioritizing DEI priorities by the unique needs of each department and the community
- Deciding how to allocate organizational resources;
- Executing work plan priorities and related tasks; and/or
- Generally supporting the city's commitment to equity

The target audience for this plan are senior leaders, supervisors, program managers and special teams. These groups will refer to this SREAP as we make decisions about where and how to assign people, money, materials, time, energy and attention. city leaders will also work to hold direct reports accountable in achieving these equity goals.

Other Audiences

For transparency and accountability, this plan will be communicated in a public meeting and easily accessible to all residents, staff, councilmembers, volunteers, vendors, partners, and other key stakeholders so they are knowledgeable about our path forward. The city of Roseville is committed to engage the community and use the feedback, where and as necessary, to meet the goals outlined in the SREAP.

Definitions¹⁴

Community

Individuals who live, work, study or visit the city of Roseville. Individuals that receive city services such as residents, businesses, and those who do not live in the geographic boundaries of the City of Roseville but participate in its activities (i.e., study, visit, or are program participants).

Culture

Culture is a social system that includes a group's shared language, customs, beliefs, values and institutions. Culture affects our thoughts and actions, often without us even being aware.

Customers

Individuals who currently, or potentially, interact with Roseville City Government.

Diversity

The presence of variety in one place. We often measure it based on the variety of demographics and their intersections within the city of Roseville, as defined by the U.S. Census Bureau, including race, religion, national origin, gender, marital status, familial status, immigration status, sexual orientation, age, income, or ability. Diversity may also describe a set of actions to accommodate variety. For the purposes of the SREAP, "Diversity" refers to the variety of demographics and their intersections within the city of Roseville as defined by the US Census bureau, such as race, ethnicity, age, gender, disability, income level, and other meaningful socio-economic differences.

Ethnicity

Describes a group of people who share a distinct culture, religion, language or place of origin. It is a category independent of Race. Therefore, in the U.S., people of the same *ethnicity* may be members of different *rac*es, such as Black Hispanics (such as people from Cuba, Brazil or Dominican Republic).

Equity

Freedom from systemic bias or favoritism. Parity across differences. Product and service access, opportunity, quality and outcomes that do not vary by race, gender, marital status, familial status, immigration status, sexual orientation, age, income, ability, or any other socio-economic differences.

Inclusion

Including many different types of people and treating them all fairly and equally.

¹⁴ These definitions are used by CultureBrokers in the Diamond Inclusiveness System. They are adapted from multiple sources.

People of Color

The term used in this plan as shorthand, also referenced as BIPOC, to describe a person who identifies as a member of at least one of the following racial census categories: Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian, other Pacific Islander, some other race, and Hispanic. **We recognize the problems inherent in using such a broad term.** However, we use it only to increase plan readability.

Race

In the U.S., race is a construct that established various categories of people and a hierarchy of their value to society. In that worldview, people have, according to their physical characteristics, innate qualities that define them as different.

Residents

Individuals of all ages living within the geographic boundaries of the city of Roseville.

Senior Leaders

City Manager
Assistant City Manager
Equity and Inclusion Manager
Chief of Police
Fire Chief
Community Development Director
Public Works Director
Park and Recreation Director
Finance Director
City Council/Economic Development Authority
Mayor

Staff

All people actively supervised by our organization and involved in accomplishing our work, including paid employees, and paid interns.

Workforce

All people actively supervised by our organization as staff as well as contract employees and volunteers, as appropriate. Workforce also includes consultants, and independent contractors.

DEI

Diversity, Equity and Inclusion.

Principles

The following principles must be front and center when executing this SREAP.

Use Disaggregated Data and Information

One of the drivers of disparity is the inability or unwillingness to examine results of policies and activities for segmented racial, ethnic or cultural groups. To achieve equity, therefore, we must collect and analyze quantitative and qualitative information in this way. Collect data segmented (at minimum) by census-based racial and ethnic categories and use that data to create options and make decisions.

Make Data-Driven Decisions

Another driver of disparity is the unwillingness to use segmented data to make decisions that ensure parity. Consider racial and ethnic information as we work. Compare results for each group against their presence in our service areas and against results of the other groups. Provide these analyses when making recommendations.

Leverage Existing Assets

We have valuable assets at our fingertips: knowledgeable staff, board members, partners, community members, technical experts and professional services, state agencies and more. Tap into these institutional resources at all phases of your work.

Use Existing Authority

Senior leaders, supervisors, other staff members and the City Council have individual powers within their jobs and roles. Explore and utilize these authorities as necessary to deliver on this Equity Plan.

Make Policy Changes

We have dozens of policies – those with an external focus and those with an internal focus. While delivering on this SREAP, uphold or strengthen policies that will deliver strong equity results. Be ready to change policies that create barriers.

Use Equity to Balance Decisions

When making decisions, give equity sufficient weight. Use segmented data, historical information, and quality comparisons. Develop a method for considering equity results balanced against financial and other business results, such as a decision matrix¹⁵ or balanced scorecard¹⁶. This will ensure People of Color get due consideration, and that their interests are respected.

¹⁵ <http://asq.org/learn-about-quality/decision-making-tools/overview/decision-matrix.html>

¹⁶ <http://asq.org/learn-about-quality/balanced-scorecard/overview/overview.html>

Actively Listen and Engage with the Community

When making decisions, use community engagement and public participation to inform and legitimize decision-making. Those impacted by decisions have a right to be involved in the decision-making process and we will ensure their contribution weighs into the decision. As part of that commitment, we will provide participants with information they need to participate in a meaningful way, and provide information on what decision their input may influence and how their contribution will affect that decision.

Action Plan

Workforce Diversity

1. PROBLEM STATEMENT:

Roseville City Government **staff¹⁷** – across its entire breadth and depth – does not reflect the racial, ethnic, and cultural makeup of Residents.

RATIONALE:

Racially and ethnically diverse employees at every level of government are key to serving residents and other customers with excellence. A workforce that mirrors our population increases City government access to great ideas, strengthens innovation and problem-solving, and ensures we are doing our fair share in providing decent-paying jobs to all our communities.

ADDRESSES:

Diversity	✓	At all stages of the recruitment, hiring, retention and promotion processes
Inclusion	✓	Especially related to retention, but also the extent to which BIPOC staff are included in activities and decision-making at all stages of recruitment, hiring, retention and promotion processes.
Equity	✓	Results do not differ for racial and ethnic groups at any stage of the recruitment, hiring, retention and promotion processes.
Justice (Repair)	X	TBD *Need to define Justice; this is a mature concept and may not be able to be addressed this year but can keep the idea top of mind for the future.

MINIMUM STANDARD:

All levels of the Roseville City Government workforce across all functions and departments should *at minimum* mirror the demographic makeup of its residents according to the latest U.S. Census estimates, specifically per the 2019 Population Estimates Program (PEP)¹⁸:

- 8.4% Black or African American alone
- 0.6% American Indian and Native Alaskan alone
- 8.7% Asian alone
- 74.5% White alone
- 4.8% Two or More Races
- 3.8% Hispanic or Latino

¹⁷ All people actively supervised by our organization and involved in accomplishing our work (i.e., paid employees and intern).

¹⁸ <https://www.census.gov/quickfacts/fact/table/rosevillecityminnesota/PST045219>

OVERSIGHT: City Manager

RESPONSIBLE: (Rebecca)

CURRENT WORK:

- Job descriptions
- Implicit bias training

Milestones (Deliverables)	Responsible	Deadline	Status
<u>PLAN: Measure and Plan</u>			
<p>1.1 Build a workforce profile to include segments, composition, needs, union representation, special requirements, etc.</p> <p>Departments Job Classes (bands) Job Descriptions (cross-department; subset of classes) Union/non-union Temporary/Seasonal/FT permanent/PT permanent/3/4 time Interns Benefit Eligible Disability Gender Veteran (intersections with race/ethnicity)</p>	<p>HR Generalist (Yer)</p>	<p>Early Q3, 2021</p>	<p>Completed (but always in progress)</p> <p>07/2021</p>
<p>1.2 Map city government’s workforce recruitment, hiring, retention and promotion <u>process</u> from a “customer-centered” perspective.</p> <p>“AS-is” model; most of the time</p>	<p>Thomas Yer Rebecca</p>	<p>End Q3, 2021</p>	<p>Completed</p> <p>08/2021</p>
<p>1.3 Conduct decision-point analysis with data disaggregated by race and ethnicity to determine if and where there are any disparities.</p>	<p>Thomas Yer Rebecca</p>	<p>End Q2, 2022</p>	<p>In Progress through 2022 to gather adequate data</p>

Milestones (Deliverables)	Responsible	Deadline	Status
1.4 Gather "Voice of the Customer" information as context for the process map and decision-point analysis.	Thomas	End Q3, 2022	Planning is in process with the Strategy Team
1.4A Develop a tool and process embed ongoing VOC into the system.	Thomas Rebecca	Combine with 1.4 process Q3, 2022	Complete 12/2022
1.5 Present findings to leadership	Rebecca Thomas	Process Map Beginning Q2 DPA Q4 VOC Q3, 2022	01/2022
1.6 Based on what the process map and information analysis tell us, engage customers and community to determine the: <ul style="list-style-type: none"> • SMART¹⁹ Goal • Benefits of achieving this goal • Oversight for the Improvement • Who is responsible for the Improvement • Solution(s) • Metrics of Urgency • Vital Few Projects • Resources needed • (ESAP 2022-2023) 	Rebecca Thomas Yer Dawn	End of Q4, 2022	01/2022
1.7 Get leadership approval on all items in 1.6	Rebecca	Q4, 2022	Scheduled 02/2022
1.8 Set up the data collection and reporting mechanisms, establish the cadence of reporting.	Yer Dawn	Q1, 2023	

¹⁹ Specific, Measurable, Achievable, Relevant, Time-bound

Milestones (Deliverables)	Responsible	Deadline	Status
1.9 Prepare all stakeholders to implement the improvements; Gather and allocate necessary resources;	Rebecca Thomas Yer	Q1, 2023	
<u>DO: Execute Work Plan(s) and Measure Results</u>			
1.10 Implement the improvements.	<u>Yer</u> <u>Dawn</u>	Q2, 2023	
1.11 Track and report results	<u>Yer</u> <u>Dawn</u>	Quarterly	
1.12 6 month review of improvements	<u>Yer</u> <u>Dawn</u> <u>Thomas</u> <u>Rebecca</u>	Q3, 2023	
<u>CHECK: Learn and Improve</u>			
1.13 Evaluate activities, resource investment, and results over the past year to identify good practice, benchmarking, and improvement opportunities. Determine what is necessary to achieve desired equity results next year.	Yer Dawn Thomas Rebecca	Q2, 2024	
1.14 Share our effective practices and what we have learned with our leaders, staff, community, and peers.	Thomas Rebecca Yer	Q3, 2024	

Milestones (Deliverables)	Responsible	Deadline	Status
1.15 Institutionalize the changes through formal policy and practice documentation.	Thomas Rebecca Yer	Q4, 2024	
1.16 Monitor results	Yer Dawn	On-going	

Policy-maker Diversity

2. PROBLEM STATEMENT:

People who participate in Roseville City Government boards and commissions do not reflect the racial, ethnic, and cultural makeup of Residents.

RATIONALE:

Racially and ethnically diverse policy-makers and policy advisors are key to serving residents and other customers with excellence. The role of appointed boards, commissions, and councils is to advise the Mayor and Council on city policies and practices. A governing body that mirrors our population increases City government access to great ideas, strengthens innovation and problem-solving, and ensures we are representing the viewpoints and considerations of all our communities.

ADDRESSES:

Diversity	✓	At all stages of the recruitment, hiring, retention and promotion processes
Inclusion	✓	Especially related to retention, but also extent to which BIPOC staff are included in activities and decision-making at all stages of recruitment, hiring, retention and promotion processes.
Equity	✓	Results do not differ for racial and ethnic groups at any stage of the recruitment, hiring, retention and promotion processes.
Justice (Repair)	X	TBD

MINIMUM STANDARD:

All levels of the Roseville City Government workforce across all functions and departments should *at minimum* mirror the demographic makeup of its residents according to the latest U.S. Census estimates, specifically per the 2019 Population Estimates Program (PEP)²⁰:

- 8.4% Black or African American alone
- 0.6% American Indian and Native Alaskan alone
- 8.7% Asian alone
- 74.5% White alone
- 4.8% Two or More Races
- 3.8% Hispanic or Latino

²⁰ <https://www.census.gov/quickfacts/fact/table/rosevillecityminnesota/PST045219>

Milestones (Deliverables)	Responsible	Deadline	Status
<u>PLAN: Measure and Plan</u>			
Build a profile of meaningful characteristics for each board and commission. <ul style="list-style-type: none"> - Demographics - Geography - Renters v. Homeowners 	Liaisons Garry	Early Q3, 2021	Completed
Map current related processes from a “customer-centered” perspective.	Rebecca Katie Bruno	End of Q3, 2021	Completed 08/2021
Conduct decision-point analysis to determine metric of urgency and vital few improvements.	Thomas	Early Q4, 2021	Completed 10/2021
Determine what common improvements can be and prioritize them. For improvements specific to the department/program/service, request their individual improvement plan	Bryan Thomas	End of Q4, 2021	Completed 11/2021
Map new process from a customer-centered perspective including improvements	Bryan Thomas	End of Q4, 2021	Completed 11/2021
Present Improvement Plan to City Council and include Recommendations for Changes to Ordinance	Pat Strategy Team	Beginning of Q1	Completed 01/2022
<u>DO: Execute Work Plan(s) and Measure Results</u>			

Milestones (Deliverables)	Responsible	Deadline	Status
1.11 Implement the improvements.	Thomas Rebecca Garry	Q1, 2022 Due by start of recruitment for commissions	Completed 03/2022
1.12 Track and report results	Thomas	Quarterly	Completed 04/2022
CHECK: Learn and Improve			
1.13 Evaluate activities, resource investment, and results over the past year to identify good practice, benchmarking, and improvement opportunities. Determine what is necessary to achieve desired equity results next year.	Thomas	Q1, 2023	Completed 04/2022
1.14 Share our effective practices and what we have learned with our leaders, staff, community, and peers.	Rebecca Thomas	Q2, 2023	Completed 05/2022
ACT: Make it Habit			
1.15 Institutionalize the changes through formal policy and practice documentation.	Rebecca Thomas	Q3, 2023	Complete 02/2023

Culture of Race Equity

3. PROBLEM STATEMENT:

There is no process for senior leaders to analyze policies, programs and services with an equity lens. Ensure elected and appointed policymakers have access to and analyze racially-disaggregated data to deliver equitable decision-making and outcomes from the legislative process

DESCRIPTION:

4. Staff at all levels and across all functions make decisions about policies, programs and practices in the organization. These decisions have an impact on equity. Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Developing a process that is designed to integrate explicit consideration of racial equity in decisions, policies, practices, programs and budgets will help to develop strategies and actions that reduce racial inequities and improve success for all groups.

- a. There is a process to measure the outcomes of policies for parity across racial and ethnic groups**

Milestones (Deliverables)	Responsible	Deadline	Status
<u>PLAN: Measure and Plan</u>			
1.1 Identify key decision-making processes <ul style="list-style-type: none"> • Request for Council Action (RCA's) • Administrative Policies • Department Policies • Budget Process • Programs & Services 	Matt	End of Q2, 2021	Completed 06/2021
1.2 Map current decision making process by department and identify decision makers	Department Heads	End of Q3, 2021	Completed 08/2021
1.3 Develop Updated Equity toolkit to be utilized in decision making based on GARE toolkit	Thomas Matt	End of Q3, 2021	Completed 12/2021

Milestones (Deliverables)	Responsible	Deadline	Status
1.4 Gather feedback and consensus on the new toolkit; approval	Thomas Matt	Early Q4, 2021	Completed 01/2022
1.5 Present new toolkit for Department Head and City Council approval	Pat Rebecca	End of Q4, 2021	Completed 01/2022
1.6 Update RCA's and policy documents to reflect the toolkit process	Rebecca Thomas	Early Q1, 2022	In Progress
1.7 Establish reporting mechanism for use by departments (template/dashboard)	Rebecca Thomas Garry	End of Q1, 2022	Completed 04/2022 Microsoft Teams and website in the future
1.8 Develop & implement training on Equity toolkit for decision makers and others along the process map.	Thomas Strategy Team Department Heads	End of Q3, 2022	Training will be ongoing as needed
1.9 Conduct training for commissioners and councilmembers on using the equity toolkit data in final decision making	Thomas	Early Q4, 2022	In process
<u>DO: Execute Work Plan(s) and Measure Results</u>			
1.10 Launch new toolkits	Relevant Staff and Council	Q3 – Q4, 2022	Complete 01/2022

Milestones (Deliverables)	Responsible	Deadline	Status
1.11 Quarterly check in/report on usage - Align with PPP Quarterly reports	Department Heads	Ongoing	Ongoing
1.12 Review usage reports and identify areas for improvement	Thomas Strategy Team	Q4, 2022	Ongoing
1.13 Implement necessary improvements - Include additional training	Thomas	Q1, 2023	
<u>CHECK: Learn and Improve</u>			
1.14 Evaluate activities, resource investment, and results over the past year to identify good practice, benchmarking, and improvement opportunities. Determine what is necessary to achieve desired equity results next year.	Rebecca Strategy Team	Q4, 2023	
1.15 Share our effective practices and what we have learned with our members and peers.	Strategy Team	End of Q4, 2023	
<u>ACT: Make it Habit</u>			
1.16 Institutionalize the changes through formal policy and practice documentation.	All	Q1, 2024	

Stroke of the Pen

Land Acknowledgment

Appendix I

Assessment

TBD

Roseville City Government [year] assessment is available at [shared file location]

Process Map

TBD

To get to our destination, we must first know where we are in relation to it. This requires us to know at the individual, team and enterprise levels just what our current capacity is to engage in the level of intercultural knowledge and experience required to excel with culturally diverse stakeholders.

We used process mapping to get a baseline understanding of how well our organization policies, practices and situations support cultural inclusiveness, as perceived by a culturally diverse set of respondents. It identified our organizational strengths and opportunities for improvement.