

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: April 19, 2021
Item No.: 7.b

Department Approval


City Manager Approval


Item Description: Receive Update on DEI Consultant and Strategy Team Work

BACKGROUND

At the October 26, City Council meeting, the City Council approved a contract with CultureBrokers, LLC to support the city’s efforts to embed a racial equity lens within day-to-day work in a sustainable manner, and advise on community engagement components. As part of that work, the City has formed a Strategy Team consisting of members from all city departments that is providing guidance to the consultant and helping craft and review the updated Strategic Racial Equity Action Plan.

CultureBrokers has been meeting on a biweekly basis with staff, as well as the Strategy Team, working specifically on the Strategic Racial Equity Action Plan (SREAP). This work has consisted of:

- a) Gaining an understanding of the background and how the current Racial Equity Action Plan was created.
- b) Learning of the successes and barriers of work to-date on the Action Plan.
- c) Identifying performance improvement approaches to the work and how to develop a data-driven assessment of our work.
- d) Developing principles and foundations to guide the work moving forward.

The SREAP has several components associated with it including a narrative that outlines the background of this work, the City’s commitments to the long-term work of becoming culturally competent and responsive, welcoming and inclusive of all people, the purpose of the document, and many other important aspects that are necessary to discuss *before* we get to the actionable items. Tonight, various members of the Strategy Team will present these topics for discussion.

Outside of the work on the SREAP, Culture Brokers has also served as a resource and provided feedback on several different city projects including:

- Zoning Code Engagement Plan
- Pocahontas Park Engagement Plan
- Recycling Request for Proposal
- Participation in interviews for the Equity & Inclusion Manager
- Attendance at HRIEC meetings and providing on-going updates
- Meeting with staff to discuss the work of the Multicultural Advisory Committee

POLICY OBJECTIVE

The city strives to be a welcoming and inclusive place for all and is committed to promoting equitable service and diversity in the community. In addition, the City’s Priority Plan has identified

37 Inclusive Community and Governance as a strategic priority.

38

39 **BUDGET IMPLICATIONS**

40 None at this time. The full Strategic Racial Equity Action Plan will be brought forward with details
41 for approval and timeline. As part of the full adoption, there will be a request to fund the action
42 items in the plan.

43

44 **STAFF RECOMMENDATION**

45 Receive the presentation and provide feedback to staff and the consultant. Staff recommends having
46 the Human Rights, Inclusion and Engagement Commission review the ‘Commitment’ section of the
47 plan and provide feedback to the Council. This is to ensure that the community understands and has
48 an opportunity to provide input on what commitments the City will make related to the SREAP. This
49 feedback would then be used to draft a final version for Council approval as part of the full Strategic
50 Racial Equity Action Plan.

51

52 **REQUESTED COUNCIL ACTION**

53 Receive the presentation and provide feedback to staff and the consultant. Authorize staff to bring
54 the ‘Commitment’ section to the Human Rights, Inclusion and Engagment Commission and allow
55 their input to inform a final version of the document.

56

- Prepared by: Rebecca Olson, Assistant City Manager
Attachments: A. Strategic Racial Equity Action Plan narrative
B. PowerPoint Presentation

Strategic Racial Equity Action Plan 2021

Roseville City Government
Minnesota, USA

Version date: 4/12/21

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~~ 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 with community members of different racial, cultural, economic, and religious backgrounds, and ages, as well as those with varying physical abilities, gender identities and sexual orientations.
 - 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 relieving the oppression of other marginalized groups.

- Developing relationships and increased collaboration with community leaders/organizations serving BIPOC and traditionally underrepresented communities.
- Following through on intercultural lessons learned by committing to listen, learn, and adapt improved methods and practices to better serve the needs of all in the community.
- Recruiting, hiring, retaining, and developing a culturally competent staff whose demographics more closely mirror those in 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 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 ___ high-impact area(s) in which to make measurable improvements over the next year. By [date], 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, as well as collaboration with community leaders seeking to improve diversity, cultural inclusiveness, and racial equity.

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

-
- I. *Problem Statement: Roseville City Government workforce does not reflect the racial, ethnic, and cultural makeup of Residents.*
-

DESCRIPTION:

All levels of the Roseville City Government workforce *at minimum* mirrors the demographic makeup of our residents according to the latest Census estimates, specifically:

- 8.3% Black or 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

PREPARATION:

- Build a workforce profile – composition (segments), needs, union representation, special requirements.
- Map city government’s workforce recruitment, hiring, retention and promotion process from a “customer-centered” perspective. Conduct decision-point analysis to determine metric of urgency and vital few improvements.

1. [Organization Strategic Improvement Item]

OSII SMART¹⁷ Goal:

Benefits of achieving this goal:

- Meets [organizational values, business goals, moral obligations, etc.]

Oversight for the Improvement: TBD

Responsible for the Improvement: TBD

Solution:

Metrics of Urgency:

Vital Few Projects:

-

¹⁷ Specific, Measurable, Achievable, Relevant, Time-bound

Milestones (Deliverables)	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
<u>DO: Execute Work Plan(s) and Measure Results</u>			
Track and report result (count and spend).			
Identify necessary ____ count and percentage to achieve diversity, inclusion and equity results.			
<u>CHECK: Learn and Improve</u>			
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.			

Milestones (Deliverables)	Responsible	Deadline	Resources Required
Share our effective practices and what we have learned with our members and peers.			
<u>ACT: Make it Habit</u>			
Institutionalize the changes through formal policy and practice documentation.			

Strategic Racial Equity Action Plan (SREAP) Narrative



Strategy Team Members

- **Rebecca Olson**
- **Thomas Brooks**
- **Bryan Lloyd**
- **David Brosnahan**
- **Israel Diaz**
- **Jennifer Engh**
- **Jim Taylor**
- **Katie Bruno**
- **Luke Sandstrom**
- **Matthew Johnson**
- **Rachel Boggs**
- **Steve Chung**
- **Ivonne Banks-Smith**
- **Lisa Tabor**
- **Earl Ross**

Racial Equity Narrative

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.

Background and History

- Participation in the Government Alliance of Race and Equity (GARE)
- GARE cohort developed Roseville's racial equity narrative and began the creation of the strategic plan
- GARE members are now DEI Strategy Team with primary responsibilities of:
 - Evaluating, recommending, and helping implement new activities, programs, and campaigns for the new SREAP

Background Activities

- Snow plowing and on street parking
 - Series of all-staff training
 - Incorporating equity lens in Roseville's 2040 Plan
 - Update of the zoning code
 - Commitment to diversify police force and retain underrepresented officers
 - Established Multicultural Advisory Committee (MAC)
 - Created first SREAP
 - Incorporating equity and inclusion in RFP scoring
 - Engaging community in Pocahontas Park discussion
 - Developed improvements for inclusive play at Central Park - Victoria
- And more at the department and program levels

Our Commitments

- Improving engagement with all community members
- Increased collaboration with BIPOC and traditionally underrepresented community members
- Listening to our community and adapting/improving internally to better meet needs of all
- Recruiting and retaining a diverse workforce that more closely mirrors the community
- Engaging council members, commissioners, and volunteers in city DEI initiatives
- Removing barriers and increasing access to city contracting opportunities for traditionally underrepresented communities
- Committing the resources and funding needed to achieve city equity goals

SREAP Purpose

To help us measure and significantly improve our results with culturally diverse workforce, businesses, representation and programming through:

- Establishing a work plan and related budget to support the SREAP
- Staff diversity and cultural competency development
- Council and commission cultural competency development and responsiveness
- Reflection of Roseville's diversity in all marketing/branding

Equity Plan Development

- Follows first SREAP created through GARE participation
- Staff will continue to support additional DEI initiatives city-wide that may not be included in the work plan
- Main Audience: Intended to guide senior leaders and staff
 - 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
- Community stakeholders will be engaged and consulted as needed throughout equity and inclusion efforts

Definitions

Community

Individuals who live, work, study or visit the city of Roseville.

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

Equity

Freedom from systemic bias or favoritism. Parity across differences. Product and service access

Inclusion

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

Definitions

People of Color (BIPOC)

Describes 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, Pacific Islander, Hispanic, or some other race.

Senior Leaders

Department heads, City Council, Economic Development Authority, and 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.

Our Guiding Principles

- Use Disaggregated Data and Information
- Make Data-Driven Decisions
- Leverage Existing Assets
- Use Existing Authority
- Make Policy Changes
- Use Equity to Balance Decisions
- Actively Listen and Engage with the Community

Next Steps

- Council:
 - Provide feedback on Action Plan narrative sections
- HRIEC Commission:
 - Review of Commitments
- Strategy Team:
 - Identify high-impact actions to achieve measurable results
 - Collect, compile and analyze data specific to actions
 - Develop strategic improvement milestones

Q & A