



Race & Equity in Edina

Racial Equity Implementation Report September 5, 2018

City of Edina
4801 West 50th Street
Edina, MN 55424

Introduction

It is my honor to present this Racial Equity Implementation Report to the City Council. This report has been written in response to the Race & Equity Task Force Final Report that was formally presented and accepted by the City Council on May 15, 2018. This report is the culmination of thousands of hours of research and discussion by community residents and City employees. We now offer it to the City Council for your thoughtful consideration.

The report has been structured around the twenty-one recommendations of the Task Force's Final Report. Staff responded directly to each recommendation. In some cases, the staff response is within the staff's authority to implement the recommended change. In other cases, implementing the recommendation will require action by the City Council. Staff have discerned one from the other throughout this report.

For the most part, staff are proposing full implementation of the Task Force recommendations. Due to the scope and scale of the recommendations, staff are proposing a phased implementation plan in order to accomplish the implementation at the level of quality and success that is expected by the community and elected officials.

The preparation of this report was led by Assistant City Manager, Lisa Schaefer and contributed to by the members of the Race & Equity Advancement Team: Jeff Brown, Dawn Beitel, Brian Hubbard, Sharon Allison, MJ Lamon, Lisa Schaefer, Kelly Curtin and Noah Silver. The composition of the report was largely the work of Project Coordinator, MJ Lamon. On behalf of my coworkers, we want to thank the members of the Race & Equity Task Force and its supporting Working Groups. We are grateful for the time and energy they dedicated to this important subject matter, which will ultimately improve not only the quality of life in the community, but of the workplace as well.

Respectfully,

Scott H. Neal
City Manager

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Race & Equity Advancement Team

Team Structure

We have blended the Government Alliance on Race and Equity (GARE) team and Edina Race & Equity Employee team to create the Race & Equity Staff Implementation Team (REAT). Members marked with * are GARE trained.

Team Members

Employee	Department	Team Role
Jeff Brown	Public Health/Police	Institutions Lead
Kelly Curtin*	Human Resources	Institutions Lead
Dawn Beitel	Parks & Recreation	Facilities Lead
Noah Silver*	Public Works	Facilities Lead
Brian Hubbard*	Police	Services Lead
Sharon Allison*	Administration	Services Lead
Lisa Schaefer*	Administration	Project Lead
MJ Lamon	Administration	Project Coordinator/Task Force Lead
Scott Neal	Administration	Project Lead

GARE trained members who are not serving on the staff implementation team will continue to help with Race and Equity initiatives.

Kevin Staunton*	Council Member
Pat Arseneault*	Human Rights & Relations Rep
Michelle Meek*	Human Rights & Relations Rep
Heather Edelson*	Human Rights & Relations Rep

Roles

Racial Equity Advancement Team

This team is comprised of GARE trained employees and employees appointed to working groups by the City Manager. Individuals on this team were assigned to support the staff feedback process on recommendations that were analyzed by the City Manager.

Institutions Leads

The two employees that served on the Institutions Working Group served as leads on the Institutions recommendations.

Services Leads

The two employees that served on the Services Working Group served as leads on the Services recommendations.

Facilities Leads

The two employees that served on the Facilities Working Group served as leads on the Facilities recommendations.

Project Coordinator/Task Force Lead

The Project Coordinator Assisted the City Manager in coordinating and supporting the efforts of the Race & Equity Advancement Team (REAT). The project coordinator served as the Race & Equity liaison and as lead on the Task Force Recommendations.

Project Lead

The City Manager has and will continue to serve as the Race & Equity Project Lead. The City Manager will oversee the implementation, operational, deployment and accountability stages of the project.

Human Rights & Relations Commission (HRRC) Representatives

Three members served on GARE, task force, and/or working group capacity. These individuals will continue to keep the HRRC up to date on the initiative. The Commission will be asked to serve as the advisory body for on-going Race and Equity work within the City.

GARE Roster

The GARE team was folded into the Employee Implementation Team. If a GARE appropriate topic arises the team will convene and be led by the Assistant City Manager.

Overview

Step 1



Race & Equity Team Final Check In – June 18, 2018

- The Race & Equity Team (Task Force and Working Groups) met for one final check in
- Agenda: Staff Observation Report, Recognition, Next Steps, Accountability (budget/workplan/city operations), Stay Informed
- The Task Force and Working Groups officially disbanded at the conclusion of this meeting.

Step 2



Staff Assessment – May through August 2018

- Staff reviewed recommendations and provided comments, feedback, and input to the City Manager.
- REAT members served led staff assessment efforts.
- Project Coordinator aggregated the staff assessments for City Manager review.

Step 3



Implementation Report – September 2018

- Draft Implementation Report will be presented to City Council for review at a City Council work session to help staff determine a course of action.

Step 4



Operational Plan – October through November 2018

- City Manager defines roles, assigns responsibilities and develops timeline to operational approved Implementation Report.

Implementation Plan

Staff Evaluation Process

Each recommendation and its sub-recommendations was evaluation by designated City staff. The Racial Equity Advancement Team (REAT) led the evaluation process and compiled the information into reports for City Manager review. The Impact Effort Matrix Score was part of the evaluation process.

Impact Effort Matrix Score

Staff used the twenty-one recommendations as the framework to receive staff feedback. At each staff assessment the effort and impact were measured. Each staff response includes the Matrix Score.

The Impact Effort Matrix is a 2 x 2 grid that helps assess solutions for their relative **impact** given the **effort** required. It provides a quick way to filter out solutions that might not be worth the **effort**. The best solutions are in the upper left quadrant, easy to implement but with substantial **impact**.

- 1 – High Impact/Low Effort
- 2 – High Impact/High Effort
- 3 – Low Impact/Low Effort
- 4 – Low Impact/High Effort



Staff Feedback

2. Attribution for historically significant contribution of Yancey Family to Edina's history (TF-2)

- A. Name a public facility in the Grandview area, if not Edina City Hall, after BC and Ellen Yancey.

Staff Response:

- A. Staff will propose this recommendation be added to the 2019 Human Rights and Relations Commission work plan as a review and comment and the 2019 Parks and Recreation Commission work plan as a review and recommended. **Matrix Score: 1**

3. Complaint Response (I-3)

- A. Develop City-wide procedure and policy for responding to complaints that are perceived by staff as possibly racially motivated. Provide direction and support for all City staff when navigating this type of complaint. Collect data on complaints that seem discriminatory in nature, including who makes the complaints and about whom. Apply this policy also to complaints against those belonging to other protected groups.

Staff Response:

- A. Staff will include this recommendation on the Police Department 2019 Work Plan. Target completion date will be Q1 of 2019. Data collected through this procedure will be included in the Racial Equity Advancement Annual Report to Council and HRRRC. **Matrix Score: 3**

4. Staff Diversity and Training – City Departments (I-4, F-3)

Increase the number of people of color, and people with Multi Language skills within City Departments to more closely reflect the demographics of Hennepin County, including leadership and staff. City goals should reflect the demographics of Hennepin County, as they interact with residents from surrounding communities as well as Edina residents. Examples are provided.

Staff Response:

The Task Force provided several examples to increase the number of people and color working for the City. This recommendation will be led the City's Human Resources (HR) department. HR along with other City staff will develop diversity recruiting strategy that identifies specific actions to be taken on an annual basis. This strategy will focus on short term goals to diversify applicant pool for open positions and long-term goals, such as partnering with other organizations to increase diversity in the position pipeline.

- A. Participate in the POC (People of Color) Job Fairs.

Staff Response:

- A. The City will participate in a Twin Cities POC job fair in 2019 as either an employer or sponsor. **Matrix Score: 3**

- B. Set measurable goals and develop specific action plans for increase staff of color and staff that speak multiple languages (based on LEP policy) to account for shifting City demographics.

Staff Response:

- B. The City will set a goal of increasing the percentage of fulltime staff who are people of color and/or fluent in a language other than English in 2019. This recommendation will be included on the Human Resources Department 2019 work plan. **Matrix Score: 4**
- C. Publicly report on the progress of these goals on an annual basis.

Staff Response:

- C. The City will include data on its employment goals in the Racial Equity Advancement Annual Report starting in 2020 for employment activities in 2019. **Matrix Score: 3**
- D. Assess and revise job descriptions, prioritizing public-facing jobs (e.g., facilities workforce, police department), to include racial equity competencies.

Staff Response:

- D. The City will assess and revise job descriptions as positions become available for public-facing jobs to include racial equity competencies. The Human Resources Department has already incorporated cultural competency into the job posting, description, and recruitment process, including adding points/weight in the scoring process that is required for veteran's preference. **Matrix Score: 1**
- E. Review and adopt inclusive hiring practices to include more racially and culturally diverse outreach, inclusive application questions, recruitment, selection and interview processes.

Staff Response:

- E. The Human Resources Department has already added a scored question to the application process, removed names from applications prior to sending to hiring manager (blind recruitment), and removed resumes from the IQS interviews. Human Resources staff notes increasing our diverse applicant pool is important - and equipping managers & employees to support these strategies is even more important to long-term recruitment and retention. **Matrix Score: 1**
- F. Explore programs like Pathway to Policing and Youth Development Programs to help create opportunities for diverse candidates, and add one FTE for police department to participate in Pathways to Policing Program as soon as possible.

Staff Response:

- F. The Human Resources and Police Department will jointly research the City's participation in, or establishment of, a program like Pathways to Policing to develop future candidates for careers in local law enforcement for people of color. I will authorize the Police Department to "staff ahead" in order to create an opportunity(s) to add diverse candidate(s) to the work force. **Matrix Score: 2**
- G. Offer additional incentives to diversify recruitment (e.g. offer admission to [local schools] for children).

Staff Response:

- G. The Human Resources Department will investigate the range of community incentives to help attract a diverse pool of candidates for City employee recruitment and selection processes. **Matrix Score: 4**

H. Promote Exchange Programs for police and fire professionals to spend time in Edina.

Staff Response:

H. The City will explore the current level of this activity and consider how it might connect with our racial equity hiring goals in our Police and Fire Departments. **Matrix Score: 4**

I. Create pipeline of potential candidates by engaging children of color within the school system to highlight career pathways within City government.

Staff Response:

I. The City will engage with the Edina, Hopkins and Richfield School Districts to discuss this proposal in 2019 to evaluate the feasibility of this proposal. **Matrix Score: 4**

J. Identify specific opportunities to increase racial and cultural diversity on work teams. For example, identify ways to include racially and culturally diverse perspectives for action planning and implementation of these guidelines.

Staff Response:

J. Staff agrees this is good long-term goal. The City does not currently have a sufficient number of POC staff to support this recommendation. The City is proactive in encouraging/selecting POC employees to cross-functional teams. The racial equity advancement team (REAT) will work on this recommendation in 2019. **Matrix Score: 3**

5. Community Engagement Policy Plan and Staffing (I-5)

- A. Develop a policy and procedures that includes the city's philosophy about the purpose and value of the city's efforts in community engagement. Create an intentional community engagement plan that outlines the city's community engagement approach and task a city employee with overseeing /directing community engagement work either by revising a current employee's job duties or creating a new position, i.e., a plan/person to:
- i. Oversee building relationships with all residents, paying particular attention to understand experience of communities of color, with time designated to visit neighborhood events, establish relationships with religious leaders, and neighborhood and ethnic associations;
 - ii. Coordinate volunteer opportunities and public participation when there are decisions for which the city is seeking public feedback and other types of public involvement, such as Boards, Commissions, Task Forces and other appointed positions to ensure that residents of color are included and heard

Staff Response:

- A. This recommendation is in process under the City's budget work plan goal: Develop a more strategic approach to Community Engagement. Council will receive an update at the September 5, 2018 work session. **Matrix Score: 2**
- iii. See 5.A. staff response
 - iv. See 5.A. staff response

- B. Revise the Human Services RFP to include a deliverable around funding community-based organizations lead by communities of color to assist the city with engagement.

Staff Response:

- B. Staff does not recommend amending the City’s human services spending formula to include non-performance related factors. **Matrix Score: 4**

6. Records Management (S-1)

- A. Review Record Management - Data Practices Policy (Data Request) and rewrite this using Obama’s Plain Language Initiative Hemingway Application.

Staff Response:

- A. Staff will implement this recommendation on a deliberate, long term basis. Staff will commit to using the Hemingway Application for policy rewrites in the normal course of their review and modification. **Matrix Score: 1**

- B. Have the city review all policies for plain language; all new policies should go through a plain language review

Staff Response:

- B. See 6. A. staff response

7. Budget (I-8)

- A. Using best available data, disaggregate maps of resident population by race.

Staff Response:

- A. Staff are currently investigating the types of data we already have and how this data can be linked to specific geographic locations/areas in the city. **Matrix Score: 2**

- B. Apply race equity criteria for allocating funds through city budgeting process for Capital Improvement Projects, Pedestrian and Cycling Safety (PACS) Fund and Operating Budget.

Staff Response:

- B. See 8. A. staff response

8. Inclusive Communications and Technology Services (I-6, S-8, S-11)

- A. The city’s communications are an important way we convey answers to the following questions:
 - i. Who are we?
 - ii. What are our values?
 - iii. What is our past?
 - iv. Who are we becoming?

Staff Response:

- A. Staff agrees. **Matrix Score: 4**

- B. If it is the city’s intention to ensure that all residents feel they are a part of that story, this needs to be strategically and systematically operationalized. This work should be informed by ongoing relationship with residents, residents of color and residents for whom English is a second language – a robust community engagement approach (see Recommendation on Community Engagement).

Staff Response:

- B. Staff will incorporate this recommendation into future work plans of the City’s racial equity and community engagement functions. This will be the responsibility of the new Community Engagement employee. **Matrix Score: 3**

- C. Establish a community advisory board for city communications. There is a closed feedback loop for quality improvement of communications tactics and vehicles. When community input is gathered, it is largely through reader surveys (those already consuming the publications). Particular emphasis should be placed on reaching residents of color and those new to the community.

Staff Response:

- C. Advisory boards and commissions are costly and staff intensive to manage. The public process around a formal board or commission for this function is too cumbersome to get the quick feedback needed. The value produced by a formal board or commission for this function would not be commensurate with the cost of establishing and serving it. Staff recommends creating a standing “Feedback Group” of volunteer residents that can be called upon via meeting, email, or as needed for both strategic and quick feedback to staff. Communications staff could also seek more formal feedback from periodic visits to board and commission meetings, and more targeted outreach for focus groups, per the recommendation. **Matrix Score: 4**

- D. Apply race and equity lens to the process for developing communications content: Who writes the stories? Whose stories are included? Whose voices are included?

Staff Response:

- D. The City will develop protocol and procedures for this recommendation by the end of Q2 of 2019. Staff will consult with members of the Human Rights & Relations Commission, the staff Advancement Team and the feedback group described in recommendation 8C. **Matrix Score: 4**

- E. Formally set and implement plain language targets for city communications.

Staff Response:

- E. The City will implement this recommendation with its other plain language recommendations. See Recommendation 6A. **Matrix Score: 3**

- F. Review of the city’s Limited English Proficiency (LEP) policy. Is a policy in place? If not, develop an LEP policy and implement.

Staff Response:

- F. Communications and Technology Services (CTS) will include the creation of a LEP (Limited English Proficiency) policy as part of their 2019 department work plan. **Matrix Score: 3**

- G. Using insights gained from new partnerships and relationships with community, partner with City departments to find new ways to market and communicate to POC in our community.

Staff Response:

- G. Staff agrees. **Matrix Score: 2**

9. Quality of Life Survey (I-7)

- A. Report of Results of Biennial Quality of Life Survey should include survey results compared by race/ethnicity to determine how well residents of color are served by city programs, services and policies; to identify issues faced by residents of color; and to determine whether residents of color believe they have an opportunity to participate in community and government matters and have their voice heard, so that survey results can be used to better inform the city's race equity goals and to benchmark progress toward those goals. This data should be reviewed by staff and addressed in the staff report to council.

Staff Response:

- A. The City will implement this recommendation in the 2019 Quality of Life Survey. **Matrix Score: 3**
- B. For the next Biennial Quality of Life Survey, rewrite the module that was added in the 2017 Survey to query race equity work; the module used in 2017 was incomplete/insufficient, and equates this work with "cultural events" and learning about other cultures and traditions. Only one question addresses inclusion or representation. This module was added due to the focus on Race and Equity work, but not a single question uses the word "race" or "equity."

Staff Response:

- B. The City will initiate a discussion in Q4 2018 on this subject matter to ensure we are able to implement this recommendation in the 2019 QLS. **Matrix Score: 3**
- C. Add module related to Police and public interaction to the Quality of Life Survey. The current question asks respondents to rate the "quality" of police services. This may or may not be an indicator of satisfaction with experience, visibility or community interactions. Given the amount of attention public interaction with law enforcement receives, it would be very useful to have a more robust understanding of the public's views.

Staff Response:

- C. Staff will work with the City's survey vendor to ensure that the 2019 QLS is posing the right questions to elicit the relevant information we want to know about all City services, not just Police Department related services. **Matrix Score: 3**

10. Crimes Report (I-9)

- A. Review Police Department policy for posting individual names on the department website's "Crimes Report"; revise to balance public safety with protection of due process through a racial equity lens.

Staff Response:

- A. Police Department will conduct a policy review in 2019. **Matrix Score: 1**

11. Police Data Collection and Management (I-10)

Require Data Collection to provide the ability to make informed policy and procedure adjustments.

- A. Collect data regularly on community attitudes and perceptions about local law enforcement through an anonymous survey, including race data.
- B. Collect and analyze demographic data, including but not limited to race, on all stops (with outcome, by race), searches and seizures (all detentions) in accordance with 21st Century Policing's best practices
- C. Collect data about non-criminal tickets to create transparency.
- D. Analyze the data on a regular basis and share the information with the public. Put actions in place when adjustments to policy or practices are needed.
- E. After a process is developed for the collection of race data the department should provide the officer training on why it is important to collect race data and how the data will be collected and used.

Staff Response:

A-E. The City will fully evaluate the feasibility and advisability of this recommendation with the goal of reaching a recommendation by Q2 of 2019. **Matrix Score: 2**

12. Public Safety Training Standards (I-11)

Ensure that police officers and fire department personnel have the knowledge and skills to be racially and culturally responsive and treat each person with dignity and respect.

- A. Incorporate Best Practice Racial Equity Training to include implicit bias, microaggressions, etc. similar to what the city of Seattle is doing.

Staff Response:

- A. The City will implement this recommendation as part of the employees' Race and Equity training. This will be completed by Q2 of 2019. **Matrix Score: 3**
- B. Align field training officer processes with 21st Century Policy to ensure that they match up with the guardian culture of policing. (from 21st Century Policing)

Staff Response:

- B. The results and recommendations of the 2014 President's Task Force on 21st Century Policing are not universally accepted and admired methodologies of local government policing. Before agreeing to implement fundamental change in the philosophy of our Police Department, there should be additional study and community engagement. The City will engage in both additional study and community engagement during Q3-Q4 of 2019, and then reconsider this recommendation. **Matrix Score: 3**
- C. Include community members as trainers – for example in sessions on community perceptions about law enforcement tactics, levels of trust, and areas for dialogue.

Staff Response:

- C. The Police Department could be best served by having opportunities for community members to engage with the department, such as discussion groups, listening sessions and other forms of public outreach. The Police Department will consider engagement opportunities when they conduct an evaluation of their current community outreach programs (13.C.). **Matrix Score: 3**
- D. Update performance reviews to ensure racial equity competency requirements are met.

Staff Response:

- D. This recommendation will be implemented in conjunction with other City employees training in 2018 and 2019. **Matrix Score: 1**

13. Police Department Community Outreach (S-2)

- A. Place the Department Policy Manual on the Department website for public viewing.

Staff Response:

- A. After completing a review to remove non-public information, the Police Department's Policy Manual will be placed on the City's website for public viewing by the end of Q1 of 2019. **Matrix Score: 1**
- B. Develop a strategy to improve Police Department communications. The Work Group feels the department needs to develop an ongoing strategy to publicize and promote the Police Department, including but not limited to the increased aggressive use of social media.

Staff Response:

- B. The Police Department will develop communication strategies when they conduct an evaluation of their current community outreach programs (13.C.). Police Department will consult with the Communications and Technology Services department. **Matrix Score: 1**
- C. Evaluate and improve the Department's current community outreach programs.

Staff Response:

- C. This recommendation will be included in the Police Department's 2019 work plan for completion before the end of Q2. **Matrix Score: 1**
- D. Build trust between Police and Community
 - i. Create Resident Oversight Board to review complaints of police misconduct.
 - ii. Review current outreach (community involvement) programs, evaluate the efficacy of each of those programs, prioritize department focus to ensure participation of people of color, and introduce new ones as needed.

Staff Response:

- D. Staff does not support this recommendation. There is no reliable data to support the supposition that there is a lack of trust between the community and the Police Department. In fact, all data from the 2011, 2013, 2015 and 2017 Quality of Life Surveys depict a high level of trust and appreciation of the Police Department by the community. The legal, employee relations and community relations challenges of creating a resident oversight board for the Police Department are out of proportion with the scale of the perceived problem it is intended to solve in Edina. There is no evidence that the Police Department's current customer complaint system does not work.

Matrix Score: 4

14. Police Policies (S-3)

- A. Analyze policies related to external and independent criminal investigations and prosecutions for Officer Involved shootings and In-Custody death incidents. (Policies 500.00 – Authorized Use of Force, 520.00 – Deadly Force, 530.00 – Discharge of Firearms, 720.00 – City Jail: Booking Intake Release).
- B. Evaluate Department Policy Manual through a race and equity lens, related to Use of Force, specifically focusing on training, investigations, prosecution, data collection and information. (Policies 500.00 – Authorized Use of Force, 510.00 – Use of Non-Lethal Force, 520.00 – Deadly Force, 530.00 – Discharge of Firearms).
- C. Review and add provision to current policy requiring officers to identify to individuals stopped or detained as soon as practical and reasonable the following (Policies 320.00 – Conduct of Department Members, 605.00 – Persons Detained or In-Custody):
 - i. The reason for their stop, and
 - ii. The reason a search is being conducted, if applicable.
- D. Review the department's Policy 690.00 – Impartial Policing. Ensure that this policy meets the stated goal of "reaffirming the Department's commitment to impartial/unbiased policing and to reinforce procedures that serve to assure the public that the Department is providing service and enforcing laws in a fair and equitable manner to all."

Staff Response:

A.-D. This recommendation will be included in the Police Department 2019 work plan. **Matrix Score: 1**

15. Training (S-4)

- A. Research and implement successful models for training in the areas of implicit bias, cultural diversity, police legitimacy, and procedural justice. The work could potentially coincide, at least in part, with the GARE/Race and Equity Task Force work currently underway.

Staff Response:

- A. This recommendation will be implemented in conjunction with other City employees training in 2018 and 2019. **Matrix Score: 1**

16. Affordable Housing (I-1)

- A. Language edit to the Edina Affordable Housing Policy: *The City recognizes the need to provide affordable housing in order to create and maintain a diverse population and to provide housing for those who live or work in the City.*

Staff Response:

- A. The City will implement this recommendation during a review of its Housing Policy in Q4 2018.

Matrix Score: 1

- B. Require review of above Policy at a frequency sufficient to address current conditions and needs of constantly changing housing market and City demographics. Review policy with a race and equity lens to include language relating housing to equity and disparities.
- C. As part of this review, address the significant need for affordable housing of the types desired by families of color who wish to live in Edina, such as single-family housing, rental units that that will not become unaffordable after a set period of time, and units within the Edina Public School District boundaries. Use and expand the existing [Come Home 2 Edina](#) program and aggressively advertise available properties and program requirements to families of color who may wish to live in Edina, perhaps starting with families of color whose children are already attending [local schools] or who have applied to attend [local schools], as well as employees of the city of Edina and Edina businesses.
- D. Develop and maintain a database on the number and location of affordable units throughout Edina, including rented and owned, existing and new single and multi-family family homes, condominiums, apartments. Inventory the most vulnerable properties to redevelopment and renter displacement. Include in this database those rental units for which Section 8 vouchers can be used.

Staff Response:

B-D. Recommendation will be included on the Community Development 2019 department work plan.

Matrix Score: 1

- E. Review the affordable housing policy with a race-equity lens and consider removing the option for the developers to opt-out of building affordable units.

Staff Response:

- E. Staff will ask that this recommendation be considered as a policy option by the Edina Housing Foundation in 2019. Recommend to not implement change. **Matrix Score: 1**

- F. Apply race and equity lens to the affordable housing funds that the developers pay into if they opt-out and develop a policy to ensure that those funds are deployed with the aim of increasing racially equitable affordable housing.

- G. There is no incentive for the sellers to take FHA loans resulting in discrimination. The City should develop a policy to address this issue.

F-G. Recommendation will be included on the Community Development 2019 department work plan.

Matrix Score: 1

- H. Develop specific goals to increase the number of affordable housing units by “X” and the rental units where section 8 vouchers can be used by “Y”. These goals should be included in the comprehensive plan. The city should work with tenants, property owners and developers to develop a plan to ensure that the affordable housing goals are achieved.

Staff Response:

- H. This recommendation will be directed to Community Development staff to set these goals by the end of Q4 of 2018. **Matrix Score: 1**

17. Zoning / Code (I-2)

- A. Develop a tool (or adopt one used by another city) to review Edina zoning regulations through a racial equity lens to change or remove language that may contribute to racial disparities.
- B. Develop and include language with the intention of reducing inequities.

Staff Response:

- A.-B. This recommendation will be included in the Community Development Department's 2019 work plan. **Matrix Score: 3**

- C. This type of review will be resource intensive, and we recommend contracting with or hiring a racial equity consultant or manager to lead this project and oversee others as needed.

Staff Response:

- C. The City will manage the study of these initiatives (17A and 17B) using standard public contracting review practices, including evaluating the race & equity implications of any recommended policy changes. **Matrix Score: 3**

18. Ensure the following set of guidelines to create an environment where people of all races, ethnicities and cultural backgrounds feel welcome and included is implemented and delivered consistently across all Edina city facilities. (F – 1)

- A. Conduct regular (at least annual) training for all employees in customer service, racial/cultural awareness and responsiveness, conflict resolution, city-wide procedures and policies, and other training needs as identified to ensure that all facility guests, regardless of race or background, enjoy a consistent welcoming experience.

Staff Response:

- A. Human Resources and Administration Department staff members will develop a phased strategy to plan for this recommendation in 2019 and to implement in 2020. **Matrix Score: 2**

- B. Ensure employees are trained on how to support key situations, including first-time guests and users, who may need special support to have a strong first experience.

Staff Response:

- B. Human Resources, Administration and Parks and Recreation staff members will develop a phased strategy to plan for this recommendation in 2019 and to implement in 2020. **Matrix Score: 2**

- C. Ensure that all Staff, full or part time, are aware of City code of conduct, safety and security procedures and language interpretation services, cost options based on age, family groups for scholarship categories. Ensure all City staff also are aware of current equity and inclusion initiatives. Conduct annual reporting regarding such training and outcomes.

Staff Response:

C. Human Resources and Parks & Recreation Department staff will develop a plan for this recommendation in Q2 of 2019 and implement by Q4 2019. **Matrix Score: 2**

D. Ensure each facility has wayfinding signage (to help guests navigate the facility and know where to go) and printed materials in multiple languages (at least top 3 non-English primary languages in the community – example: Spanish, Hmong, Somali). Ensure digital and printed communications reflects racial and cultural diversity through images, stories and voices.

Staff Response:

D. This recommendation will be included in Public Works' 2019 work plan. **Matrix Score: 4**

E. If the facility has artwork and décor, ensure that it reflects diversity of race and culture.

Staff Response:

E. This recommendation will be proposed as a 2019 work plan commission initiative. The initiative will be working group collaboration comprised of commissioners from the HRRC, Arts and Culture and Historical Preservation. **Matrix Score: 4**

F. Implement a process and channel by which facilities share and utilize racial equity best practices.

Staff Response:

F. The City's Administration Department will study and recommend best practices as a continuous improvement process. **Matrix Score: 1**

19. Equitable Access to City Facilities (F – 2)

- A. Access to information and opportunity for input: Review web, print and social media materials to ensure they serve a racially and culturally diverse population, and implement translation services for the website and include print materials in appropriate multiple languages (based on top non-English primary languages in Minnesota).
- i. Implement access to translation services for staff to access when working with guests who speak English as a second language.
 - ii. Ensure any and all facility and park plans reflect a racial equity lens by intentionally seeking input from a racially, culturally and geographically diverse group in planning and review (ex: Braemar Master plan, establishing new or expanded facilities, etc.)
 - iii. Ensure that City Council presentation (ex: Annual Report) are delivered across multiple locations, to ensure people who live in different parts of the city have access.

Staff Response:

A. The City will become more aware of race and equity issues as the recommendations of this report are implemented with the city government organization and in the community at-large. With a more robust planning effort for community engagement will come improved equity responses in City meetings and facilities. **Matrix Score: 2**

- B. Financial access: Deliver staff training on scholarship fund availability so that all staff are familiar with and know how to speak about them or know where to direct guests for more information. Consider a sliding scale fee structure or identify other ways to ensure consistency and increase affordability for guests.

Staff Response:

- B. This recommendation will be developed more fully and implemented in Q1 of 2019. **Matrix Score: 1**

- C. Transportation access: Add Metro transit link to website to highlight public transportation options if available to the facility and add printed transit information at facility kiosks or on-site. For those facilities currently difficult to access via public transportation, develop a plan to create new transportation options to address the gap (example: a new shared shuttle service).

Staff Response:

- C. The City of Edina will add a Metro Transit link to its website by the end of Q4 of 2018. The City added a new public transit service in 2018 called “Clover Ride” in response to requests for additional focused public transit options for senior citizens. **Matrix Score: 1**

- D. Access to programming: Develop alternate ways to register for programs or use of facility, to accommodate those who do not have ready access to a computer. Establish time for staff to do in-person outreach to areas in the city to reach and welcome new and underserved populations in the community

Staff Response:

- D. This recommendation will be a collaboration by CTS and Parks and Recreation departments and included in their 2019 work plan. **Matrix Score: 2**

20. Parks and Recreation Data and Utilization (S-5, S-6, S-9, S-10)

- A. Parks and recreation programs should collect demographic data about program utilization across all users or participants.

Staff Response:

- A. This recommendation will be a collaboration by CTS and Parks & Recreation departments in conjunction with the recommendation (21D) to examine registration materials. **Matrix Score: 3**

- B. In partnership with communities of color, identify if barriers to utilization exist and elicit solutions from community members and users. Barriers might include price, programming, location, sense of belonging, language and cultural or religious values.

Staff Response:

- B. This recommendation will be proposed as a 2019 work plan commission initiative. The initiative will be working group collaboration comprised of commissioners from the HRRC and Parks & Recreation Commission. **Matrix Score: 2**

21. Parks and Recreation Policy for associations and race-based complaints (S-7)

- A. Require youth sports associations and any association that utilize Edina Park and Rec facilities/parks to operate in accordance with the city's expectation regarding race equity and inclusion.

Staff Response:

- A. This recommendation will be included as part of the Parks & Recreation Commission's 2019 work plan. City staff members from the Parks & Recreation Department will lead the discussions with the City's youth sports associations through established channels and platforms. **Matrix Score: 2**

- B. Establish policy for use and create enforcement mechanism for abuse or lack of enforcement of such policy.

Staff Response:

- B. This recommendation will be incorporated into the policy and process of recommendation 21A. **Matrix Score: 2**

- C. Create clear city expectation regarding Race Equity policy and post within all sports facilities. Provide written policy to all associations and organizations using Edina Park and Rec Facilities.

Staff Response:

- C. A race and equity policy statement will be developed by staff; reviewed by the Parks & Recreation Commission & HRRC; and approved by the City Council before it is posted at all City facilities. The timeline for completion of this recommendation is by end of Q3 of 2019. **Matrix Score: 3**

- D. Establish expectations that all outside vendors will adhere to and established process and procedure for dealing with race-based issues and discriminatory practices.

Staff Response:

- D. This recommendation will be incorporated into the policy and process of recommendation 21A. **Matrix Score: 3**

1. Race Equity Accountability Measures (TF-1)

- A. Hire or identify a Race Equity manager/director, whose accountabilities include oversight of the Racial Equity Implementation Plan, monitoring, assessing and evaluating progress toward goals. This person should be part of the City's Leadership Team.

Staff Response:

- A. Staff agrees that if our organization is going to add a new racial equity initiative of the proposed scope and scale outlined in this report, we must be willing to invest in a new full-time Racial Equity Coordinator position. This position will be charged, among many new duties, with the overall coordination of the implementation plan. The City Council approved the allocation of \$120,000 from the 2016 General Fund surplus to establish a Race & Equity Fund. The City Council approved additional allocations to the fund of \$25,000 in both 2018 and 2019. The current balance in the fund is \$45,638. I propose the City Council approve the allocation to the fund of \$100,000 from the 2018 General Fund Surplus to fund the creation of the City's new Racial Equity Coordinator full-time position. If approved by the City Council at the September 5, 2018 Council meeting, staff will begin the process of preparing to add the new coordinator position to our organization during Q1 of 2019.

Matrix Score: 2

- B. Provide an annual report to Council and the public on progress toward established racial equity goals. More frequent reporting can be provided to Boards and Commissions on elements of the plan within their scope of work.

Staff Response:

- B. Staff agrees to establish a Racial Equity Advancement Annual Report and presentation for the Human Rights and Relations Commission and City Council. The annual report to the City Council will be presented at the second Council meeting in January starting in January of 2020. The annual report will be a responsibility of the Racial Equity position. **Matrix Score: 2**

- C. Include implementation of race equity implementation plan as a formal annual performance goal for all City executive leadership.

Staff Response:

- C. In 2018, all department work plans and executive leadership employees performance reviews included a racial equity training requirement which will be completed in Q1 of 2019. Performance goals and metrics from the Racial Equity Implementation Plan will be incorporated into all department work plans and the performance standards used to evaluate all leadership performance. **Matrix Score: 2**