

Equity Strategic Action Plan 2023

City of Hopkins
Hopkins, Minnesota

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I. FRAMEWORK

Mission

Inspire, Educate, Involve, Communicate

Vision

Creating a spirit of community where...

- All people feel safe and respected, and diversity is celebrated.
- Business growth is supported, and a vibrant downtown is maintained.
- People enjoy exceptional government services, neighborhoods, and outstanding schools.

Equity Statement

The City of Hopkins believes that our community and staff deserve to be treated with dignity and respect, that everyone should feel welcome, and all voices should be heard. To do this the City is actively and continually working to evaluate our practices and policies of how we provide services and the diversity of our employees.

Background

The City of Hopkins has a long history of actively working to evaluate our practices and policies to ensure that all communities feel welcome and engaged, both in the way we provide services and in the diversity of our employees.

A major goal of the Hopkins City Council is to “Take it to Them,” a key strategy to involve our community with intentional emphasis on diverse populations and engaging the rental community of Hopkins. By making diversity, equity, and inclusion a part of our key goals, the City Council has set a clear expectation for accountability to the community.

Our activities have included:

- Since 2008, the Multicultural Advisory Committee (MAC) provides advice, suggestions, and assistance to the Hopkins Police Department to aid them in better serving, communicating with, and understanding the many cultures that reside in, work in, or visit the Hopkins area.
- The Hopkins Public School District, City Administration, the City’s Police Department, and members of the faith community collectively meet quarterly in a partnership known as the Hopkins Race and Equity Initiative (HREI). Formed in early 2016, the group meets to advise and support member organizations and staff on reducing racial disparities, educate the community on issues of race and equity, provide resources, and connect and build capacity around eliminating racial disparities.
- In 2017, the City was one of the first in Minnesota to participate in the Government Alliance on Racial Equity (GARE)
- In 2018, all City employees completed two credits of diversity training as part of our commitment to improving and providing high quality services and creating an inclusive environment.

- Through the Joint Community Policing Partnership (JCPP) the police department participates in an award-winning, collaborative effort in the west metro to enhance communication and understanding between law enforcement and multicultural residents.
- In 2021, we hired a special projects and initiatives manager to continue to advance our work on Diversity Equity and Inclusion within the organization and the work we do as an organization.
- In 2022, the City Council allocated funds for an Equity Strategic Action Plan, the City consulted with CultureBrokers® and has resulted in the creation of this document.
- Also in 2022, City leadership participated in the Intercultural Development Inventory (IDI) profile and are working individually and collectively on development plans.

Our Commitments

The City of Hopkins fully commits to the long-term work of becoming culturally competent, 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):

- Supporting, engaging, and including people with different racial, cultural, economic, housing choices, ages, and religious backgrounds as well as those with varying physical abilities, gender identities and sexual orientations.
- Reaching beyond our traditional allies, engaged communities, and constituencies.
- Entering intercultural relationships with humility, prepared to listen, learn, follow their lead, and adapt our methods and practices to achieve mutual benefit.
- Recruiting, hiring, retaining, and developing a culturally competent staff whose demographics more closely mirror our Hopkins community.
- Recruiting, retaining, and developing culturally competent board members and other volunteers whose demographics more closely mirror that of our Hopkins community.

Definitions¹

Bias

A tendency or preference that inhibits impartial judgment, such as a bias toward or against a person or group. A concentration on or interest in one area or subject, such as a bias toward action. Bias occurs unconsciously (implicit) and consciously (explicit).

BIPOC (or other collective term, if used (See “People of Color”))

BIPOC is the acronym for Black, Indigenous, and People of Color. It is used to undo Native invisibility, and anti-Blackness with the intention of dismantling white supremacy and advancing racial justice.

“Pronounced "bye-pock," this is a term specific to the United States, intended to center the experiences of Black and Indigenous groups and demonstrate solidarity between communities of color.”²

The term may be used by CultureBrokers as shorthand to describe people who identify as member(s) of at least one of the following racial and ethnic census categories: Black or African American, Asian, American Indian, and Alaska Native, Native Hawaiian, and Other Pacific Islander, Some Other Race³, and Hispanic or Latino⁴. **We recognize the problems inherent in using such a broad term. However, we use it to increase document readability.**

BIPOC may be used interchangeably with “People of Color”.

Many resources are available on the internet for additional insights, including The BIPOC Project⁵ and the YWCA⁶.

Culture

Culture is a social system. It includes such things as a group’s shared language, customs, beliefs, values, and institutions. It is passed down from generation to generation.

Culture affects our thoughts and actions, often without us even being aware.

Customer (or other term for the same group of people)

An actual or potential user of an organization’s products, programs, services, or efforts. They are who must be satisfied by the organization; they are the ultimate judges of performance – if they leave or we stop getting new ones, the organization will end.

¹ These definitions are used by CultureBrokers in the Diamond Inclusiveness System. They are adapted from multiple sources.

² <https://www.ywcaworks.org/blogs/ywca/fri-01152021-1332/why-we-use-bipoc>

³ U.S. Census. <https://bit.ly/3D2GOIX>

⁴ <https://www.census.gov/topics/population/hispanic-origin/about.html>

⁵ <https://www.thebipocproject.org/>

⁶ <https://www.ywcaworks.org/blogs/ywca/fri-01152021-1332/why-we-use-bipoc>

This includes our residents, staff, visitors, vendors, business owners, partners, contractors, and consultants who currently, or potentially, interact with our organization.

Disparity

A condition of inequality in which services to one segment of the community, relative to other segments, are presumptively allocated, poorly provided or inadequate in addressing underlying needs; it also means that these differences are not justifiable based on identified need, available agency resources or other objective criteria. The effect is that differences may appear unnecessary, avoidable, unfair or unjust. The issue of disparity in society warrants great concern because individuals, their families and their institutions that do not get the help they need are at increased risk of experiencing negative childhood, youth and family outcomes which ripple through the rest of society in the form of increased social and economic costs.

Disparities are often social, political, economic and attitudinal in nature. Disparities are often interconnected in a way that produces a ripple effect and may cause individuals and groups to experience disparate treatment at multiple points throughout their relationships with the broader society.

Diversity

The presence of variety in one place. For humans, variety is often measured quantitatively as differences in age, communication style, class, culture, disability, education, ethnicity, familial status, gender, intelligence, language, learning style, marital status, national origin, occupation, physical appearance, physical & mental health, politics, race, regional origin, religion, sexual orientation, socio-economic status, thinking style, viewpoints, etc. The benefit of diversity is in providing the components for adapting or constructing novel combinations; the value of diversity is that major innovations might be generated.

It is common to find people using the word “diversity” to also describe a set of actions geared to accommodating variety (i.e., acknowledging, understanding, accepting, valuing, and celebrating differences). As the pool of knowledge and experience of diversity work continues to evolve, professionals are increasingly differentiating between activities that increase variety (diversity) and behaviors that leverage variety to create belonging (inclusion).

Effective

How well a process or a measure addresses its intended purpose. Determining effectiveness requires (1) evaluating how well the process is aligned with the organization’s needs and how well it is deployed, or (2) evaluating the outcome of the measure as an indicator of process or product performance.⁷

Equity

Performance results that do not vary across meaningful socio-economic differences, particularly across racial/ethnic groups. Results are described by data around: opportunity, accessibility, quality, fairness, outcomes, impact, repair, and restoration.

⁷ 2021-2022 Baldrige Excellence Framework

Freedom from systemic bias or favoritism. Parity across differences.

ESAP

Acronym for Equity Strategic Action Plan, a CultureBrokers deliverable. It lists the fewest, most impactful improvements and the actions your organization will take to achieve them. It follows a specific format that has been proven effective in helping clients get measurable results.

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 *races*, such as Black Hispanics (such as people from Cuba, Brazil, or Dominican Republic).

Inclusion

Interactions among diverse people and objects that create opportunities for diversity, mutual learning, benefit and growth. The benefit of inclusion is reciprocity; the value of inclusion is increased trust, cooperation and effectiveness. Inclusion has generally been measured through surveys asking subjective questions about an individual's feelings of belonging, respect, support and engagement. But inclusion can also be measured more objectively by observing the patterns of interaction and their results.

Network

Interconnected relationships among people and/or organizations.

Formal Network: Interconnected relationships among people and/or organizations that is centralized, managed, and involves a process for engagement.

People of Color (or other collective term, if used (See "BIPOC"))

The term used in this plan as shorthand 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 and 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. Race has the express purpose of establishing and perpetuating caste (superiority and dominance for the group at the top of the hierarchy. In the U.S. that group is the collection of people determined to be White).

The U.S. Office of Management and Budget (OMB) sets the standards on race which guide the Census Bureau in classifying written responses to the race question. The main race categories are:

White – A person having origins in any of the original peoples of Europe, the Middle East, or North Africa. It includes people who report race entries such as Irish, German, Italian, Lebanese, Arab, Moroccan, or Caucasian.

Black or African American – A person having origins in any of the Black racial groups of Africa. It includes people who report entries such as Negro, African American, Kenyan, Nigerian, or Haitian.

American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment. This category includes people who report entries such as Navajo, Blackfeet, Inupiat, Yupik, or Central American Indian groups or South American Indian groups.

Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. It includes people who report other detailed Asian responses.

Native Hawaiian or Other Pacific Islander – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. It includes people who report entries such as Chamorro and other detailed responses.

Some Other Race - Includes all other responses not covered above.

Racism is any act, practice, process or policy that reinforces and maintains this dominance, whether or not the result is intentional.

Results

Outputs and outcomes achieved. Results should be evaluated based on current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to key organizational performance requirements.

Senior Leaders

List of titles of all executives and anyone else considered to be a senior most leader.

Stakeholder

A person or group who is (or could be) affected by the organization's actions, goals, and policies.

Workforce (or other term for this group of people)

All people actively supervised by our organization and involved in accomplishing our work, including paid employees, volunteers, and interns (paid or unpaid).

Principles

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

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 Board of Directors 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 Equity Plan, 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 matrix⁸ or balanced scorecard⁹. This will ensure People of Color get due consideration, and that their interests are respected.

⁸ <http://asq.org/learn-about-quality/decision-making-tools/overview/decision-matrix.html>

⁹ <http://asq.org/learn-about-quality/balanced-scorecard/overview/overview.html>

Improvement Plan Purpose

We Will Deliver Results

The City of Hopkins serves 19,079 residents in addition to our 184 employees, and innumerable visitors, vendors, business owners, partners, contractors, and consultants each year. Almost 38% of our residents¹⁰ and 11% of our employees identify as People of Color. Hopkins is also made up of 65% residents who rent, and 90% of our residents of color live in rental housing. The largest non-White group is Black or African America, and within that group residents predominately come from Somalia and parts of East Africa. Twenty-two percent our residents speak a language other than English at home¹¹. Compared to our nearest neighbors, Hopkins is a significantly more diverse community and not as applicable to neighboring communities for direct comparisons. The City recognizes the expectation and urgency to deliver results to our community due to our demographics and location. The City recognizes our diversities put us in the position to be a model or motivator for other less diverse communities.

We must ensure every group is receiving full consideration, quality service, and positive results from our activities.

The main purpose of this Equity Strategic Action Plan is to help us measure and significantly improve our results with culturally diverse customers, employees, and other key stakeholders. Such results include, but are not limited to, improvements in:

- Budgeting and work planning for diversity, inclusion, and equity results
- Staff diversity and cultural competency development
- Board diversity and cultural competency development
- Social network diversity and quality improvement

We have chosen two high-impact areas in which to make measurable improvements over the next year. By January 1, 2024, 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.

¹⁰ <https://www.census.gov/quickfacts/hopkinscityminnesota>

¹¹ Metropolitan Council, U.S. Census Data, Twin Cities Region (7 county)

https://stats.metc.state.mn.us/data_download/DD_Years.aspx?datasource=cen&comms=&subjects=%27POPRACEETH%27&level=region

Improvement Plan Development

This Equity Strategic Action Plan is the next logical step toward operationalizing our commitment to diversity, inclusion, and equity. It is based on results from the Diamond Inclusiveness Assessment, feedback and lessons learned over the last few years, as well as efforts of other organizations 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 getting measurable results from our chosen activities.

Other Diversity, Equity, and Inclusion Activities

Diversity and inclusion work are happening in many ways throughout the organization. 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 strategic improvements are on accomplished on time.

Main Audience

This plan is written specifically to guide staff and City Council in:

- Deciding how to allocate organizational resources;
- Supervising others to ensure our plans are executed; and/or
- Supporting our equity work.

The target audience for this plan are senior leaders, supervisors, program managers and special teams. If we fall into these groups, we will refer to this Equity Plan as we make decisions about where and how to assign people, money, materials, time, energy, and attention. We will also help hold our direct reports accountable to achieving these equity goals.

Other Audiences

For general transparency, this plan will be easily accessible to all staff, City Council, boards, volunteers, vendors, partners, and other key stakeholders so they are knowledgeable about our path forward.

Plan Management

Plan Coordination

The Senior Leadership Team is responsible for managing this Equity Strategic Action Plan. They will model desirable behaviors, assure consistent application of this plan and its principles, and manage for equity results. They will also coordinate with special teams and functional units. Their roles are to provide excellent leadership and support to others as they execute the plan.

Responsibilities include:

- Track work plan progress regularly.
- Brief staff, City Council, and other key stakeholders regularly on work plan progress.
- Coordinate regular meetings with designated individuals and teams who are responsible for certain activities.
- Collectively make Equity Plan decisions.
- Provide regular internal communications to introduce this Plan to the staff and report its results.
- Identify and address resource gaps in the plan, including working with those responsible to put forward proposals for additional organizational resources, where needed.
- Track and celebrate accomplishments.

Plan Oversight

The City Manager is responsible for ensuring governance and workforce accountability to this Equity Strategic Action Plan.

It is to be noted that this plan is intended to be fluid and timelines may be changed or updated to accommodate staff capacity or new information.

II. ACTION PLAN

Strategic Improvements

1. This organization has an annual budget for diversity and inclusion work that allows it to meet its goals. (Financial Investment Dimension)

Guidance:

- The first year is focused on existing DEI work within the organization and setting organization-wide goals. Future years should focus on departmental and division specific DEI goals and budgets.
- The organization will also implement the procedure for this work during the annual budgeting process which occurs from April to November.
- A DEI budget will be established at the beginning of each year. Following the submission of budget forms, the DEI budget will be re-allocated to specific departments by the executive leadership team according to their needs to reach DEI achievements.
- Some of this is an art, not a science and cost estimates will be based on our best information.

Criteria/Definitions:

- **Annual Budget** – A DEI budget will be incorporated into the City's annual budgeting process and be budgeted as a reflection of the priorities and values of the work.
- **Goals** - Should be SMART and meet the needs of all levels of the organization (organization wide, departmental, division and service specific).
- **Diversity and Inclusion Work** – Time and costs associated with anything whose outcome is specifically meant to increase diversity, equity, and inclusion, this can include but is not limited to:
 - Community engagement
 - Communications and translation
 - Finding, hiring and retention processes
 - Materials and resources
 - Time and costs of policy development or implementation
 - Service and program review
 - Capital planning and acquisition
 - Facilities (rental costs or in-kind costs)
 - Food
 - Training time and costs

Time and costs can be based on actual numbers or estimates based on calculations. All work should only include the specific differential amounts related to increasing diversity, equity and inclusion. Cost (investment amounts) calculations must reflect what money is spent by or passes through the organization and should not include outside external investments made by others in the community. Grant-funded activities should be included.

- **Staff time** – Hours or a percentage of job calculations should be an estimate of the direct time spent on the development or implementation of practices or policies that further diversity and inclusion.

SMART¹² Goal:

By 2024, the City will have defined equity goals which will be reflected in the 2024 budget and communicated to staff and key stakeholders.

Benefits of achieving this goal:

- Increased engagement and commitment with employees.
- Allows for staff and departments to follow the City's mission.
- Helps us all work towards similar goals.
- Creates organizational accountability and clarity.
- Collaboration with more experienced departments and departments that have not done this work.
- Allows employees at various levels to be a part of the process.
- Builds a more inclusive environment within the organization.
- Allows creativity in achieving new goals.
- Allows for objective and measurable goals and direction for improvement.
- More efficient and effective use of resources to achieve organizational change.
- Provides more resources for employees and departments who are already doing this work.
- Better communication and transparency between Council, Staff and Community related to DEI work.
- Shows incremental results, year over year.
- Shows gaps in existing work.
- Creates opportunities for measurable risk taking and ability to course correct.
- Builds momentum by celebrating successes.
- Helps define and clarify DEI work for our organization.
- Builds capacity within the organization.
- Builds confidence in discussing DEI work.
- Creates clearer awareness/transparency of DEI work.
- Creates awareness of disparities within our organization/system.
- Directs resources toward disparity reduction.

Oversight for the Improvement: Finance Director

Responsible for the Improvement: Assistant Finance Director

¹² Specific, Measurable, Achievable, Relevant, Time-bound

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Define DEI work from a budgeting standpoint.	Management Analyst	03/22/2023	Staff time Department Heads Finance Director
<p>Create a form (with collection and reporting mechanism) to send to department heads/ division supervisors to fill out related to their current practices and goals.</p> <ul style="list-style-type: none"> • Staff time spent (in hours, or percentage of job) • Hard costs (programming, food, supplies) • In-kind costs (facilities) • Training • Other 	Assistant Finance Director	03/31/2022	Finance Director Deputy Clerk
Send forms to Department Heads	Deputy Clerk	04/10/2023	Department Heads Supervisors
Provide coaching session to departments heads to complete forms	Finance Director	04/10 - 6/10/2023	Department Heads Assistant City Manager Department Heads

Milestones	Responsible	Deadline	Resources Required
Department Heads fill out form	Department Heads	06/09/2023	Division directors/Supervisors/Staff Budgeting Software Finance Department Microsoft Office Assistant City Manager Management Analyst
Collect and combine forms	Deputy Clerk	06/23/2023	Deputy Clerk
Identify budget allowance for goals	Finance Director	06/30/2023	City Council Budgeting Software
Facilitate discussion and debrief forms and data to Department Heads.	Finance Director	07/07/2023	Department Heads Executive leadership team Assistant Finance Director Lunch

Milestones	Responsible	Deadline	Resources Required
Review forms to identify annual spending estimate for the organization and by department and/or program.	Assistant Finance Director	07/31/2023	Management Analyst(s)
Affirm or set goals for what we're already doing.	Assistant City Manager	07/31/2023	Department Heads Future equity committee Lunch
Collect feedback from Council on proposed goals.	Assistant City Manager	08/01/2023	City Council City Manager Management Analyst Finance Director
Finalize and approve goals	Management Analyst	08/11/2023	Department Heads City Manager Executive leadership team Deputy Clerk

Milestones	Responsible	Deadline	Resources Required
Allocate budget based on previous spending and goals. <ul style="list-style-type: none"> • Provide direction on how to use budget. 	Finance Director	11/01/2023	City Council City Manager Assistant City Manager Management Analyst
Develop communication strategy to both internal and external stakeholders on SMART goal development and progress.	Communications Coordinator	Ongoing Highlights & annual report deadlines	Department Heads City Manager Future equity committee
Develop celebration strategy to recognize first year of progress.	Director of Planning and Development	Celebration before 12/31/2023	Lunch Balloons Cookies Management Analyst
<p><u>DO: Execute Work Plan(s) and Measure Results</u></p>			
Identify ongoing equity work and associated spending	Assistant Finance Director	07/31/2023	Executive Leadership Team Finance Director Management Analyst

Milestones	Responsible	Deadline	Resources Required
Define equity goals for the organization	Management Analyst	08/01/2023	City Manager Department Heads Executive Leadership Team
Plan equity budget in 2024 based on previous annual spending + goals	Finance Director	09/30/2023	Executive Leadership Team City Manager Assistant City Manager Future equity committee
Communicate equity budget and goals to stakeholders	Finance Director	11/01/2023	City Council Executive Leadership Team Communications coordinator Highlights Annual Report City website

Milestones	Responsible	Deadline	Resources Required
<u>CHECK: Learn and Improve</u>			
Create space for internal feedback	Management Analyst	06/23/2023	Survey Monkey Communications Coordinator Intranet
Research equity best practices and examples based on the selected goals	Management Analyst	09/30/2023	Outside communities Future Equity Committee
Develop internal process to measure and monitor spending	Assistant Finance Director	12/31/2023	Finance Director Department Heads
Plan for the next year	Management Analyst	Annually by 11/01	Future Equity Committee Department Heads City Council
<u>ACT: Make it Habit</u>			
Ongoing ESAP communications	Communications Coordinator	Quarterly	Future equity committee Department Heads

Milestones	Responsible	Deadline	Resources Required
Ensure new policies and processes are institutionalized into the budget process.	Finance Director	Ongoing	All Employees

2. This organization has an objective process for finding, hiring, and retaining people of different cultures and views for roles across the organization. (Human Development Dimension)

Guidance

The first year of this goal is focused on employees, but it is recognized that a similar process should happen in the future related to Boards and Commissions, and advisory/volunteer roles.

Criteria/Definitions:

- **Finding** – Processes associated with outreach and increasing the candidate pool, sharing job opportunities, job fairs, recruitment incentives, trainee programs, and where the City shares job postings. Succession planning can cross over with finding opportunities.
- **Hiring** – Processes associated with the job posting through completion of the probationary period, including the posting of positions with qualifications/minimum requirements, compensation and benefits, application system, scoring and qualifications, employee on-boarding, training and feedback given throughout the probationary period (there is cross over between hiring and retaining related to the on-boarding, supervisor training and compensation and benefit processes).
- **Retaining** - Starting at the point of on-boarding the processes and systems associated setting employees up to navigate and be successful, employee engagement, feedback/coaching, and reviews. Includes items like maintaining competitive compensation and benefits, recognition, supervisor and employee training and opportunities for career growth and expansion, including succession planning.
- **Different Cultures and Views** – Recognition of the diverse identities, cultures, race, abilities, and perspectives, in our community and working to mirror those same factors back into our formalized roles in our organization at all levels.
- **Roles** – Employee positions, City Council and HRA Board, Commissions including Planning, Park and Charter, and established on-going committees (MAC, Friends of the HCA, Hopkins Public Art Advisory Committee, Partners in Energy Committee).

SMART¹³ Goal:

By 2024 document current processes by collecting and reporting data related to finding, hiring and retention and develop goals in those areas to work on in 2024 and communicate to staff, residents, and stakeholders.

Benefits of achieving this goal:

- Allow us to be appropriately staffed which reduces organizational stress from staffing shortages.
- More qualified candidates/employees to meet organizational/and community needs who better reflect the community we serve.
- Increase efficiencies with the documented processes to filling vacancies.
- Increase diverse perspectives in the organization.
- Reduces turnover creates cost savings and builds/maintains organizational capacity.

¹³ Specific, Measurable, Achievable, Relevant, Time-bound

- Better communication, collaboration, transparency, and accountability to the organization.
- Easier access to processes and information for employees and supervisors.
- Increase willingness to refer friends/family/former colleagues.
- Increased engagement and happiness, optimism, and commitment for employees
- Able to provide a higher, better level of service to the community.
- Better training for new and existing employees leading to predictability in the process.
- Better work life balance for employees, leading to better family lives and relationships, and reduced PTSD.
- Better guidance and communication reducing HR, Department heads and supervisor questions.
- Formalization can allow for review and process improvement/adaptation.
- Increased creative thought.

Oversight for the Improvement: Assistant City Manager

Responsible for the Improvement: HR Analyst

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Create form to collect missing information and departures from typical process from Departments related to current finding, hiring and retention practices and goals related to each area.	HR Analyst	03/31/2023	Staff time Typical Hiring Process Map
Map the typical organization-wide recruitment, hiring, and retention process.	Assistant City Manager	04/10/2023	HR Analyst Current Hiring Checklists
Send out form and Map to Department Heads.	Deputy Clerk	04/10/2023	Department Heads Division Directors/Supervisors

Milestones	Responsible	Deadline	Resources Required
Department Heads fill out forms	Department Heads	06/09/2023	Division Directors/Supervisors/ Staff
Provide coaching to Department Heads as they complete the forms.	Assistant City Manager	06/09/2023	HR Analyst Management Analyst
<p>Draft a survey for the organization on finding, hiring and retaining</p> <ul style="list-style-type: none"> • Where did they learn about the position? • Evaluating on-boarding processes • Evaluating career/retention motivators • Understand why they choose Hopkins • How long they have been with organization • Would you recommend the City of Hopkins to a friend or former colleague? 	Management Analyst	06/30/2023	Future ESAP Working Group Department Heads Survey Monkey
Collect forms (EEO and form from department heads)	Deputy City Clerk	06/23/2023	HR Analyst
Create form for employees to update EEO data and languages spoken. Include levels of leadership	HR Analyst	06/30/2023	Word Springbrook EEO Categories Staff Time

Milestones	Responsible	Deadline	Resources Required
Send out individual updated forms to employees	Deputy Clerk	07/05/2023	HR Analyst Department Heads Division Supervisors All Employees
Employees fill out updated forms and send back to HR	Employees	07/21/2023	Department Heads Division Directors HR Analyst Deputy City Clerk
Update EEO data into Springbrook	HR Analyst	07/31/2023	Springbrook Deputy Clerk Forms filled out by Employees
Combine all of the information and data collected into one report and send out to Department Heads and future ESAP group to review.	Deputy City Clerk	07/31/2023	HR Analyst Assistant City Manager Management Analyst Department Heads Future ESAP Group City Manager

Milestones	Responsible	Deadline	Resources Required
Host meeting with Department Heads and future ESAP group to debrief and analyze the report of information collected, recognize strengths, and set organization and department goals for improvement	Assistant City Manager	08/01/2023	Department Heads Future ESAP Working Group Lunch
Draft communication materials and strategy related to the compilation of the data and next steps. Internal and External Communications	Communications Coordinator	08/30/2023	Microsoft Word Assistant City Manager Management Analyst
Review draft communication materials and strategy	Communications Coordinator	09/01/2023	Department Heads Future ESAP Working Group
<u>DO: Execute Plan; Measure Results</u>			
Evaluate current practices and set goals for 2024.	Assistant Manager	11/01/2023	Department Heads Future ESAP Team

Milestones	Responsible	Deadline	Resources Required
<p>Communicate existing status and goals to organization, residents and stakeholders.</p>	<p>Communications Coordinator</p>	<p>12/01/2023</p>	<p>Assistant City Manager Future ESAP Team Department Heads Website Intranet</p>
<p><u>CHECK: Learn and Improve</u></p>			
<p>Create metrics to set baseline data for measurement in future years and developing on-going check in process.</p>	<p>Assistant City Manager</p>	<p>08/15/2023</p>	<p>Management Analyst HR Analyst Deputy Clerk</p>
<p>Develop plan for next year.</p> <ul style="list-style-type: none"> • Research best practices related to finding, hiring, and retaining employees focused on the goal areas selected and make recommendations. • Update policies and guidelines to reflect goals and formalized practices. • Update data and communications materials 	<p>Management Analyst</p>	<p>11/01/2023</p>	<p>Assistant City Manager HR Analyst Other communities HR Staff and/or Websites Major businesses HR Staff and/or websites</p>

Milestones	Responsible	Deadline	Resources Required
<u>ACT: Make it Habit</u>			
Budget for process improvements/goals for 2024.	Assistant City Manager	12/15/2023	Finance Director Assistant Finance Director City Council Management Analyst HR Analyst Department Heads Subject Matter Experts
Update policies and guidelines to reflect goals and formalized practices.	Assistant City Manager	January 2024	HR Analyst Management Analyst City Clerk Deputy City Clerk Department Heads

Milestones	Responsible	Deadline	Resources Required
Update data bi-annually	HR Analyst	On-going (bi-annually in odd years to correlate with EEO Data (Due August) collection/submission process)	Assistant City Manager Management Analyst Deputy Clerk Department Heads Employees
Update Communications on internal and external websites.	Communications Coordinator	On-going, after Budget Adoption	Assistant City Manager Management Analyst HR Analyst Deputy Clerk Intranet Website

Appendix I

Diamond Inclusiveness Assessment™ (DIA)

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 the Diamond Inclusiveness Assessment (DIA) 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. While not yet independently validated, the tool has proven useful to more than 24 organizations and helped them make measurable improvements in their results with culturally diverse employees and customers.

A culturally diverse group of internal and external stakeholders participated in the City of Hopkins 2022 DIA assessment and feedback sessions. A group that included the senior leadership team, and staff and board equity teams, analyzed this information, selected two focus areas for improvement, and developed this Equity Strategic Action Plan.

The City of Hopkins 2022 DIA Gap Analysis Report is available at <https://www.hopkinsmn.com/581/Race-Equity>