

Equity Strategic Action Plan 2025

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.

In 2023, the City Council has adopted the following vision statement related to equity:

- The City of Hopkins is reflective and inclusive of our diverse community in all roles across the organization.
- The City of Hopkins makes decisions informed by equitable and authentic community engagement, genuine partnerships and relationships with the community.
- The City of Hopkins is committed to equity, diversity, and inclusion in the development and evaluation of services and programs.

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.
- In 2023, completed its first Equity Strategic Action Plan which is built upon in this document.
- In 2024, the City of Hopkins created a specific budget for Diversity, Equity and Inclusion work.

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:

- Creating more space for community voice and community visibility in City processes and spaces
- HR processes which prioritize inclusion and equity
- Supporting employee engagement and satisfaction to create a culture where people of all backgrounds feel welcome

We have chosen four high-impact areas in which to make measurable improvements over the next year. By January 1, 2026, 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 provide 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 follows an annual plan to improve the satisfaction of people involved in or affected by the organization.

Guidance:

This goal builds on the progress of the same goal from last year and can be thought of as Phase II of that process. The data have been collected and analyzed, and now we can move forward by using it to create an annual plan to improve satisfaction.

Feedback from the Employee Engagement Survey can be used to target problem areas for our organization and work to improve them.

The plan should be broad enough so that it can incorporate not only employee satisfaction, but in future years can include volunteers, board and commission members, and residents.

Part of this improvement includes finding creative ways to elicit feedback from these groups, boosting employee recognition methods, and impacting other DIA statements such as “Employees and Volunteers Laugh Often”

Criteria/Definitions:

- Annual Plan:
 - A repeatable strategy which can be shaped and remade each year based on new information.
- People involved in or affected by the organization:
 - Employees: those paid for their labor by the city of Hopkins. This includes full and part-time staff, the City Council, and paid board and commission members.
 - Volunteers: those who participate in City led events and operations unpaid, such as board task force members, event volunteers and non-paid board and commission members.
 - Community: residents, business owners, visitors and anyone who engages with City services.
- Satisfaction:
 - People involved in the organization: the factors that contribute to feelings of being heard, valued and meaningfully engaged in the work or volunteerism done within the organization.
 - People affected by the organization: the factors that positively influence your experience with organization through the provision of high level of services, cultural competency of employees and volunteers and a clear understanding of the organization’s efforts on diversity, equity, and inclusion.
- Improvement:

- A 5% or more increase in the number of Employee Engagement Survey (EES) respondents who answer “Strongly Agree, Agree, or Somewhat Agree” to questions designated as target areas for improvement in the most recent EES.

SMART Goal:

By the end of 2025, the City of Hopkins will have an annual plan which will aim to improve three items from the most recent Employee Engagement Survey.

Benefits of achieving this goal:

- Employees feel heard
- Overall job satisfaction improves
- Employee retention is higher
- Employees feel like their survey feedback matters
- Higher survey participation/more engagement
- Happier and more productive employees
- Employees for more knowledgeable
- Employees feel empowered by information
- More positive culture
- Better service for residents
- Clearer expectations for employees on the job
- Relationships between employees and supervisors are improved
- Employees can articulate and understand the City’s DEI and strategic goals

Oversight for the Improvement: City Manager

Responsible for the Improvement: Deputy City Clerk

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Review EES for preliminary target areas	SPI Manager	April 15	Most recent EES results
Bring target areas to operations managers for feedback	ACM	May 5	Preliminary target areas
Review other ESAP team plans for potential impact on target areas	Deputy City Clerk	May 20	Other ESAP team plans
Review any worksite location plans	ACM	May 23	Worksite location plans

Milestones	Responsible	Deadline	Resources Required
Finalize target areas	Deputy City Clerk	May 30	Operations manager feedback Other ESAP team plans Worksite location plans
Research what a plan would look like	Deputy City Clerk	June 13	LMC resources Other organization examples

<u>DO: Execute Work Plan(s) and Measure Results</u>			
Create a template for the plan	Deputy City Clerk	July 25	All feedback, research, and examples Word
Create an annual plan with the three specific improvements	Deputy City Clerk	August 29	Plan template Word
Communicate the plan to all employees	City Manager	September 10	Annual plan summary Outlook Employee newsletter Intranet
<u>CHECK: Learn and Improve</u>			

Solicit feedback on the plan	SPI Manager	October 31	Sample of employees, including supervisors and operations managers Survey Monkey Meeting rooms Food Word or Excel
Suggest edits based on feedback	SPI Manager	November 7	Feedback gathered Word Outlook
<u>ACT: Make it Habit</u>			
Plan any future engagement events, trainings, or meetings	Deputy City Clerk	December 19	Word Outlook Department heads
Add any engagement events, trainings, or meetings to following year's calendar	SPI Manager	December 31	Outlook

Strategic Improvements (cont.)

2. This organization routinely taps into networks of culturally diverse employees and volunteers to better meet its mission

Guidance:

This goal works to advance the exploration of an equity or DEI commission which allows for more resident participation and feedback in the City's processes.

By creating a commission there will be a formal and regular resident sounding board for internal plans, like the ESAP, as well as other organizational work which meets the City's mission and vision.

Work on this goal began at the end of 2024 and will proceed through 2026.

The City has previously had a Human Rights Commission, but that ended in 2009.

Any commission or task force that is created will likely be called something different than DEI, like an engagement and belonging commission or inclusion commission.

The Commission or Task Force would work on items like supporting and creating events and outreach to the diverse community in Hopkins, providing input and feedback on City plans and processes, co-designing city equity initiatives when appropriate.

Criteria/Definitions:

- Equity Commission: A commission or task force which could be called any name that is focused on Equity, Diversity and inclusion
- Equity, Diversity and Inclusion: Definitions should align with what is defined in the ESAP document
- Internal Engagement: Communications and engagement with staff and the City Council. Excludes volunteers or board and commission members.
- External Engagement: Communications and engagement with the public and includes volunteers or board and commission members.

SMART Goal:

By 2026, the City will have researched and evaluated the best way to start a commission or task force that engages a diverse group of residents and policy makers to help the City foster more inclusive participation in programs and processes.

Benefits of achieving this goal:

- More engagement
- More people have a seat at the table
- City programs are more culturally responsive/inclusive
- More like to avoid conflicts or mistakes from leaving people out
- Create more organizational learning
- A formal place to bring equity concerns
- Build trust

- Events will be more community driven
- Identify community needs easier
- Residents would be more aware of City programming and events
- Strengthening relationships with diverse communities
- Create more ideas

Oversight for the Improvement: Special Projects and Initiatives Manager

Responsible for the Improvement: Special Projects and Initiatives Manager

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Review concept with City Manager and Department Heads	SPI Manager	January 2025	Department Heads Draft Concept
Determine if this is something that could be a 2025 ESAP goal	SPI Manager	Spring 2025	ESAP Teams Department Heads
Interview staff in other cities who are liaisons to an Equity Commission	SPI Manager	February 2025	City Staff from around the Metro Questions related to ECs
Research agendas for other similar commissions	SPI Manager	June 2025	Agendas from other cities Interviews with other staff

Milestones	Responsible	Deadline	Resources Required
Interview City Staff who are liaisons to commissions	SPI Manager	June 2025	City Planner City Clerk Questions about how commissions might interact
Create an outline / vision for what items might be addressed at EC Commission Meetings	SPI Manager	July 2025	Liaisons to Commissions Operation Managers
Create guidance and framework what items staff should bring to the EC	SPI Manager	July 2025	Feedback from interviews Research on commission structures
Understand why we stopped having an HRC	SPI Manager	June 2025	Old Files and Minutes from HRC
Council Work Session on EC	SPI Manager	August 2025	City Council AmeriCorps Fellow Research
Consider if we should hire a consultant to assist with community engagement and communications	SPI Manager	March 2025	Assistant City Manager Equity Budget
<u>DO: Execute Work Plan(s) and Measure Results</u>			

Milestones	Responsible	Deadline	Resources Required
Create an outline of what the commission could look like (membership, agenda structure, meeting schedule, recorded?)	SPI Manager	September 2025	AmeriCorps Fellow Research from other Equity Commissions
Develop an internal communications plan	AmeriCorps Fellow	October 2025	SPI Manager Communications Staff Intranet
Develop an external communications plan	AmeriCorps Fellow	October 2025	SPI Manager Community Connectors Communications Staff Website /social media
Develop guidelines on recruitment to ensure EC has diversity	SPI Manager	January 2025	Research from other Equity Commissions
<u>CHECK: Learn and Improve</u>			

Milestones	Responsible	Deadline	Resources Required
Community listening sessions or other events to gain community feedback	SPI Manager	October 2025	AmeriCorps Fellow Community Connectors Meeting Space Snacks and Supplies Social Media / Advertising Communications Manager
Select the best structure based on community preference and organizational goals	SPI Manager	November 2025	AmeriCorps Fellow Engagement / Feedback from community Engagement with other EC Liaisons
Review proposed structure with Department Heads	SPI Manager	November 2025	Department Heads Proposed Structure

Milestones	Responsible	Deadline	Resources Required
Review proposed structure with City Council	SPI Manager	November 2025	City Council Developed Structure Feedback / Community Engagement
<u>ACT: Make it Habit</u>			
Develop a generic set of bylaws which could be adopted by the EC	SPI Manager	December 2025	AmeriCorps Fellow Assistant City Manager Example Bylaws from other Cities
Develop common language / shared DEI terms for the EC	SPI Manager	December 2025	AmeriCorps Fellow Community Connectors B&C Liaisons
Determine if we want a Council to establish the EC by ordinance	SPI Manager	December 2025	Assistant City Manager City Manager Council Feedback
Adjust 2026 budget to include stipends for EC	SPI Manager	May 17, 2025	Budget Spreadsheets Finance Director Budget Increase

Milestones	Responsible	Deadline	Resources Required
Develop a communication plan for launching the EC	SPI Manager	December 2025	AmeriCorps Fellow Community Connectors Communications Staff Website / Social Media
Recruit and onboard members	Deputy City Clerk	Spring 2026	Community Connectors SPI Manager B&C Process

Strategic Improvements (Cont.)

3. This organization has an objective process for finding, hiring, and retaining people of different cultures and views for roles across the organization.

Guidance:

The first two years of this goal were intentionally focused on internal operations with the hope that a similar process should happen in the future related to Boards and Commissions, and advisory/volunteer roles. As the third year of this goal, critical work can still be done internally. Staff chose to focus internally and wrap up some of the work from the previous year's goals.

This plan should recognize that departments are all dealing with different challenges, and that strategies need to be customized to address all issues within the finding, hiring and retention cycle. Our focus this year is to capture the broad citywide experience to provide a baseline documentation and template for all employees.

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).

SMART Goal:

- By December of 2025, HR staff will evaluate and refine the City’s new hire process to improve employee experience and align with equity values.

Benefits of achieving this goal:

- Improving the onboarding experience will improve employee retention. A stable workforce fosters a deeper accumulation of institutional knowledge and expertise.
- Lowering employee turnover reduces the time, effort, and financial resources spent on recruiting, hiring, and training new staff.
- A consistent and experienced team leads to higher quality service for residents, as employees become more skilled and familiar with the community's needs.
- A comprehensive onboarding process allows the organization to effectively communicate its core values and mission, fostering alignment and engagement among new hires.
- Supervisors will gain a clearer understanding of their responsibilities during the onboarding process and feel more confident and supported in their roles.
- Providing thorough and accessible onboarding materials will reduce the volume of repetitive questions and support requests from new employees.
- Clearly documented hiring and onboarding procedures will also serve as a resource for current employees, promoting continued learning and consistency across the organization.
- Employees who feel informed and aligned with the organization’s values are more likely to serve as advocates, promoting why this is a desirable workplace. This can aid in attracting high-quality candidates to the finding process through employee-driven recruitment.

Oversight for the Improvement: Special Projects and Initiatives Manager (SPI)

Responsible for the Improvement: Personnel Officer/Assistant City Manager (ACM)

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Document the current onboarding process	HR Analyst	May 20	Procedures guides, HR folder documents, intranet, other hiring managers knowledge and experience
Review the EES survey results for feedback related to onboarding	SPI	May 20	EES survey results

Milestones	Responsible	Deadline	Resources Required
Review general exit interview feedback related to onboarding	HR Analyst	May 20	Exit interview results
Collect hiring managers feedback from IHA focus group	SPI	May 20	IHA report
Research best practices, other cities	Deputy City Clerk	May 20	Contacts/leads, internet, LMC resources, National orgs, IHA
Collect employees onboarding experience	Deputy City Clerk	May 20	Pick employees, food, meeting room, questions, calendar invite, YA Program Specialist to take notes
Review Spiritual Capital plan for any alignment	Deputy City Clerk	May 20	Spiritual Capital plan
Evaluate current onboarding process with a SWOT or similar analysis	SPI	May 27	Human Development Team, all research and data collected, template/processes for brainstorm
Bring results to division managers for a check	SPI	June 2	Summary of all research and data, SWOT, decision on what areas to prioritize for onboarding improvements
<u>DO: Execute Work Plan(s) and Measure Results</u>			

Milestones	Responsible	Deadline	Resources Required
Meet and evaluate ideas and prioritize what to improve, given capacity	ACM	May 28	Summary of all research and data, SWOT, decision on what areas to prioritize for onboarding improvements
Create an implementation plan and assign roles for each improvement	ACM	June 5	prioritized onboarding improvements for May 28
Review and implement any IHA short-term recommendations related to onboarding	SPI	June 5	IHA, prioritized improvements
Execute the prioritized improvements	SPI	Sept 3	prioritized onboarding improvements
<u>CHECK: Learn and Improve</u>			
Dept head feedback on prioritized onboarding improvements	ACM	Late Sept/early Oct	SPI, DCC, HR Analyst report of progress on improvements
Employee check/survey to ensure new processes are being followed, any adjustments needed	Deputy City Clerk	December	Microsoft forms, questions
<u>ACT: Make it Habit</u>			
Write a new onboarding process	SPI	December 31	Prioritized improvements with changes/feedback, SPI, DCC, HR Analyst knowledge and review

Milestones	Responsible	Deadline	Resources Required
Create templates and checklists	SPI	December 31	Prioritized improvements with changes/feedback, SPI, DCC, HR Analyst knowledge and review, completed written onboard process
Publish resources	SPI	December 31	Communications , employee newsletter, intranet

Strategic Improvements (Cont.)

4. In its public space(s) there are music, pictures symbols and/or artifacts reflecting the histories, beliefs, family structures and values of different cultures.

Guidance:

- This work aligns with the City's vision to create a community where all people feel safe and respected, and diversity is celebrated.
- It is important to create an inventory of what we have so that we know which cultures are currently being reflected, and which might be missing. This will help us set priorities of where to start, such as high impact and high priority areas and clarify which spaces might be lacking in objects.
- It is also important to have a policy on acquiring and displaying objects to ensure that diverse cultures are celebrated.
- While we have a budget of \$5,000 for City Hall artwork, it would make more sense to pause and create the inventory and policy before making a purchase.
- The term "objects" is used for simplicity throughout this document, however this is inclusive of objects and exhibitions/displays as defined below.
- The term "cultures" is used for simplicity, however this is inclusive of histories, beliefs, etc. as defined below.
- This goal is specifically about City-owned/operated "public spaces," as defined below.
- This does not include private spaces but could be expanded to include other spaces in the future.
- This goal is specific to City-owned/operated objects/exhibits/performances within City public spaces and semi-public spaces and does not include private performances within public spaces, for example (i.e. special events taking place on a City street).

Criteria/Definitions:

- **Cultures:** the customs, arts, histories, beliefs, family structures, social institutions, and achievements of a particular nation, people, or other social group.
- **Public space:** any space that is owned and maintained by the City for everyone to use or has access to including employees and the general public. For example, the lobby at City Hall or a city park.
- **Semi-public space:** any space that is owned and maintained by the City that is open to employees and the public with controlled access. For example, a conference room in City hall that a resident may enter with a staff member or a classroom at the Arts Center that a community group may rent.

- **Non-public space:** any space that is privately owned or maintained by the City that does not allow use or access by the general public. For example, breakrooms or employee collaboration spaces.
- The following terms are limited to those that are City-owned/operated/maintained:
 - **Objects:** artworks, cultural or historical artifacts, awards (trophies, medals, plaques, certificates), posters, banners, placards, or billboards containing text (poetry, prose, interpretive or historical text) and/or images (photographs, symbols, art reproductions).
 - **Exhibitions/displays:** Exhibitions, displays, or installations may be permanent or temporary, in real or virtual space.
 - **Performances:** Performances include concerts, readings, spoken word presentations, and performance art.

SMART Goal:

- By December 2025, the City will have conducted an inventory of the objects within public spaces, and potential spaces for the display of future objects and/or exhibitions and will have a policy for objects and exhibitions/displays that reflects a diverse set of cultures.

Benefits of achieving this goal:

- We'll know what spaces are considered public and what cultures/histories we're currently displaying and missing.
- We will have a policy to ensure that good DEI work related to objects is institutionalized and not dependent on specific staff.
- We provide an opportunity to celebrate cultures that goes beyond proclamations.
- Our objects are a visible symbol of the City's values.
- More residents and a more diverse set of residents are attracted to live in Hopkins.
- People feel welcome, seen, and included in Hopkins public spaces.
- Our public spaces will be less boring.
- Interviewees and a more diverse set of interviewees are more interested about working for the City.
- Employees feel more welcome and excited about coming to work.
- Our objects provide a new way for people to be involved with the organization.
- We have a consistent brand for our public spaces and that brand embodies our organization's values.

Oversight for the Improvement: Community Development Manager (CD Manager)

Responsible for the Improvement: Special Initiatives and Projects Manager (SPI Manager)

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Create list of public spaces and semi-public spaces	Community Development Manager	May 31, 2025	Shared Doc. Built Environment ESAP (BE ESAP) team
Create list of the types of objects and exhibitions that are going to be inventoried & create agreement on level of granularity	Visual Arts Manager	May 31, 2025	Shared Doc. BE ESAP team
Review any existing City public art processes/policies including performances	Visual Arts Manager	September 30, 2025	Community Development staff Arts Center Staff Public Art Policy Historical records
Research if other organizations have a policy	Community Development Manager	September 30, 2025	Arts Center staff PLACES Other cities & arts organizations
<u>DO: Execute Work Plan(s) and Measure Results</u>			
Complete inventory of currently held objects in public & semi-public spaces	Community Development Manager	August 31, 2025	Shared Doc. BE ESAP team
Complete inventory of potential locations for future objects in public & semi-public spaces	SPI Manager	August 31, 2025	Shared Doc. BE ESAP team Visit Facilities Measurements of spaces

Milestones	Responsible	Deadline	Resources Required
Draft policy	SPI Manager	October 31, 2025	BE ESAP team Above research Inventory
<u>CHECK: Learn and Improve</u>			
Evaluate inventory for what common cultures in Hopkins are missing from objects	CD Manager	September 30, 2025	Inventory Demographic data Public Art Advisory Committee (PAAC) BE ESAP team
Verify the inventory for completeness	CD Manager	September 30, 2025	Inventory Department Heads Facilities
Review & Receive feedback on policy, edit if necessary	SPI Manager	November 30, 2025	Department Heads PAAC BE ESAP team Other ESAP teams
<u>ACT: Make it Habit</u>			
Plan for part of equity budget to be allocated towards acquiring objects	SPI Manager	December 31, 2025	Finance Director Equity Budget Inventory Policy
Approve policy for objects	SPI Manager	December 31, 2025	Department Heads Council?

Milestones	Responsible	Deadline	Resources Required
Communicate policy	SPI Manager	December 31, 2025	Communications Manager Website Policy “manual”?

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>