Inclusive and Welcoming Community Partnership Plan

2018-2019

An implementation plan for City of Woodbury Strategic Initiative #2; Fostering an Inclusive and Welcoming Community.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction &amp; History</td>
<td>1</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion Committee</td>
<td>2</td>
</tr>
<tr>
<td>GARE Cohort</td>
<td>2</td>
</tr>
<tr>
<td>2018-2019 City Council Strategic Initiative</td>
<td>2</td>
</tr>
<tr>
<td>2018-2019 Implementation and Next Steps</td>
<td>4</td>
</tr>
<tr>
<td>Areas of Focus</td>
<td>5</td>
</tr>
<tr>
<td>Core Areas of Focus for 2018-2019 Planning Period</td>
<td>6</td>
</tr>
<tr>
<td>1.0 Foundational: Structure, Planning, Implementation &amp; Measurement</td>
<td>7</td>
</tr>
<tr>
<td>2.0 Foundational: Citizen &amp; Community Engagement</td>
<td>8</td>
</tr>
<tr>
<td>3.0 Internal City HR &amp; Employees: Employee Engagement &amp; Education</td>
<td>9</td>
</tr>
<tr>
<td>4.0 Internal City HR &amp; Employees: Recruitment, Retention, Development &amp; Advancement</td>
<td>10</td>
</tr>
<tr>
<td>5.0 City Services: Customer Services</td>
<td>11</td>
</tr>
<tr>
<td>6.0 External: Capacity and Partnerships of Community Organizations</td>
<td>12</td>
</tr>
<tr>
<td>Inventory of Completed and On-Going Strategic Initiative Efforts</td>
<td>13</td>
</tr>
<tr>
<td>Community Performance Measurement &amp; Demographics</td>
<td>18</td>
</tr>
<tr>
<td>Demographics</td>
<td>18</td>
</tr>
<tr>
<td>Racial Identification</td>
<td>19</td>
</tr>
<tr>
<td>Quality of Life &amp; Sense of Community</td>
<td>20</td>
</tr>
<tr>
<td>Openness, Acceptance &amp; Community Ties</td>
<td>20</td>
</tr>
<tr>
<td>References</td>
<td>22</td>
</tr>
<tr>
<td>Websites</td>
<td>22</td>
</tr>
<tr>
<td>Publications</td>
<td>22</td>
</tr>
</tbody>
</table>
Introduction & History

In November 2012, City Administrator Clint Gridley began having conversations with the City Council on the results of the 2010 Census and how City staff demographics compared to community demographics. An employee-led Diversity Committee (later renamed Diversity, Equity & Inclusion Committee) was formed in 2013 partially in response to these conversations.

On August 7, 2013, the City’s 2010 Census demographic information was presented to Council. While it is commonly understood that Woodbury has seen tremendous population growth in the past three decades, not all of the City’s stakeholders realized that this growth has been accompanied by a tremendous shift in demographics. With the realization that our community was growing and becoming more diverse, it was vital that the City build the necessary capacity to improve the Woodbury resident experience and connectedness to the community.

In 2015, the City recognized this need and passed the Strategic Initiative: Fostering a Welcoming and Inclusive Community which declared the City Council’s desire to be more intentional and active in building and improving community connectedness, relationships with local government and inclusion of all members of our community in what we deliver.

Accordingly, considerable work has taken place to implement the Strategic Initiative. The following is a high level summary of the most notable activities completed to date:

- Establishment of internal City Diversity, Equity & Inclusion (DEI) Committee (created 2013)
- Past participant in Government Alliance on Racial Equity (GARE); Core Member
- Regular reporting and development of a Strategic Plan by DEI Committee
- Diversity learning series completed for City employees (2016)
- Partnered with Woodbury THRIVES to host community conversations with over 350 participants on the subjects of community health, sense of community, diversity and inclusion (2016)
- Since 2013, Woodbury Citizens’ Academy has included a culture and diversity session
- Completed the Global Diversity and Inclusion Benchmark Study
- Various other employee trainings including implicit bias, intercultural competence, unconscious bias, etc.
- Adjustments to various City hiring and recruitment practices
- Through community surveying, continued use of survey questions to measure DEI perceptions
- Use of Racial Equity Toolkit for improving existing City policies and practices
- Evaluation on creation of a Community Liaison position
**Diversity, Equity & Inclusion Committee**
At the core of much of the City’s efforts to date has been the Diversity, Equity & Inclusion Committee, made up of City employees from a representative mix of departments. The Steering Committee includes six employees and there are approximately 15 employee ambassadors which support the Steering Committee in disseminating their work and furthering their goals through the organization.

In early 2018, the Committee worked to develop a strategic plan which is incorporated within the goals and tasks of this plan. The Committee had identified the need to provide more clarity to their efforts and further define their focus. Their efforts, along with this document, seeks to provide that clarity and accountability.

**GARE Cohort**
The Government Alliance on Racial Equity (GARE) is a national network of governments working to achieve racial equity and advance opportunities for all. The City of Woodbury became a GARE cohort in 2016, sending six employees through the year-long training program. Six more City employees completed the program in 2017.

**2018-2019 City Council Strategic Initiative**
At the June 21, 2017 Council Retreat, the City Council reviewed the 2015 – 2017 Strategic Initiatives and gave guidance toward developing City Strategic Initiatives through 2019. The following guidance was provided by Council for the City’s further implementation of the work on this initiative.

**Fostering an Inclusive and Welcoming Community**
- Continue the progress on valuing all residents and their diversity, sustaining and improving a sense of place in our community where all residents feel welcome, safe and connected through implementation of specific programs developed through our community input process and research.

City of Woodbury City Council
With this guidance, staff refined the Strategic Initiative into the following core areas with the provided key goals for 2018-2019. Also notable was the City’s recent addition of a new position in early 2018, Assistant City Administrator. The intent was to continue the City’s efforts with the overarching oversight and guidance now being provided by the Assistant City Administrator.

<table>
<thead>
<tr>
<th>City of Woodbury (Internal) Diversity, Equity &amp; Inclusion Committee</th>
<th>Community (External) Improve sense of community and connectedness</th>
<th>Regional Government Alliance on Race and Equity (GARE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide guidance and training opportunities for employees</td>
<td>Participate in Woodbury THRIVES Action Teams</td>
<td>Serve as a stakeholder on regional cohorts that advance diversity, equity, and inclusion (as applicable)</td>
</tr>
<tr>
<td>Recruit and hire diverse talent</td>
<td>Partner with Woodbury Community Foundation (WCF) on potential VERT expansion</td>
<td></td>
</tr>
<tr>
<td>Retain and development diverse workforce</td>
<td>Youth development strategies</td>
<td></td>
</tr>
<tr>
<td>Benefits, work-life integration and flexibility</td>
<td>Partner with WCF to evaluate health of Woodbury non-profit organizations</td>
<td></td>
</tr>
<tr>
<td>Job design, classification and compensation</td>
<td>Nexus Community Partners Board and Commission Leadership Institute sponsorship</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote events on the City’s community calendar</td>
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<tr>
<td></td>
<td>Critical Success Factors emphasis – youth and social equity</td>
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**TERM DEFINITION: INCLUSION**

Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming community embraces human differences, sees them as strengths, and offers respect in both words and actions for all people.
### 2018-2019 Implementation and Next Steps

The guidance and support provided to date by the City Council was critical to the City’s on-going efforts, however it was also recognized by staff in early 2018 that more strategic thinking, prioritization and specific task development was necessary. The City had now reached a stage of development on its efforts beyond awareness or reaction and was evolving toward intentional, progressive and even strategic or best practice inclusion efforts. The following graphic on Levels of Inclusion serves as a further guide for discussion.

#### Levels of Inclusion

<table>
<thead>
<tr>
<th><strong>Invisible (I)</strong></th>
<th>Diversity and difference are not even on the radar, or there is no recognition of the value that inclusion brings to a municipality. Overt or subtle discrimination is present. When a discriminatory incident happens there is no attempt to rectify the situation. Individuals who face discrimination must deal with any of its negative impacts on them without community support. There is a very entrenched/simplistic sense of who is seen as ‘normal’ and who is seen as ‘different’.</th>
</tr>
</thead>
<tbody>
<tr>
<td>We do not recognize that there is a problem.</td>
<td></td>
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<tr>
<th><strong>Awareness (A)</strong></th>
<th>There is some effort being made to welcome marginalized or minority people into the mainstream of the community, based on a belief that all people are equal or an understanding of the harmful effects of exclusion. Discrimination is seen as somewhat important to address, but actions taken to address it lack adequate resources, do not happen consistently and are ad hoc. Interventions by the municipality, community organizations or individual residents focus on helping marginalized individuals meet their basic needs even if they are facing discrimination or exclusion elsewhere.</th>
</tr>
</thead>
<tbody>
<tr>
<td>We know there is a problem, we are taking tentative steps, but we are not sure how to proceed.</td>
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<tr>
<th><strong>Intentional Inclusion (II)</strong></th>
<th>The municipality has made an official statement about the importance of inclusion and diversity, and a structural understanding of inclusion and inequity is being advanced. Interventions are planned with the goal of incorporating more equitable practices and attitudes into the entire organization or community. People make initial medium to long-term commitments to inclusion work. Ideas about who makes up the ‘mainstream’ of the community are starting to broaden.</th>
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<tbody>
<tr>
<td>We have acknowledged the importance of diversity and are taking formal steps to promote inclusion.</td>
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<th><strong>Strategic Inclusion (SI)</strong></th>
<th>Long-term, broad-reaching strategic measures are taken to decrease barriers to participation for people who have long been marginalized, with the understanding that focusing energy on those with the most barriers improves services for all. Strategies to transform processes that maintain systemic discrimination, as well as provisions for measurement and accountability, are in operation. When discrimination happens there is a process in place to address it that involves municipality and community support. The municipality is addressing one or a few layers of identity very effectively. The idea of who is ‘normal’ has shifted to be more reflective of a variety of human difference.</th>
</tr>
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<tbody>
<tr>
<td>We are committed to eliminating all forms of discrimination through systematic change.</td>
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</table>

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<tr>
<th><strong>Culture of Inclusion (CI)</strong></th>
<th>All layers of identity and difference are considered and supported, and systemic processes for maintaining inclusion are fully woven into the organization or community. The good of all people is a widely held value, and everyone is comfortable with and sees the importance of diversity, so discriminatory incidents rarely happen. Continuous improvement around inclusion is embedded within the organization. Inclusion is a way of life and all residents are supported to reach their full potential.</th>
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<tbody>
<tr>
<td>Inclusion is normal and part of our culture.</td>
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**Areas of Focus**

Defining the City’s Areas of Focus for its diversity, equity, inclusion and welcoming community efforts was a notable effort for City staff and particularly the DEI Committee in early 2018.

The following is a comprehensive list of broad categories found in our research for which the City could potentially emphasize as its Areas of Focus. The Areas of Focus are grouped together in categories of similarity.

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Internal City HR &amp; Employees</th>
<th>City Services</th>
<th>External</th>
</tr>
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<tbody>
<tr>
<td>Leadership &amp; Accountability</td>
<td>Employee Engagement &amp; Education</td>
<td>Economic Development</td>
<td>Non-Municipal Social Services</td>
</tr>
<tr>
<td>Commitment of Resources</td>
<td>Recruitment, Retention, Development &amp; Advancement</td>
<td>Infrastructure &amp; Land Use</td>
<td>Public Attitudes &amp; Awareness</td>
</tr>
<tr>
<td>Structure, Planning, Implementation &amp; Measurement</td>
<td>Benefits, Work-Life Integration &amp; Flexibility</td>
<td>Procurement &amp; Supplier Diversity</td>
<td>Responses to Incidents of Discrimination</td>
</tr>
<tr>
<td>Citizen &amp; Community Engagement</td>
<td>Job Design, Classification &amp; Compensation</td>
<td>Connecting Diversity &amp; Inclusion and Sustainability</td>
<td>Other Municipal Services</td>
</tr>
<tr>
<td>Communications &amp; Marketing</td>
<td></td>
<td></td>
<td>Customer Services</td>
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In an effort to focus our goal setting and assigning of specific tasks, core Areas of Focus for this planning period were selected. Previously the City had been focused on a very diverse set of tasks that were generally unfocused and often lacked definition. By focusing our efforts, our limited resources will be more effectively managed to achieving and measuring results. In many cases, simply defining what success looks like was needed.
Core Areas of Focus for 2018-2019 Planning Period

For each of the core areas of focus identified below for the planning period, more specific tasks have been created so that goals can be achieved and accountability provided. It is fully expected that this plan will require continual updating, revisions and adjustments as implementation proceeds. This document will serve as a memorialization of our efforts and a reminder that our work on becoming an inclusive and welcoming community will continue to be an on-going effort.

- **Foundational**
  - Structure, Planning, Implementation & Measurement
  - Citizen & Community Engagement

- **Internal City HR & Employees**
  - Employee Engagement & Education
  - Recruitment, Retention, Development & Advancement

- **City Services**
  - Customer Services

- **External**
  - Capacity and Partnerships of Community Organizations

The following chapters will provide more specific details and tasks for the planning period by each core area of focus. Included within each core area is a mission/vision statement to further guide our efforts and development of specific tasks.
1.0 Foundational: Structure, Planning, Implementation & Measurement

1.0: A SHARED VISION OF AN INCLUSIVE AND WELCOMING COMMUNITY PROVIDES A FRAMEWORK FOR PLANNING, IMPLEMENTATION AND MEASUREMENT.

Objectives/Tasks & Implementation Leaders

1.1 Development and Council support of this Strategic Initiative planning document which includes action items.
   - Assistant City Administrator, City Council

1.2 Develop a demographic analysis and environmental scan that is updated every two years; focusing on basic demographics, inclusion, access, equity, etc. May include employment, poverty, community services and community survey results. Expected to be refined over time and as data is available. (Initial draft included within this plan.)
   - Assistant to the City Administrator, Community Development Department

1.3 Assess municipal capacity and readiness to undertake work identified in the Strategic Initiative, inventorying available skills and expertise within the organization and where gaps occur. Formulate a plan to fill gaps as appropriate.
   - Assistant City Administrator, City Administrator

1.4 Review the Strategic Initiative Plan regularly, at least annually, and report accomplishments. Consider development of a report card that is provided in the City newsletter and available on-line.
   - Assistant City Administrator, Assistant to the City Administrator, Communications Division

1.5 Provide senior leadership and the Communications Division with success stories that can be regularly shared within the City, employees and community. At least quarterly seek stories for reporting.
   - Assistant City Administrator, DEI Committee, Communications Division

1.6 Partner with DEI Ambassadors to support systems and processes that support an inclusive workplace. *(DEI Committee Strategic Plan 2018)*
   - DEI Committee
2.0 Foundational: Citizen & Community Engagement

2.0: INCLUSIVE PROCESSES PROMOTE ENGAGEMENT IN CITY DECISION-MAKING AND PARTICIPATION IN COMMUNITY LIFE. CITY RESOURCES ARE USED TO STRENGTHEN THE CAPACITY OF EXISTING COMMUNITY INITIATIVES THAT PROMOTE EQUITY AND INCLUSION. CITY COMMUNICATION IS RELEVANT AND ACCESSIBLE TO DIVERSE COMMUNITY MEMBERS.

Objectives/Tasks & Implementation Leaders

2.1 Continue to annually seek applicants to the Nexus Boards and Commission Leadership Institute (BCLI) to be sponsored by the City.
   - *Assistant City Administrator, Department Heads, existing elected and appointed officials*

2.2 Through annual effort of seeking applicants for appointed bodies, review promotional materials and process to continue to encourage a diverse applicant pool.
   - *Assistant to the City Administrator, City Clerk, Communications Division*

2.3 Market community events to diverse groups to ensure broad participation. Consult with these groups to determine the most effective methods of marketing (posters in key locations, places of worship, etc.). Recommended for staff to identify 1-3 events per year to focus such efforts to build success and learn about challenges.
   - *Recreation Division, Public Safety Department, Communications Division*

2.4 Twice a year conduct a meeting with the Parks & Recreation Department to specifically discuss participation at City organized recreation events or programs and their success in including new and diverse community members. Include a representative from the Public Safety Department as well in discussions.
   - *Assistant City Administrator, Recreation Division, Public Safety Department*
3.0 Internal City HR & Employees: Employee Engagement & Education

3.0: City employees receive training and support to enable them to respond to the needs of a diverse public and to foster an inclusive workplace. Employee perspectives inform planning and decision-making.

Objectives/Tasks & Implementation Leaders

3.1 Identify the minimum core education/training requirements to be provided to all new hires on diversity, inclusion and equity via Target Solutions and begin implementation. Apply as needed to any hires in the past 1-2 years that should also complete this core requirement.
  - 3.1.1: Provide a variety of DEI learning tools that are available and accessible to all regardless of position and location - including self-directed and instructor-led learning resources. Employees are encouraged to take advantage of them. (DEI Committee Strategic Plan 2018)
    - DEI Committee, Human Resources

3.2 Ensure that champions and change agents for inclusion are recognized for their work. Request the Awards Committee to review the establishment of an award program to annually nominate an employee who has been a champion of this initiative.
  - Awards Committee

3.3 Regularly communicate information on inclusion related initiatives to all City employees. At least, two times per year provide an article in the Woodbury Within.
  - Assistant City Administrator, Employee Newsletter Committee

3.4 Beginning in 2019, refine the Employee Survey to further determine the overall climate of the workplace and to identify barriers to inclusion and continue to refine the survey as necessary to meet initiative goals.
  - Assistant to the City Administrator

3.5 Provide learning opportunities for leaders to develop the ability to apply an equity lens for planning, budgeting, evaluations, reward systems, promotions, and other decision making processes, thereby improving their DEI competency. (DEI Committee Strategic Plan 2018)
  - DEI Committee

3.6 Facilitate the contracting for the Intercultural Development Inventory (IDI) assessment for current supervisors and future leaders on a regular basis (ex. every three years). (DEI Committee Strategic Plan 2018)
  - DEI Committee
4.0 Internal City HR & Employees: Recruitment, Retention, Development & Advancement

4.0: Policies and practices that promote equitable recruitment, retention, development and advancement ensure that the City workforce is representative of the diversity of the community and that employees diversity is respected and supported.

Objectives/Tasks & Implementation Leaders

4.1 Integrate diversity and inclusion expectations into all job descriptions and adjust performance appraisals to include a review of these competencies. *(This effort has been started and requires completion.)*
   - Human Resources

4.2 In HR materials (and websites), emphasize that the City encourages applicants from a variety of backgrounds for job postings. Verify the City is providing a consistent message on all tools used for the recruitment process and messages are prominently listed. Add additional information on City employee benefits and work/life balance support.
   - Human Resources, Assistant to the City Administrator

4.3 Collaborate with Human Resources to ensure recruitment and interview panels understand how bias can impact perceptions and decisions. *(DEI Committee Strategic Plan 2018)*
   - DEI Committee, Human Resources

4.4 Collaborate with Human Resources to ensure recruitment and interview panels are knowledgeable about the diverse population the organization wants to attract and advance. *(DEI Committee Strategic Plan 2018)*
   - DEI Committee, Human Resources

4.5 Review the possible development of a diversity focused accelerated recruitment program for at least one other area of the City in addition to Public Safety.
   - Assistant to the City Administrator, Human Resources
5.0 City Services: Customer Services

5.0: THE CITY PROVIDES CUSTOMER SERVICES THAT ADDRESS THE NEEDS OF DIVERSE COMMUNITIES AND INDIVIDUALS.

Objectives/Tasks & Implementation Leaders

5.1 Complete a review of the City Welcome Packet to ensure it is supporting the goals of this initiative. Consider the development of a digital packet or GIS\(^1\) storybook focused specifically on welcoming new residents.
   - **Communications Division, City Clerk, All Department Divisions**

5.2 Review available information on non-English languages most prevalent in the community. Identify any key City communications that should be offered in alternative languages.
   - **Assistant to the City Administrator, Department Heads**

5.3 Evaluate maintaining a listing of City employees (voluntary) that are fluent in multiple languages. Consider seeking their participation as language ambassadors and offering assistance to our customers should language barriers occur.
   - **Assistant to the City Administrator, Department Heads**

5.4 Identify available communications training for front line staff for interactions with more diverse groups or non-English speakers.
   - **DEI Committee**

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\(^1\) GIS: Geographic Information Systems.
6.0 External: Capacity and Partnerships of Community Organizations

6.0: AGENCIES AND ORGANIZATIONS IN THE COMMUNITY (EX. SCHOOLS, HEALTH SERVICES, LIBRARIES, AND COMMUNITY ORGANIZATIONS) ARE ABLE TO BUILD INCLUSION AND ADDRESS DISCRIMINATION. STRATEGIC PARTNERSHIPS BETWEEN INSTITUTIONS AND ORGANIZATIONS JOINTLY INITIATE AND SUPPORT ACTION.

Objectives/Tasks & Implementation Leaders

6.1 Develop a resources list of local and regional facilitators, speakers and educators in the area of inclusion and diversity. This list can then be readily available to the Professional Development Committee, Department Heads, HR, etc. should training opportunities and needs be further identified.
   ▪ Assistant to the City Administrator, DEI Committee

6.2 Ensure that this Strategic Initiative is highlighted and/or reviewed at a session of the Woodbury Citizens Academy.
   ▪ Assistant City Administrator, Woodbury Community Foundation

6.3 For each school district serving the City, identify a primary and secondary district contact person that can facilitate or partner with the City on further efforts regarding this initiative, learning about district activities already being completed, and how the City can be a partner. After this learning phase, identify City staff that will take further steps to be a cooperative partner with each district with the longer term goal of identifying specific tasks, projects, partnerships between school districts and the City to meet initiative goals.
   ▪ Assistant City Administrator, Assistant to the City Administrator, and other specific City staff with existing district relationships (initial leaders)

6.4 As supported by City Council in July, 2018; continue with Phase II of the partnership with the Woodbury Community Foundation. Develop action steps the City and the Foundation can complete to support Woodbury non-profits and address the challenges the non-profits presented in the 2018 roundtables.
   ▪ Recreation Specialist in partnership with Woodbury Community Foundation and other non-profit organizations
Inventory of Completed and On-Going Strategic Initiative Efforts

The following are completed and on-going efforts by the City of Woodbury and/or community partners that are focused on implementation of this Strategic Initiative. The following is provided to further memorialize efforts to date and to build upon these past successes.

**Note that this listing may not be a complete full accounting of all efforts.**

Accomplishments are organized by the four broad areas of focus: Foundational, Internal City HR & Employees, City Services and External.

### Foundational

- **Obtain senior leadership and Council buy-in and support.**
  - Completed in 2013 and on-going.

- **Create a committee or working group that will share the responsibility for achieving the vision, maintain clarity on roles and responsibilities.**
  - Diversity, Equity & Inclusion Committee created and on-going. Past GARE stakeholder. Assistant City Administrator position charged with strategic initiative oversight.

- **Conduct consultations with key representatives of marginalized communities and organizations to determine most pressing needs and incorporate into plans.**
  - Targeted outreach (on-going) includes School Resource Officers participation in specific clubs at the high schools to create opportunities for interaction with an officer (Hmong club, LBGTQ club); officers participated in Hmong New Year celebration.
  - Panel Discussion with Islamic Society of Woodbury East Metro (2017) - The panel consisted of Public Safety Command Staff members. Many topics were discussed including discrimination, cultural sensitivity, and safety tips. The event created strong relationships with both their leadership and members that continues today.
  - Community Conversations (2017) – Public Safety facilitated a community meeting primarily with Black community members and representatives from the police department, to have conversations around the relationship between the community and law enforcement, hopes for what that can look like in the future, and things that everyone is contributing to achieve this desired future.
  - Community conversations completed in 2016 in partnership with Woodbury Thrives. Included over 350 participants.
  - MN Criminal Justice and Faith Leaders Peace Coalition (2016-2017) – Public Safety coordinated and facilitated quarterly meetings with criminal justice leaders (prosecutors, sheriff’s office, police departments) from the metro area and Black faith leaders. “Our coalition will build trusting relationships, provide educational opportunities and a space to hear different perspectives, so that we can proactively resolve issues and effectively respond to critical incidents involving the criminal justice system, law enforcement and the African American community.”
• Create mechanism for regular communication with the public via various means.
  o City uses many means of communication including website, Facebook, Twitter, cable, video streaming, YouTube, print newsletter, e-mail, etc. as well as open houses and neighborhood meetings.

• Review the demographics of governance structures (boards, commission, etc.) to ensure there is representation from diverse groups and communities.
  o City Council consistently makes a purposeful effort to provide diversity to appointed bodies.
  o City continues to be supportive of sponsoring candidate(s) to the Nexus Community Partners Boards and Commissions Leadership Institute.

• Other outreach related events/activities:
  o Pool Party/Outreach Event at Ashwood Road Apartments (Summer 2018) Police K-9 handlers and their dogs will participate community outreach at this low income rental property.
  o National Night Out (Summer 2018) - K-9 teams will be targeting appearances at low income rental properties to create a positive interaction with police officers/police K-9’s with underrepresented members of our community.
  o Starlight Cinema Movie Night at Ojibway Park (Summer 2018) – Police K-9 handlers and their dogs will doing a meet-and-greet and a short demo and setting up an obstacle course for the kids.
  o Coffee with a Cop/Cops and Bobbers Events (on-going): Police Officers regularly host participate in community outreach events across the City.

Internal City Human Resources & Employees

• Employee education and training.
  o In 2016, six staff members participated in the Local and Regional Government Alliance on Race and Equity (GARE), coordinated by the League of Minnesota Cities. They represented four departments and every level of the organizational hierarchy. They joined with teams from over 20 cities, towns and counties from across Minnesota who also made the one-year commitment to this training and strategic planning program. In 2017, five more staff members participated in the program.
  o Continuing Education for Police Officers. Public Safety has prioritized training related to DEI topics, prior to mandates by the state. Examples include:
    ▪ “Knowing Your Muslim Neighbor” (2017) – Provided by The Building Blocks of Islam (http://thebuildingblocks.org/)
    ▪ PATROL-On Line training annually related to Implicit Bias
    ▪ “Understanding Implicit Bias in Policing” Workshop (2016)
    ▪ “Cultural Diversity” Training (Fall 2018)
    ▪ “Procedural Justice” Training (Summer/Winter 2018)
  o The Planning and Code Enforcement Division created a staff driven quarterly Diversity and Inclusion program which includes a site visit to locations with cultural, racial, socioeconomic or philosophical diversity and a group discussion following. The program has included the following events:
    ▪ Tour of the Race exhibit at the Minnesota Science Museum
- Review and discussion of a documentary on Transit and Gentrification followed by a tour of the Green Line
- Christian Cupboard volunteer opportunity at Cobble Hill Apartments focusing on seniors with financial need
- Guided Tour and discussion of the Hmongtown Marketplace with the owners of the site
- Attendance and discussion at the University of Minnesota seminar titled “Raising children in an unjust world”
- Participation in the Woodbury Night to Unite Celebration
  - Citywide Supervisor training provided in December, 2016.
  - Diversity and inclusion education series (7 sessions) provided for employees in 2016.
  - All employees provided training on inclusion in February, 2015.

- Integrate inclusion and equity related content into other training and professional development offerings.
  - City Leadership Academy includes a class devoted to diversity, equity and inclusion.

- Access employment agencies and organizations that serve the needs of marginalized individuals, and use their networks to ensure job postings reach diverse communities.
  - City contracts through an outside vendor for assistance in posting positions to diverse posting networks and locations.
  - Public Safety positions are posted with Somali Police Association, MN Chapter of Black Police Officers Association, and MN Asian Police Officers Association.
  - Law Enforcement Opportunities Job Fair (annual participation).
  - As appropriate, the City will attend area job fairs in efforts to reach a variety of potential candidates.

- External search firms are selected based in part on their expertise in diversity recruiting.
  - Consultants are partially evaluated on their efforts to recruit and seek diverse candidates for City consideration.

- High potential talent is provided with internal coaches, mentors, and external coaching opportunities to maximize performance and develop advanced careers.
  - All new hires are included in a City mentoring program. Employees are supported to attend conferences and events to advance their careers.

- Employees are encouraged to consider development opportunities and positions outside their current functional, technical, or professional area.
  - City employees are encouraged to review and consider open City positions. Over the years, numerous employees have changed divisions and departments to diversify or change their career path while staying with the City.

- Special efforts are made to place members of underrepresented groups in positions that serve as succession pools for future promotion.
  - Public Safety Internship (2017) – Actively recruiting diverse qualified candidates; adjusted qualifications to encourage more applicants; additional paid positions to provide more opportunities for diverse candidates.
Community Service Officer (CSO) hiring (2016 and on-going) – Intentional about seeking and recruiting diverse candidates; ability to transition interns to CSO; open to starting a CSO applicant as an intern to provide coaching and mentoring to be better prepared for a CSO position in the future. Extra points given to bilingual candidates.

EMS Academy (2017) - The course targeted nontraditional and underrepresented people to provide experience and education in EMS. Candidates could be considered for paid-on-call fire positions, internships and CSO positions.

- Additional Internal City HR & Employee Tasks Completed:
  - Online Police Courses – Partnered with Century College for them to provide accelerated online courses for POST requirements; intent is to use the courses for a nontraditional candidate who has a degree in another field.
  - Intercultural competence assessments completed for supervisors in 2015.
  - Department head retreat to Minnesota Science Museum diversity exhibit.
  - Economic Development Division staff visited the Watt Munisotaram Buddhist temple in Hampton and learned about the cultural, racial, socioeconomic and philosophical impacts of opening and operating a Buddhist temple in rural Minnesota.
  - Flexible Workplace policy in place since 2004.

- City Services Tasks Completed/On-Going:
  - City phone systems continue to be answered by employees and are not automated. Supporting expedited customer service and a welcoming interaction with the City.
  - Community members who prefer to communicate in a language other than English can request City services or ask questions in their native tongue. City staff has the option of locating an interpreter through the LanguageLine and connecting him/her to the phone call. This program allows staff to speak with the caller through an interpreter. The Public Safety Department also has access to this service, if needed, during police, fire or emergency medical services interactions. The LanguageLine is available in many different languages and is provided through the State of Minnesota.
  - Woodbury Public Safety Explorer Program (2018) does not include any dues for the first year to remove any financial barriers.
  - Body Worn Camera and Immigration Policies (2017-2018): Public Safety worked with local community groups for each of these policies to gain their perspectives prior to implementation.
  - Faith Community Facility Security – Public Safety hosted an informational session for all places of worship in our City that focused on facility security and staff training. After the training, they began networking amongst themselves with neighboring congregations.
External Tasks Completed/On-Going:

- City is an active partner in activities with Woodbury Thrives, Woodbury Community Foundation, Woodbury Days and the Chamber of Commerce.

- City provides support and assistance in facilitation of the Woodbury Citizens Academy by the Woodbury Community Foundation. One session of the academy is focused on cultural diversity.

- Summer Skoolie Program (Summer 2018). Police K-9 handlers and their dogs will participate in a meet-and-greet, handing out ice cream. Participation in “No Kid Hungry” pilot project, being implemented in partnership with South Washington County Schools, Second Harvest Heartland, Share Our Strength and a bipartisan hunger caucus of our state legislators. The goal of the project is to create a model for other school districts that will eliminate child hunger.

- Girls on the Run (2017) – Woodbury police officers created a team to participate in the “Girls on the Run”. “At Girls on the Run we inspire girls to recognize their inner strength and celebrate what makes them one of a kind. Trained coaches lead small teams through our research-based curricula which includes dynamic discussions, activities and running games. Over the course of the ten-week program, girls in 3rd-8th grade develop essential skills to help them navigate their worlds and establish a lifetime appreciation for health and fitness. The program culminates with girls positively impacting their communities through a service project and being physically and emotionally prepared to complete a celebratory 5K event.”
Community Performance Measurement & Demographics

The City of Woodbury has a long history of measuring its performance and annually reporting results. While some of those measures over the last 20+ years have a relationship to being an inclusive and welcoming community, a specific set of metrics or key indicators to measure this strategic initiative have not been formalized. This plan is the City’s first attempt at a more comprehensive reporting on this specific topic and will require significantly more discussions on how best to measure our results over time.

An additionally important component of performance measurement is to also track City demographics and changes. Striving to be an inclusive and welcoming community requires understanding our citizens and how they are changing so our messages and efforts can be effective over time.

Demographics
The following is a summary of key City of Woodbury demographics. Sources include 2000 and 2010 Census and 2015 American Community Survey.

- 25,934 households
- 68,725 residents; 9th most populous city in Minnesota
- Median Age: 37.7
- Over 65: 7,766 (11.3%)
- Median household income: $101,785
  - Up from 33.7% from $76,109 in 2000
- Individuals who live below the poverty rate: 4.3%
  - Current US rate is 10.6%
- Mean travel time to work: 24.0 minutes
  - Current US mean time is 26.4 minutes
- Population >25 with a high school diploma: 97.3% (US rate is 87.1%)
- Population >25 with a bachelor’s degree: 60.5% (US rate is 30.6%)
Racial Identification

- Self-identifies as Hispanic or Latino\(^2\): 1990 – 1.6%; 2000 2.1%; 2010: 3.8%

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\(^2\) The US Bureau of the Census does not consider Hispanic origin to be a race. As such, this demographic indicator is not reflected in above pie charts.
**Quality of Life & Sense of Community**

Residents of Woodbury have continually rated the quality of life in the community with high marks. Although the ratings have been declining since 2011, the rate of decline is minimal and the overall rating is still very high. Should the 2019 resident survey indicate a further decline, then investigation and discussion may be warranted to further understand if ratings are declines amongst all residents surveyed or within certain demographic segments.

Residents of Woodbury have rated the overall sense of community consistently for the past two community surveys, with 65% providing a rating of excellent or good. The City experienced a notable decline in this rating area with the 2015 Community Survey which has been attributed to a change implemented with the survey collection process.

**Openness, Acceptance & Community Ties**

For the first time in the 2015 Woodbury Community Survey, residents were asked to rate Woodbury’s openness and acceptance of the community toward people of diverse backgrounds. For both the 2015 survey and the 2017 survey, 66% of respondents rated the community as excellent or good in this area. For 2017 when compared to 20 other communities in Minnesota on this specific question, Woodbury ranked third.
In 2017, community survey respondents were also asked about their ties to their neighborhood and the community. An almost equal percentage of respondents indicated they had no strong ties to the same percentage that indicated they had strong ties to both their neighborhood and Woodbury. Overall, the relatively low percentage (38%) feeling they had strong ties to both would indicate there is room for improvement. In the previous two community surveys a similar percentage (37%-38%) was also reported.
References

Websites

Government Alliance on Race & Equity (GARE): https://www.racialequityalliance.org/

Nexus Community Partners: http://nexusep.org/

Woodbury Thrives: https://www.woodburythrives.org/

Woodbury Community Foundation: https://www.woodburyfoundation.org/

League of Minnesota Cities, Cultural Diversity Resources:
https://www.lmc.org/page/1/cultural-diversity.jsp

Welcoming America: https://www.welcomingamerica.org/

Building Blocks of Islam: http://thebuildingblocks.org/

Centers for Disease Control and Prevention, Building Healthy Inclusive Communities:

Publications


National Civic League, Civic Index