STUDY SESSION MEMORANDUM

TO: Mayor and Members of City Council

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DATE: April 12, 2022

SUBJECT: Study Session for April 12, 2022
              Update on Racial Equity Plan Implementation

EXECUTIVE SUMMARY
The City of Boulder (COB) has a long history, commitment and intention of improving the ability to welcome, support and serve people of diverse backgrounds within the community and city organization. However, those traditional efforts failed to address the institutional racist policies and actions that have historically contributed to an unwelcoming environment in Boulder. In recent years, the city has taken steps to address institutional racism head-on, seeking to create real, positive impacts on employees and the community. This memo provides a status update on these efforts and outlines racial equity work plan items for 2022.

Specifically, the purpose of this study session is to:
- Outline key racial equity work to date;
- Frame what work items are prioritized in 2022; and
- Reiterate the commitment council made with the adoption of Council resolutions #1178 in 2015 (Attachment A) and #1275 (Attachment B) in 2019.

BACKGROUND
In 2018, the city entered a partnership with the Government Alliance on Race and Equity (GARE), a program of Race Forward, the largest multiracial racial justice nonprofit organization in the country. GARE works with governmental entities that are committed to work to move past intentions and toward action. Through that partnership, a core team of city staff, representing all departments across all levels of the organization, worked to better understand the role institutional racism has played in perpetuating current racial

inequities and to develop a vision to advance racial equity through education, programs, policies and financial decisions.

The core team also initiated the infrastructure to advance this body of work across the organization and within all decisions and actions. One key body of work for the core team was the creation and adoption of the city's first Racial Equity Plan, (Attachment C) adopted in February 2021. The plan is a living roadmap that will guide the COB government through the process of prioritizing goals, specifying details, and assigning resources to achieve meaningful change.

The primary outcome of the Racial Equity Plan is that the COB advances racial equity by ensuring that its policies, programs, and practices are free from institutional and systemic racism. The plan establishes a pledge to work collaboratively with community members, non-profits and policy makers to support a high quality-of-life and access to opportunity for community members of all races and ethnicities.

As approved, the **Racial Equity Plan Goals** are:

- **Everybody gets it.** The city will normalize and operationalize understanding of institutional and structural racism among people who work for or represent the COB, including city staff, City Council, Boards and Commissions, and ongoing program volunteers.
- **Justly do it.** The city will take action to end racial disparities in city services.
- **Community commitment.** The city will strengthen partnerships and collaborate with community members and organizations that demonstrate a commitment to ending racism.
- **Power to all people.** The city will build and maintain trust, expanding the influence of community members of color through inclusive and responsive engagement.
- **Representation matters.** The city will eliminate barriers and create opportunities to build a diverse workforce across the depth and breadth of local government including elected officials, boards, commissions and working groups.

Within the Racial Equity Plan goals are strategies with an accompanying logic model which outlines short-, mid- and long-term outcomes to ensure the city staff are measuring impact and making refinements as lessons are learned. Guided by the Racial Equity Plan, the city has made significant progress in the year since its adoption.

ANALYSIS
Racial Equity Plan Progress: January 2021 through March 2022

This section presents the city's progress in implementing the Racial Equity Plan, organized by the plan's five goals and the strategies outlined in the logic model.

Goal 1: Everybody gets it: The city will normalize and operationalize understanding of institutional and structural racism among people who work for or represent the City of Boulder, including city staff, City Council, Boards and Commissions, and ongoing program volunteers.

Strategy 1.1: Develop equity-focused leadership at all levels

- City Council
  - Leverage the Guiding Coalition to ensure racial equity is embedded in council priorities.
    - Composition: City directors and council members
      - 2021: Nuria Rivera-Vandermyde, Kurt Firnhaber, Chief Harold, Mayor Brockett, Council Member Joseph
      - 2022: Mayor Brockett, Matt Benjamin, Nicole Speer, Chief Calderazzo, Yvette Bowden, Joe Taddeucci
    - Purpose: Guide and support high-level strategic planning and implementation of equity initiatives
  - All city council members have attended Advancing Racial Equity: The Role of Government
  - Six city council members have attended Bias and Microaggression Training; Goal to have 100% completion by 2022
  - Racial equity impact analysis included in council work planning process
- City Staff
  - Develop expectation across work groups to participate on Racial Equity Teams.
    - Racial Equity Core Team presented to city directors. In 2022, all departments are expected to supply at least one additional racial equity ambassador to lead staff training.

Strategy 1.2: Develop workplace-based equity teams

- OSMP and the Library piloted department equity assessments and a Justice, Equity, Diversity and Inclusion (JEDI) teams.
- Finalized development of a JEDI teams toolkit (Attachment D); released city-wide in March 2022

Strategy 1.3: Provide Racial Equity Training

- Offer three training courses: Advancing Racial Equity: The Role of Government, Bias and Microaggression, and Racial Equity Instrument
- Train the trainer model leading three city trainings as equity ambassadors
  - 2020: 20 equity ambassadors
  - 2022: Adding 18 additional equity ambassadors
- Advancing Racial Equity Training
  - 987 city employees have completed Advancing Racial Equity: The Role of Government, as of Feb. 1, 2022

- 75% of evaluation responses indicate staff who have attended Advancing Racial Equity: The Role of Government have a better understanding of the ways in which government has perpetuated racism.
- Bias and Microaggression Training
  - Bias and Microaggression course is mandatory for all city employees, council, boards, commissions and volunteers
  - 445 city employees have completed Bias and Microaggression training as of February 1, 2022
  - Six Council members have participated in the city's Bias and Microaggression Workshop.
  - Approximately 20 board and commission members participated in Bias and Microaggression workshop in 2021.
  - Staff began the creation of an alternative, shorter-length Bias and Microaggression training for boards and commission members
  - 81% of participants indicated they better understood the ways in which even unintentional bias and microaggressions can harm city employees and community members.
- Racial Equity Instrument Training
  - Available quarterly to all staff members making a program, policy or budget decision
  - 177 city employees have completed the Racial Equity Instrument training as of Feb. 1, 2022

- Additional training, "Talking to Your Kids About Race," offered to 30 city staff members
- Racial Equity Ambassadors

TABLE 1: 2021 Racial Equity Ambassadors by Department

Department	Number of staff as facilitators	Position	Percent of Ambassadors per department
City Manager's Office	3	Program Managers	16%
OSMP	3	2 Program manager, planner, Program lead	2.5%
Comms & Engagement	4	3 Program Manager, Sr Program manager	16%
Parks & Rec	3	Coordinator, Program manager	2.3%
HHS	1	Program Manager	2%
Planning & Dev	2	2 Senior staff, Program manager	2.3%
Public Works	1	Program manager	.4%
CAO	1	Sr Attorney	4%

HR	1	Recruiter	5.8%
Finance	1	Manager	2.7%

TABLE 2: 2022 Racial Equity Ambassadors by Department

Department	Number of staff as facilitators	Position	Percent of Ambassadors per department
City Manager's Office	4	Program Managers	16%
OSMP	5	2 Program manager, Planner, Program lead, Property Sr Agent	4%
Comms & Engagement	4	3 Program Manager, Sr Program manager	16%
Parks & Rec	4	Coordinator, Program Manager, Marketing Manager	3%
HHS	3	Program Manager	6%
Planning & Dev	2	2 Senior staff, Program manager	2%
Public Works	6	Program managers, Operations Coordinator, Executive Assistant	3%
CAO	3	Sr Attorney	4%
HR	1	Recruiter	6%
Finance	2	Manager	2.7%
IT	1	Project Specialist	2%
Climate Initiatives	1	Program Manager	8%
Library	2	Sr Manager	2%

Goal 2: Justly do it: The city will take action to end racial disparities in city services.

Strategy 2.1: Achieve commitment at the department level

- Department equity assessment process created
- OSMP piloted the department equity assessment
- JEDI Teams Toolkit created and made available to staff in March 2022

*Strategy 2.2: Operationalize the Racial Equity Instrument (Attachment E)*

- Vaccine Clinics

- Mobile Vaccine Clinics focused on reaching unhoused population and communities of color
  - 97 vaccine doses administered in civic area, primarily to unhoused residents
  - 352 vaccine doses administered at Crest View Elementary and Orchard Grove mobile home park, 65% of participants identified as Hispanic or Latinx
- Equity instrument guided where to host clinics, how to conduct outreach and how to reduce participation barriers
  - Advance registration was not required
- Eviction Protection and Rental Assistance Services
  - Racial Equity Instrument applied to outreach and data collection processes
  - Ensured that the program focused on racial equity
    - Tenant Advisory Committee selection process resulted in a bilingual committee
- 2022 Budget
  - City departments screened budget requests using questions from the rapid response racial equity assessment (RRREA) – (Attachment F)
- 2022-2027 Capital Improvement Program
  - City departments screened budget requests using questions from the RRREA
  - Many project proposals sought to reduce disparities for marginalized or underserved groups, including the broadband fiber backbone, fire station 3 construction, evaluation of city facilities' ADA compliance, North Boulder Branch Library, Parks and Recreation investments and renovation

Strategy 2.3: Integrate Racial Equity into Master and Strategic Plans
- Drought Plan Update
  - Racial Equity Instrument applied to inform:
    - The equitable prioritization of water uses
    - Methods to encourage equitable reduction of water use in a managed drought scenario
  - Results
    - Less reliance on a price signal to incent behavior
    - Reduced burden on lower-income communities of color to shoulder water reduction needs during a drought
- Comprehensive Flood and Stormwater (CFS) Master Plan Update
  - Hired two Community Connectors to help reach underrepresented members of the Boulder community
  - Community Working Group represents communities throughout Boulder
  - Outreach and engagement also conducted in Spanish
  - Racial equity considerations discussed at regional community meetings: "How do we prioritize projects with equity and fairness in mind?"

  o Developed a project prioritization framework that ranks equity among the top criteria for determining which projects are built next:

   1. Life Safety
   2. Infrastructure and Resiliency
   3. Social Impact, Equity and Fairness
   4. Protect Critical Facilities
   5. Protect Property
   6. Environmental Resources
   7. Efficiency and Cost
   8. Ability to Implement
   9. Cultural Resources

- Inclusion of racial equity in this analysis will result in providing flood and storm protections to those in the community that are most vulnerable to the impacts of flooding first (Figure 1).

FIGURE 1: CFS Master Plan project rankings; Using equity as a top evaluation criteria boosts certain projects' priority
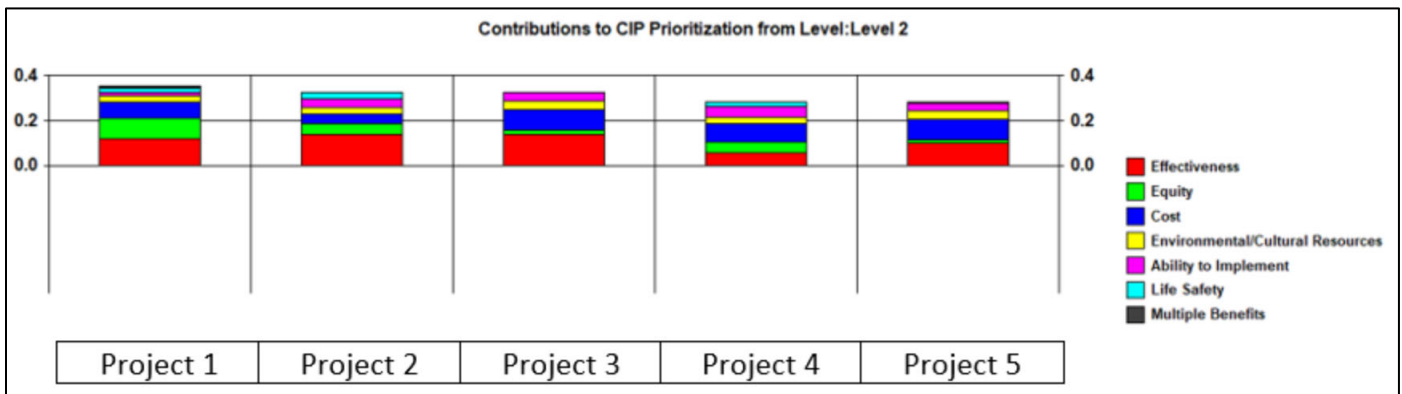
- Boulder Parks and Recreation Master Plan Update
  - Focus of update is to evaluate who will be impacted by changes and how they will be impacted
  - Conducted "needs mapping" using special date to identify which communities are in greater need of programs and services
- Police Master Plan Update
  - Developed two leadership teams to advise city: Latinx Leadership Team (includes Community Connectors) and the Black/African American Leadership Team (developed by the NAACP of Boulder County)
  - Leadership teams offered input at different stages of the master plan update

- o Staff recruited two CU graduate students of color to guide qualitative analysis of community feedback

Strategy 2.4: Focus on racial equity in stewarding public funds, racial equity programming and city financial processes

Boulder Underserved Business Program (Attachment G)
- In 2021, the purchasing division implemented a vendor self-reporting process to identify underserved businesses already established as city vendors
- Approximately 50% of active vendors have completed the survey; 10% identify as underserved businesses
- The purchasing division developed an underserved business policy that has been approved by the City Manager's Office
- A methodology has been developed to measure awards to businesses that self - report as a member of the underserved business community and data is continuing to be captured.

Grants, RFPs, Taxes and Other Processes
- The Sales Tax and Business Licensing division incorporated bilingualism in its hiring criteria for an open position, resulting in the hiring of a Revenue Agent who is fluent in Spanish. As a result, 50% of the division is proficient or fluent in Spanish.
- Additional communications efforts included translating key sections of the Sales Tax website into Spanish and adding bilingual messaging to voicemail and email responses.
- The evaluation matrix for the COVID-19 Small Business grants provided by the city in 2020 included scoring criteria that examined whether businesses were women-or minority-owned, locally owned, provided affordable good or services, and provided inclusive goods or services.
- The nonprofit grant selection criteria developed by council's financial strategy committee included two criteria specific to the city's commitment to advancing racial equity:
  - o Does the organization recognize disparities within the community and seek to mitigate or eliminate racial and ethnic disparities as they relate to the organization's accessibility and service delivery?
  - o Does the organization's internal makeup and constituency reflect equity and inclusiveness? Is the organization committed to continual improvement in these areas?
- Spanish translation was provided for the 2020 Covid Business Grants, and city staff coordinated communication efforts with partners such as the Boulder Business Alliance, which includes the Latino Chamber and the Small Business Development Council.
- The city provided direct assistance to help small businesses fill out applications, including translation assistance.

<u>Goal 3: Community Commitment:</u> The city will strengthen partnerships and collaborate with community members and organizations that demonstrate a commitment to ending racism.

Strategy 3.1: Partner with community
- 2021 Business License Renewal Outreach
    - Messaging in Spanish and Nepali
    - Expanded outreach to community by partnering with the Boulder Latino Chamber, Community Connectors and the Small Business Development Council
- Boulder Community Conversations about Race
    - Organized in partnership with the University of Colorado at Boulder, Naropa University, City of Boulder, Boulder County government and Community Foundation Boulder County.
    - Sought to promote, deepen and sustain meaningful cross-group relationships for racial equity through the power of structured dialogue.
    - Grant funding provided by the Boulder County Community Foundation
- City Council
    - Chats and Walks with Council designed to target communities that don't typically reach out to council
    - Council Member Office Hour pilot

Strategy 3.2: Build Community Organizational Capacity
- The city shares updates at the Colorado DEI Network, a group of local jurisdictions working to advance racial equity. The city's Equity Policy Advisor is an active member.
- Government Alliance on Race and Equity (GARE)
    - City is a member of the GARE network
    - The city's Equity Policy Advisor is a part of the GARE steering committee
    - The city's Equity Policy Advisor is a part of the GARE Racial Equity CEOs Working Group
- International City County Manager's Association (ICMA) Equity Officers Institute
    - The Equity Program Manager has been an active participant in the Equity Officers Institute
    - The Equity Manager has presented or co-facilitated multiple session as part of the 2021 Racial Equity Summit and ICMA Member's meeting, published an article in PM Magazine about advancing racial equity with limited resources, is co-chair for an Equity Officer How To Guidebook and is on the planning committee for the 2022 ICMA Members meeting

Strategy 3.3: Seek opportunities to support and promote the value of diversity and multiculturalism

- Penfield Tate II Municipal Building Renaming
  - Main city office now named after Boulder's first (and so far, only) Black Mayor.
  - The renaming brought recognition to Tate's pioneering efforts to advance equity in Boulder'
- 2021-2022 Council Declarations
  - Council has issued 13 declarations with topics promoting diversity, equity, and multiculturalism:
    - Asian American and Pacific Islander Heritage Month
    - Black History Month
    - Boulder Police Oversight Implementation Team
    - Family Court Awareness Month
    - Hispanic Heritage Month
    - Indigenous Peoples' Day
    - International Women's Day
    - National Day of Racial Healing
    - Observing Juneteenth Independence Day
    - Solidarity with the Asian American and Pacific Islander Community
    - Trans Awareness Week
    - Transgender Day of Remembrance
    - Women's History Month
- Future Council Declarations
  - Planning underway with the Human Relations and Arts Commissions to collaborate on MLK Jr. Day, Immigrant Heritage Month and Indigenous People's Day
- Office of Arts + Culture COVID 19 Work Projects
  - Partnered with Right Relationship Boulder, the I Have a Dream Foundation, and El Centro de Amistad to connect artists in their networks with funds to create social practice projects that were designed to lift up their neighbors through the pandemic.

Strategy 3.4: Recognize history of institutional racism within the City of Boulder
- Cultural Grants
  - Funded organizations and artists working on equity and justice projects
  - Arts Commission granted funds to the documentary film, "This is (Not) Who We Are," which examines the experiences of Black community members in Boulder
  - Penfield Tate II mural installation on the northwest façade of the Boulder Public Library
  - Collaboration with Arts and Venues Denver and RedLine Gallery to present the web series: "How to be an Anti-racist Organization"
- Housing Equity Symposium

- o Produced in partnership with the Boulder Chamber and Urban Land Institute
- o Helped raise awareness and understanding of Boulder's history related to race and class, how it impacts the city's current housing challenges and was the start of a community dialogue to identify specific actions to address long-standing inequities.
- Land Acknowledgement
  - o The City of Boulder sought the guidance of American Indian Tribal Nations and the community to develop a city staff land acknowledgment
  - o Will be used in a variety of city settings, written and verbal.

Goal 4: Power to _all_ people: The city will build and maintain trust, expanding the influence of community members of color through inclusive and responsive engagement.

Strategy 4.1: Improve access to decision-makers
- During 2021, interpretation and/or translation services were provided for several council meetings. This included interpretation into/from Spanish for 12 council meetings as well as American Sign Language and Bosnian for one council meeting.

Strategy 4.2: Support city-community relationships through staffing
- Improving the tone of civic conversation
  - o Vision for productive and inclusive civic dialogue developed in partnership with 300 community members
- Climate Justice Collaborative
  - o The Climate Initiatives Department made targeted efforts to establish and grow relationships with climate justice leaders across the county.
  - o Two staff members have served on the community-led Climate Justice Collaborative, which is bringing government and community leaders together to advance climate justice in Boulder County.

Strategy 4.3: Focus on high-quality community engagement
- Developing and advancing city best practices
  - o Engagement Coordination Committee of 30+ staff members meets monthly to share and learn from ongoing city inclusive engagement efforts
- Sharing best practices with wider network
  - o Staff and Community Connectors presentations
    - GARE Annual Member Meeting
    - International Association of Public Participation (IAP2) North American Conference (two presentations)
- Best Practices in action
  - o East Boulder Subcommunity Plan Working Group
    - Spanish materials and interpretation at meetings
    - Two Spanish-forward community meetings in East Boulder

Strategy 4.4: Value lived experience

- Community Connectors-in-Residence
  - Bi-cultural connectors
  - Serve as trusted voice and work closely with a community within which they are already natural leaders
  - Cultural, Linguistic and Geographic Communities represented: Latinx, Nepali, Black or African American, older adult, LGBTQ+, CU students, adults with disabilities, residents of manufactured home communities, or low-income community members
  - Reach a network of more than 1,500 community members
  - Offered "Building Power and Raising Voices" sessions that provided direct feedback on city council priorities
  - Collected, analyzed, and presented top five community priorities to city council in January 2022

Strategy 4.5: Address language, cultural and engagement access barriers
- Language Access Plan
  - Draft completed in 2021
- Interpretation at city meetings, including East Boulder Subcommunity Working Group, Manufactured Housing Fall Forum, and select city council discussions.
- Emergency Response Connectors
  - Team of 13 bicultural and/or bilingual Emergency Response Connectors shared COVID resources, joined weekly bilingual check-ins, and surfaced community issues
- Human Relations Commission Spanish Recruitment Pilot
  - Resources invested to promote commission application in Spanish, translate application and interpret interview.
  - A Spanish-speaking candidate was appointed to the HRC
- Spanish-language Facebook Page
  - Currently has 920 followers

Goal 5: Representation matters: The city will eliminate barriers and create opportunities to build a diverse workforce across the depth and breadth of local government including elected officials, boards, commissions and working groups.

Strategy 5.1: Address boards, commissions and working groups
- Boulder Arts Commission 2022 Statement on Cultural Equity (Attachment H)
  - Engaged members of the racial equity core team to utilize racial equity instrument in revamping statement
  - Encourage and celebrate the competency of arts leadership in cultural equity, pro-equity policies and practices in the sector, and representation in the leadership of nonprofits, businesses, among artists, and in cultural audiences generally
  - Improve the ability of artist and arts leaders of color to thrive in Boulder, including progress on the cultural leadership pipeline.

- To accelerate equity in the cultural community, leverage the policies and criteria of public funding especially in grants and public art.
- Boards and Commissions Inclusivity Assessment
  - Engaged consultant to conduct DEI Readiness Assessment
  - Launched phase 1 current state and innovation process for inclusion and belonging.
  - In collaboration with the external consultant project leads are engaging all board liaisons and secretaries in this work.
- Application process revamp
  - Personal information redacted before public posting
  - Offered orientation at a variety of times to accommodate diversity of schedules
  - Members of the project team piloted bilingual recruitment, removing barriers, and exploring incentives for the Human Relations Commission recruitment process.

Strategy 5.2: Develop City of Boulder's workforce
- Due to the staffing constraints and new software being implemented to streamline efficiencies within the Human Resources Department, priorities within this strategy will be implemented in 2022.

NEXT STEPS UPCOMING 2022 PRIORITIES

Building off the progress achieved so far, and in accordance with the logic model embedded within the racial equity plan, the city has identified many action items for the coming years. This section lists the short-term outcomes identified for the 2022 work plan.

Everybody gets it. The city will normalize and operationalize understanding of institutional and structural racism among people who work for or represent the COB, including city staff, City Council, Boards and Commissions, and ongoing program volunteers.

By the end of 2022, city leadership and employees at all levels will increase awareness, knowledge, and shared commitment to anti-racism through the following actions:

- Advancing Racial Equity: The Role of Government: All supervisors, 40% of total staff and all new employees attend Advancing Racial Equity: The Role of Government. Feedback from evaluations will indicate 80% of participants increase their understanding of racial equity.

- Racial Equity Instrument (REI): Increase in participation by offering at least four live workshops (one per quarter) with 30 participants; explore on-demand opportunities to share content; increase frequency of internal communication to ensure awareness and utilization of the instrument; produce five case studies on

how the instrument was utilized in the decision-making process will be created and shared organizationally and on the city's website.

- Bias and Microaggressions Workshop: city staff and council members will participate in Bias and Microaggression workshops by the end of 2022, impact will be evaluated by follow-up surveys from workshop sessions.

Justly do it. The city will take action to end racial disparities in city services.

By the end of 2022, staff will better understand and increasingly utilize the city's racial equity assessment tools and instruments for decision making by:

- Utilizing the REI - Increase in participation by offering at least four workshops (one per quarter) with 30 participants; five case studies on how the instrument was utilized in the decision-making process will be created and shared organizationally and, on the city's, website.

- Utilizing the Rapid Response Racial Equity Assessment (RRREA) – created for the purpose of making rapid decisions during the outset of the COVID-19 Pandemic – Include use of the RRREA in relation to any major emergency response situation as it arises.

- Continuing implementation of Departmental Equity Assessment – Completion of the development of the assessment (for individuals and their work groups) – departments who will participate to completion include Open Space and Mountain Parks, the City Manager's Office and Communication and Engagement. Six departments will design their 2023 departmental equity assessment in Q4 of 2022: Housing and Human Services, Library, City Attorney's Office, Climate Initiatives, Innovation + Technology and the Municipal Court.

- Utilizing the REI on at least three grant or funding programs.

- Identifying procurement processes to which the instrument could be applied.

- Ensuring financial resources are allocated to ensure appropriate staffing and resources for citywide racial equity plan.

- Evaluating the impact of the Rapid Response Racial Equity Assessment on the 2022 Budget process and embed racial equity analysis in the 2023 budget process.

- Capturing insights and ideas for community needs related to the COVID-19 pandemic and other disparities and bringing forward to council new ideas for addressing income and other socio-economic disparities to explore new investment opportunities.

By the end of 2022, city staff will be better positioned to collect relevant equity data and, coordinate data systems to understand and track needs and impacts when utilizing the REI and other RE Tools by:

- Collecting and making accessible unified demographic and prosperity data on the community's residential, workforce, university affiliates and visitors in an accessible, geographic context to drive intentional development and implementation of equitable programs and policies.

- Recognizing who the city serves through a data hub, which will collect and make accessible unified demographic and property data (e.g., economic, health, safety).

- Creating a collaboration between the core team and HR to collect and transform data to be presented in an employee equity reporting tool to facilitate intentional, equity-driven decision-making in recruitment and retention policies and practices.

- Developing accessible 'data stories' that explain where the city is in their racial equity journey, what is being learned and where the organization is headed by developing and publicly socializing/sharing qualitative and quantitative indicators of degree of RE over space and time.

Departments will have in place their own department Justice, Equity, Diversity and Inclusions (JEDI) Teams to implement racial equity work in support of the city's organizational racial equity plan by:

- Developing departmental JEDI teams, by the end of 2022: Utilizing the city's JEDI Teams Toolkit, 18 departments will have launched their departmental JEDI teams, including: Open Space and Mountain Parks, Planning and Development Services, Community Vitality, Arts, City Manager's Office, City Attorney's Office, Climate Initiatives, Communication and Engagement, Finance, Fire, Police, Facilities and Fleet, Innovation and Technology, Municipal Court, Parks and Recreation, Public Works – Utilities, Public Works – Transportation and Mobility and Public Works – Business Services

- Completing an inventory of departmental policies for all departments with an established JEDI team in preparation of determining which policies should be reviewed and updated utilizing the REI.

- Completing an inventory of all internal citywide policies in preparation of determining which policies should be reviewed and updated utilizing the REI.

- Embedding a commitment to advancing racial equity in citywide master and strategic plans with an initial focus in embedding focus in the Pilot Departmental Master Planning and Strategic Planning Guide.

Community commitment. The city will strengthen partnerships and collaborate with community members and organizations that demonstrate a commitment to ending racism.

As policymakers, city council will normalize the use of resolutions and declarations in alignment with the racial equity plan. Staff and community members will gain better understanding of the purpose and function of resolutions and declarations by:

- Passing resolutions and declarations to engage City Council in advancing racial equity and boosting accountability issuing resolutions and declarations that support the racial equity plan as opportunities arise.

- Ensuring all resolutions are consistent with the prior adopted racial equity resolutions.

- Evaluating racial equity impact of resolutions and declarations by developing a resolution review and evaluation process, starting with determining which ones will be drafted by staff, read by council and received by appropriate community groups.

The city will coordinate dissemination of GARE Information to RE Core Team members and other city staff by:

- Identifying city staff liaisons to the GARE network

- Participating in monthly network calls in order to display understanding and convey information on the work of other jurisdictions to departmental colleagues. Success will be indicated by anecdotal feedback from city supervisors that conveys an understanding that staff participation in racial equity sessions isn't an 'add' on to employee work, but rather a part of everyone's roles.

- Participating in regional and national meetings to enhance learning through RE Core Team members having the opportunity to build capacity and bring back learning to other Core Team members and city staff.

- Presenting to GARE members by representing city work to other GARE members in an effort to advance equity at a structural level.

The city will display an understanding and inventorying the racial equity work being done by institutional partners to be aware of, and continue to support and expand coordinated efforts by:

- Establishing a baseline of the number of students of color participating in public meetings and applying for city positions from University of Colorado and Naropa.

- Working with other institutions and advocacy groups such as the Community Foundation of Boulder County to identify, align, and implement strategies for advancing racial equity.

- Partnering with other agencies and local government partners in sharing training, tools, and resources while participating in equity initiatives or acting as the convener when appropriate.

- Working with non-profit community partners to align and implement strategies for advancing racial equity.

- Preparing for 2022 Juneteenth by planning with community groups to develop proposals for city-funded celebrations.

Power to all people. The city will build and maintain trust, expanding the influence of community members of color through inclusive and responsive engagement.

The city will complete an inventory of barriers for communities of color to publicly participate by piloting new inclusive engagement opportunities co-designed with community members. Ensure alignment of Engagement Strategic Framework and trainings with the city's Racial Equity Plan by:

- Piloting inclusive engagement opportunities with Council and the city manager, possibly during meetings or creating a process outside of set meetings, such as Conversaciones con la Ciudad.

- Enhancing the community connectors program through several project-based, long-term, and work group processes. Ensuring situationally effective practices are identified and shared with the larger organization and community.

- Increasing empowerment and efficacy of community members of color for engagement in city program and process decision making, through increased, sustained level of equitable engagement.

- Ensuring that by the end of 2022 - 100% of boards/commission members complete implicit bias and racial equity training.

- Identifying barriers to participation for community members of color.

- Expanding language access through a Language Access Strategic Plan and identification of thresholds for translating documents and web pages in addition to interpreting engagement opportunities.

- Piloting inclusive engagement opportunities for short-term and long-term projects or processes.

- Developing resources, best practices and provide additional inclusivity trainings for staff working with boards and commissions.

Representation matters. The city will eliminate barriers and create opportunities to build a diverse workforce across the depth and breadth of local government including elected officials, boards, commissions and working groups.

In collaboration with the Human Resources department, city staff will establish diversification goals and apply the Racial Equity Instrument to city workforce HR processes by:
- Establishing a baseline for the number of qualified people of color, including women of color hired by the city.

- Reviewing and update hiring policies to prevent bias in recruitment and hiring strategies, including ensuring that recruitment is not based on quotas alone.

- Increasing city staff retention through ensuring 100% of hiring managers are trained on Bias and hiring, establishing a baseline number of employees of color leaving the city with accompanying understanding about the reasons for which employees of color leave the city.

- Enhancing staff advancement through training, promotions and succession planning, begin to identify career tracks; conduct an analysis of positions that have a large number of anticipated retirements in the coming five years and create opportunities to increase recruitment for qualified people of color.

Questions for Council
1. What do you perceive is going well with the racial equity plan? What excites you most about this work?
2. What are your perceived barriers to continue moving this work forward and as policymakers how do you see yourselves playing a role in mitigating those barriers?

ATTACHMENTS
Attachment A – Resolution #1178 – Inclusivity of Boulder
Attachment B – Resolution #1275
Attachment C – 2021 Racial Equity Plan
Attachment D – JEDI Teams Toolkit
Attachment E – Racial Equity Instrument
Attachment F – Rapid Response Racial Equity Assessment
Attachment G – Boulder Underserved Business Program
Attachment H – 2022 Statement on Cultural Equity

RESOLUTION NO. 1178

A RESOLUTION RE-AFFIRMING BOULDER'S STATUS AS AND COMMITMENT TO BE AN INCLUSIVE COMMUNITY, ITS COMMITMENT TO WORKING WITH LOCAL PARTNERS TO IMPROVE SUPPORT FOR AND INCLUSION OF DIVERSITY, AND ENCOURAGING OTHER JURISDICTIONS AND THEIR ELECTED LEADERS TO DO THE SAME.

WHEREAS, the diversity of backgrounds, perspectives, and experiences of the American people – native and immigrant – makes our nation and communities richer and stronger; and

WHEREAS, the City of Boulder is proud of its long history of working to protect the civil rights and liberties of all of our residents, partner with our community leaders to speak out against human injustices and abuses, and welcome immigrants to our community; and

WHEREAS, Boulder has long advocated for public policies at all levels of government that promote inclusion, equity, health, and well-being of all people who live in our community; and

WHEREAS, Boulder strives to be inclusive in our city government through our hiring practices, our recruitment and appointment of diverse members to serve on advisory boards and commissions, and our communications and policies; and

WHEREAS, Boulder established a Human Relations Commission in 1973 to help foster mutual respect, celebrate and promote understanding of the diversity of the city's population, suggest appropriate changes to ordinances and policies, and enforce the City of Boulder's Human Rights Ordinance to prohibit discrimination; and

WHEREAS, Boulder established an Immigrant Advisory Committee in 2005 to advise the city on programs, services and processes that encourage and support immigrants' participation in local government and make recommendations to the city on policies and legislation affecting immigrants; and

WHEREAS, the City of Boulder's past and current work includes numerous examples of efforts to embrace and support diversity and inclusion, including providing services intended to facilitate transition into our community, providing safety net services for our most vulnerable and marginalized residents, supporting Human Rights protections, adopting affordable housing programs, supporting diversity through cultural events such as immigrant heritage celebrations, and providing school-based programs that offer all students the opportunity to succeed; and

WHEREAS, despite our community's collective efforts to create an inclusive and supportive community, a number of people still do not feel welcome, included, or safe in Boulder; and

WHEREAS, some members of our community continue to experience discrimination, harassment, and intimidation based on their cultural, religious or personal beliefs, identities, and practices; and

WHEREAS, while a large number of us never personally encounter discrimination or acts of hatred directed towards us, those that do suffer greatly because of it; and

WHEREAS, according to recent Community Foundation *Trends* reports, less than half of Boulder County residents feel we are welcoming to immigrants from other countries or racial and ethnic minorities; and

WHEREAS, recent international incidents of violence and terrorism have triggered a spate of hateful and hurtful rhetoric and actions in America against refugees and people of certain religious faiths and ethnic groups, causing local concerns and triggering a need to explicitly re-confirm our intentions, beliefs and values around inclusivity;

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO, that:

Boulder re-affirms its status as, and commitment to be, an inclusive community and explicitly welcome all residents regardless of their age, race, ethnicity, country of origin, sexual preference or gender identity, ability, religion, income, political persuasion, citizenship status, or cultural practices; re-affirms its commitment to working with local partners in continuing to pursue policies and programs that improve our community's support for and inclusion of diversity; and encourages other jurisdictions and their elected leaders to do the same.

PASSED AND ADOPTED THIS 15TH DAY OF DECEMBER, 2015.

Mayor

Attest:

City Clerk

RESOLUTION 1275

A RESOLUTION COMMITTING THE CITY OF BOULDER TO
PROMOTE RACIAL EQUITY IN CITY RELATIONSHIPS,
PROGRAMS, SERVICES AND POLICIES.

*Not everything that is faced can be changed, but nothing can be changed until it is
faced. - James Baldwin*

The Boulder community has long benefited from its beautiful natural surroundings. Originally
the home of the Southern Arapaho, Cheyenne and several other tribes, the land on which we sit,
was stolen from them. In 1858, the first non-native community in Boulder County was
established in the area now known as Settlers Park, in violation of the 1851 Treaty of Fort
Laramie. Many of the Indigenous inhabitants were killed or forced to relocate as a result of these
white settlers. In later decades the city continued deliberate discrimination against immigrant
people of color. In the 1920's the Ku Klux Klan developed a unique presence in the state, and
many members took up various positions in office and in government administration. Klan
members then used their positions to further segregate people of color and maintain deeply
rooted systems of oppression.

The KKK eventually became a powerful organization in Boulder County and at the state
level, and many of the attacks in Boulder County were targeted at Latinx individuals. Their
exclusion from the community was exemplified in signs saying "No Mexicans Allowed" posted
out front of shops and restaurants across Colorado.[1] Due to a labor shortage the immigrant work
force was somewhat welcomed for a short time throughout the early/mid-twentieth century.
However, after demands subsided and laborers were less needed, people were sent away. On
May 18, 1932, the Boulder County Commissioners passed a resolution funding the deportation
of Mexican families to the United States-Mexico border based on "there being no prospect of
them finding employment."[2]

In 1928, the city adopted its first zoning code, which prioritized single family housing in
much of the city and pushed "obnoxious industries" to the outskirts. This, on top of Boulder's
already high real estate prices, effectively excluded people who had not had or had been denied
access to the education required for the allowed industries. (Carnegie Library for Local History,
Boulder's First Zoning Ordinance report, by Dan Corson, 1997, 998-5-15) In the ensuing years,
skilled and unskilled laborers (often those denied access to higher education) had to find jobs
outside of Boulder.

As the city continued to grow Boulder became a hub for scientific research and
technology industries. The dominance of these advanced and highly technical industries in the

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[1] Bowley, Nicoli R., "Ten Dollars to Hate Somebody": Hispanic Communities and the Ku Klux Klan in Colorado,
1917-1925 (2017), retrieved from
https://scholar.colorado.edu/cgi/viewcontent.cgi?article=2497&context=honr_theses
[2] Boulder County Commissioners' Resolution, agreeing to pay train fare for unemployed Mexican families to the
border, May 18, 1932, retrieved from https://teachbocolatinohistory.colorado.edu/primarysource/boulder-county-
commissioners-resolution-1932/

city ultimately excluded people of color from many job opportunities because, historically, they were denied an education and most desired industries require an education.[3]

In 1974 the City of Boulder elected its first and only black mayor, Penfield Tate II. He was mayor until 1976. Tate advocated for equality for all and due to his protection against discrimination and actions to make the LGBTQ community feel more welcome,[4] and his attempt at introducing a "sexual preference" amendment to the Boulder's Human Rights Ordinance lost adoption by the general public. Residents sought to recall Tate and all council members who supported the amendment. While the recall of Tate failed, in the next election he was voted out.[5] Tate is quoted as saying, "The measure of a great city and a great country is not the size of its greenbelt, but how it treats its people."

Across the United States a person's race remains a key predictor of access, opportunity, safety and well-being. Boulder is no exception to this. For example, according to the American Community Survey, in 2017 the overall poverty rate in Boulder County was 12.6% for white individuals, the rate jumps to an average of 23.4% for all other races and 23.5% for Latinx county residents. Over the years, the City of Boulder has attempted to examine, as individuals and groups, what diversity, equity and inclusion means to our organization and community. Despite these efforts and intentions, this work has failed to achieve racial equity.

The city intends to understand its relationship with race and will endeavor to collect data that supports a deeper understanding of actions and impacts, as well as data to help identify and track outcomes of racial equity work.

THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO, FINDS THAT:

A. The Boulder City Council believes every person has the freedom to feel valued and respected and anyone who threatens the freedom of one individual threatens the freedom for all of us.

B. The City Council recognizes the history of racism in our country and how it has led to many current-day disparities in education, health and safety, job attainment, income and wealth; housing and healthcare; disproportionate incarceration rates for people of color; and other pernicious systems of injustice. The City Council further recognizes the existence of white privilege, meaning the systemic advantages that white people have relative to non-white people.

C. The City Council recognizes that racial inequities have become institutionalized in the policies and practices of many agencies, governmental and otherwise.

D. The City Council recognizes that the issues of racial equity must be addressed proactively and deliberately in the course of decision making to increase the success for all groups and the

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[3] Delgado, Richard and Stefancic, Jean, Home-Grown Racism: Colorado's Historic Embrace - And Denial - Of Equal Opportunity in Higher Education (1999), retrieved from
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2411625
[4] Taylor, Carol, Boulder's LGBT history has many lessons to teach, including that backlash often follows progress (2016), retrieved from http://getboulder.com/boulders-lgbt-history/

[5] University of Colorado Boulder, Penfield Wallace Tate II (1968), retrieved from
https://www.colorado.edu/law/pen-wallace-tate-ii-68

need to meet people who are actively trying to understand oppression and bias, where they are in their learning journeys while approaching them with compassion and kindness to support their growth.

E.   The City Council recognizes the need to examine seemingly neutral policies and practices to determine whether they are contributing to racial inequity and, where needed, change or eliminate the policy or practice as the city has a long history of decision and policy making that has resulted in classist and racist outcomes.

F.   The City Council engaged in a community listening session on March 18 following an interaction between an African American college student and members of the city's Police Department after the student was approached while picking up trash in his yard. Personal stories were shared by people from a variety of races, ethnicities, as well as perspectives of family members with mixed race backgrounds.

G.   The city completed Community Perceptions Assessment in 2017, where it learned there is a general lack of awareness in the Boulder community of the discrimination and exclusion that many individuals experience, as well as a lack of racial and socioeconomic diversity. This has led to a negative impact on the experiences of belonging and the general awareness of inequalities present within the city for communities who are most often underserved by the city.

H.   The City Council recommits to the 2015 Inclusivity Resolution no. 1178 (Attachment A) a resolution re-affirming Boulder's status as and commitment to be an inclusive community, its commitment to working with local partners to improve support for and inclusion of diversity, and encouraging other jurisdictions and their elected leaders to do the same.

I.   The city strives to partner with other community partners to learn about and address issues of racial equity including, but not limited to, the University of Colorado Boulder, Naropa University, the Community Foundation Boulder County and community organizations representing people of color.

J.   The city collaborates with other municipalities as members of the Government Alliance on Race and Equity to advance racial equity through mindful governance practices, recognizing racial inequities are embedded into government and that racial inequities across all indicators for success are deep and pervasive. Additionally, other groups of people are still marginalized based on gender, sexual orientation, class, religion, and age, among other factors. Focusing on racial equity provides the opportunity for local government to create frameworks, tools and resources that can also be applied to other marginalized people.

K.   The city is a member of the initial cohort communities within the National League of Cities composed of multiple cities that have faced racial tension within the past year with the aim to strengthen local leaders' knowledge and capacity to sustain community conversations on race relations, justice and equity.

L.   The City Council recommits to the Minority Issues Coalition's statement (Attachment B) entitled Boulder United Against Racism Declaration of November 1, 2001, drafted after the national tragedy of September 11, 2001, which called upon every member of the community to ensure they protect the freedom for all to feel valued and respected.

M. The coalition encouraged everyone to openly speak out against intolerant acts of bigotry and to stand up for others who are unjustly disparaged, discredited and abused because of their race, ethnic identity or beliefs. The coalition encouraged people to speak out or take a stand so

that it is known that we are a united community in our effort to rid Boulder of ethnic and racial intimidation.

N. The city will seek out and support ways to honor, acknowledge and memorialize the lives, deaths, struggles and contributions of people of color from Boulder to justice, equity and parity in Boulder and beyond.

O. The city is in the midst of a request for proposal requiring bias and microaggression training for all city staff, city council members, boards and commissions.

P. The City Council is exploring and instituting methods that have worked in cities around the country to update, eliminate or create government policies, practices and programs specifically to dismantle existing racial disparities.

Q. The City Council acknowledges potential difficulties in assessing the impact of decisions on racial equity, but is committed to applying a racial equity lens in a systematic way in its decision-making processes with the goal of continuing to build an inclusive, equitable community and ensure a vibrant and healthy community for all Boulder residents and visitors.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO:

That the Boulder City Council:

1. Commits to the Inclusivity Resolution (Resolution no. 1178 its status as, and commitment to be, an inclusive community and explicitly welcome all residents regardless of their age, race, ethnicity, country of origin, sexual orientation or gender identity, ability, religion, income, political persuasion, or cultural practices) and re-affirms its commitment to working with local partners in continuing to pursue policies and programs that improve our community's support for and inclusion of diversity; and encourages other jurisdictions and their elected leaders to do the same.

2. Commits to the Minority Issues Coalition's statement entitled Boulder United Against Racism Declaration of November 1, 2001, drafted after the national tragedy of September 11, 2001.

3. Commits itself to systematically and deliberately applying a racial equity lens in its decision making henceforth with the goal of continuing to build an equitable community and ensure a healthy community for all Boulder residents and visitors. Council acknowledges community values will bump up against each other and hard work will be needed to ensure meaningful decisions are made.

4. Commits to Ibram X. Kendi's words that racial inequity is most often the problem of bad policy, not bad people and as such commits to identify racial inequity and all its intersections and manifestations while monitoring outcomes to ensure anti-racist policies that reduce and eliminate racial inequity. When policies fail, the people should not be blamed and commits itself to start over and seek out new and more effective anti-racist treatments until they work.

5. Commits to on-going race relations training, including being among the first groups along with other city boards and commissions to be trained in the bias and microaggressions training as soon as possible, as well as to participate in Advancing Racial Equity: The Role of Government.

6. Will further explore coaching and training in the Right Use of Power and other training opportunities focused on systemic racism and white privilege.

7. Directs the city manager, together with the community, to develop a plan for delivering city services in a manner that promotes racial equity. The plan will direct strategic actions to advance opportunities and achieve equity that includes:

   a. intentional collective leadership;

   b. community engagement;

   c. equity tools and infrastructure to support and sustain systemic changes;

   d. and shared accountability with metrics on progress that would be reported back to the community including training by city council members.

8. Will continue to work with the community to address racial equity issues identified in the 2017 Community Perceptions Assessment.

9. Commits to continuing to participate in racial equity efforts with partner institutions and organizations, including the diversity summits at the University of Colorado Boulder and the programs of the Governmental Alliance on Race and Equity and the National League of Cities.

10. Be it further resolved, it is anticipated there will be future race and equity resolutions to continue to demonstrate the city's intention and commitment to impact.

ADOPTED this ___ day of _____ 2019.

CITY OF BOULDER, COLORADO

_____
Mayor

Attest:

_____
Lynnette Beck, City Clerk

RESOLUTION NO. 1178

A RESOLUTION RE-AFFIRMING BOULDER'S STATUS
AS AND COMMITMENT TO BE AN INCLUSIVE
COMMUNITY, ITS COMMITMENT TO WORKING WITH
LOCAL PARTNERS TO IMPROVE SUPPORT FOR AND
INCLUSION OF DIVERSITY, AND ENCOURAGING
OTHER JURISDICTIONS AND THEIR ELECTED
LEADERS TO DO THE SAME.

WHEREAS, the diversity of backgrounds, perspectives, and experiences of the American people – native and immigrant – makes our nation and communities richer and stronger; and

WHEREAS, the City of Boulder is proud of its long history of working to protect the civil rights and liberties of all of our residents, partner with our community leaders to speak out against human injustices and abuses, and welcome immigrants to our community; and

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WHEREAS, Boulder established a Human Relations Commission in 1973 to help foster mutual respect, celebrate and promote understanding of the diversity of the city's population, suggest appropriate changes to ordinances and policies, and enforce the City of Boulder's Human Rights Ordinance to prohibit discrimination; and

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WHEREAS, the City of Boulder's past and current work includes numerous examples of efforts to embrace and support diversity and inclusion, including providing services intended to facilitate transition into our community, providing safety net services for our most vulnerable and marginalized residents, supporting Human Rights protections, adopting affordable housing programs, supporting diversity through cultural events such as immigrant heritage celebrations, and providing school-based programs that offer all students the opportunity to succeed; and

WHEREAS, despite our community's collective efforts to create an inclusive and supportive community, a number of people still do not feel welcome, included, or safe in Boulder; and

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WHEREAS, while a large number of us never personally encounter discrimination or acts of hatred directed towards us, those that do suffer greatly because of it; and

WHEREAS, according to recent Community Foundation *Trends* reports, less than half of Boulder County residents feel we are welcoming to immigrants from other countries or racial and ethnic minorities; and

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PASSED AND ADOPTED THIS 15TH DAY OF DECEMBER, 2015.

_____
Mayor

Attest:

_____
City Clerk

BOULDER UNITED AGAINST RACISM DECLARATION

November 1, 2001

We speak out as elected and selected leaders and representatives of our community. We are painfully aware that institutional racism exists within the Boulder community and that only our intentional, collective efforts will eliminate it. We also believe that there should be no sanctions for preserving acts of racism in our community.

There has been much discussion around healing our nation following the recent acts of terrorism and criminal acts of intolerance. We believe that by publicly acknowledging the existence of this problem, in our community, we afford ourselves the opportunity to timely heal the wounds. By doing this, we are taking proactive steps to discourage subsequent assaults of ethnic and racial intolerance.

While the recent acts of intimidation and racial/ethnic harassment in Boulder represent the exploits of a few, we acknowledge that the seeds of such beliefs are rooted among many. While we must value and respect the different views and opinions of others, we do not encourage respect for actions and behaviors of bigotry and bias.

We, as the Minority Issues Coalition in concert with other local organizations are committed to using our resources and leadership to stand against these acts of intimidation by demanding zero tolerance. We call upon every member of this community to join us in a sustained effort to educate others and to create an environment:

- *Where every person has the freedom to feel valued and respected.*
- *Where anyone who jeopardizes that freedom for one individual threatens the freedom of us all.*
- *Where the consequences for breaching this freedom will be met with an immediate and vigorous enforcement of our laws, policies and code of ethical conduct.*

We encourage you to openly speak out against intolerant acts of bigotry and to stand up for others who are unjustly disparaged, discredited and abused because of their race, ethnic identity or beliefs. Then share these particular stories and experiences, where you spoke out or took a stand, with other members of our community so that we make it known that we are a united force to be reckoned with in our effort to rid Boulder of ethnic and racial intimidation.

Individuals and organizations that endorse this statement:

- Bill De La Cruz
- Boulder Professional & Technical Services, LLC
- Boulder Valley School District
- George Garcia
- Jean Gore
- Restoring Choices, Inc.
- Seagate Technology LLC

- Stan Garnett
- The Boulder Chamber of Commerce
- The Boulder Daily Camera
- The Crochet Consulting Group
- The Family Learning Center
- Women's International League for Peace and Freedom

Others Supporters:

Brenda Lyle – The Family Learning Center
Jason Robbie - The Boulder Human Relations Commission
George Crochet – Minority Issues Coalition
George Epp – Boulder County Sheriff
George Garcia - Boulder Valley School District
Stan Garnett – BVSD School Board

Susan Purdy – Boulder Housing and Human Services
James Fadenrecht – University of Colorado Police Department
Jean Gore - Women's International League for Peace and Freedom
Mark Beckner – Boulder Police Department
Mike Madigan - The Daily Camera
Jana Mendez – Boulder County Commissioners
Mary Keenan – Boulder District Attorney

racial
equity
plan

FEBRUARY 2021

CITY OF BOULDER

Contents

Acknowledgements

City Manager's Office
— Tanya Ange, former Deputy City Manager
— Jane Brautigam, former City Manager
— Pam Davis, Assistant City Manager
— Chris Meschuk, Interim City Manager
— Taylor Reiman, Council Assistant

Racial Equity Guiding Coalition
2019 to Present
— Aaron Brocket, City Council Member
— Kurt Firnhaber, Director of Housing & Human Services
— Rachel Friend, City Council Member
— Maris Herold, Police Chief
— Junie Joseph, City Council Member
— Chris Meschuk, Interim City Manager
— Jen Sprinkle, Director of Human Resources
— Adam Swetlik, City Council Member
— Mary Young, City Council Member
— Maris Herold, Police Chief

Racial Equity Engagement Working Group
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— Magnolia Landa-Posas, Facilitator
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— Nikhil Mankekar
— Maria Murillo
— Julie Schoenfeld

Community Feedback Partners
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— Dinesh Kumar Karki, Community Connector
— City of Boulder Human Relations Commission
— City of Boulder Youth Opportunities Advisory Board
— Leadership Fellows Boulder County
— NAACP, Boulder County
— Nepal America Sociocultural Exchange Society
— Recovery Equity Connectors
— Rocky Mountain Friends of Nepal
— Sabrina Sideris' CU Class
— SUMA Cultural Brokers, Boulder County
— Diversity and Inclusion Summit, University of Colorado Boulder

Acknowledgements

Racial Equity Core Team and Equity Ambassadors

City Attorney's Office
— David Gehr
— Jessica Pault-Atiase

City Manager's Office
— Carl Castillo
— Pam Davis
— Elesha Johnson
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— Hope Stevens

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— Jennifer Phares

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— Maryvel Molina

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— Juliet Bonnell
— Maki Boyle
— Mark Davison
— Lauren Kilcoyne
— Emily Paulson
— Natasha Steinmann

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— Lisa Nieman
— Ali Rhodes
— Christy Spielman

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— Val Matheson

Police
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— Diane Herzberg
— Curtis Johnson
— Tom Trujillo
— Carey Weinheimer

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— Amy Lewin
— Katie Knapp
— Natalie Stiffler
— Holly Valenta

Graphic Design: Shelby Condit, Maye Cordero

Introduction

Respect is one of five of the city of Boulder's organizational values. It states:

"We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity."

While the city created a diversity policy over two decades ago, an inclusivity assessment conducted in 2017 demonstrated the organization's impact has been limited. Input from community members of color who have bravely shared their perspectives and lived experiences have made it clear we have significant work to do.

As partner members of the Government Alliance on Race and Equity and through shared learning with communities across the nation, employees and leadership at the City of Boulder have been working to understand the role institutional racism has played in perpetuating current racial inequities and develop a vision to advance racial equity through education, programs, policies and budget decisions.

Purpose of the plan

Since 2018, the city has been building organizational capacity and partnering with institutions and communities to adapt internal infrastructure and communication through creation of a Racial Equity Plan. Much of the plan focuses on steps the city must take to eliminate systemic and institutional racism in its policies and practices.

There are also several components that will involve partnerships with community groups, organizations and individuals committed to ending racial inequity in Boulder. The plan was informed by significant and valuable community input, and the city drew from other sources such as: :

— Findings of the 2017 Community Perceptions Assessment

— From the courageous personal stories shared more recently by community members of color in sessions hosted by the Human Relations Commission and City Council

— Frequent conversations with organizations that work with historically oppressed communities

— Participation in the yearly Diversity Summit at the university of Colorado Boulder

— Additional feedback was provided through various community feedback sessions as designed by the city's Racial Equity Engagement Working Group and included in Community Feedback Summary attachment

Why lead with racial equity?

Race is often the greatest predictor of access to success in our current system.

The creation and perpetuation of racial inequities is embedded into government at all levels. Initially focusing on racial equity provides the opportunity to introduce a framework, tools and resources that can also be applied to other marginalized groups based on gender, sexual orientation, ability, class, and age, among others.

If one of us suffers, we all suffer.

Equality

Equity

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A Message from the City of Boulder
Racial Equity Guiding Coalition

Modern day Boulder has struggled to face its history. With this document, we put forth our commitment to change with actions and measurable outcomes, because, to paraphrase James Baldwin, nothing can be changed until it is faced.

The following Racial Equity Plan is a result of a collaborative effort among several partners dedicated to advancing racial equity within the City of Boulder government to transform Boulder into a more inclusive, safe, and welcoming environment for all who live, work, learn or recreate in our community.

The plan was guided by City of Boulder employees who were members of the city's first Racial Equity Core team, a group of over 60 city staff committed to learning from our partners at the Government Alliance on Race and Equity (GARE), a nationally known non-profit segment of Race Forward. These employees, from all areas of the organization, representing all levels of leadership, have been collectively working in community for over two years to bring before all of us this plan of strategies and actions that, with commitment to measurable outcomes, have the capacity to change our community and hold us to our values.

We know the work ahead will not be easy. The work of dismantling institutional racism will require at some of us give up some comfort and power. Nevertheless, without doing so, we cannot live up to our stated values.

Sincerely,

The City of Boulder's Racial Equity Guiding Coalition

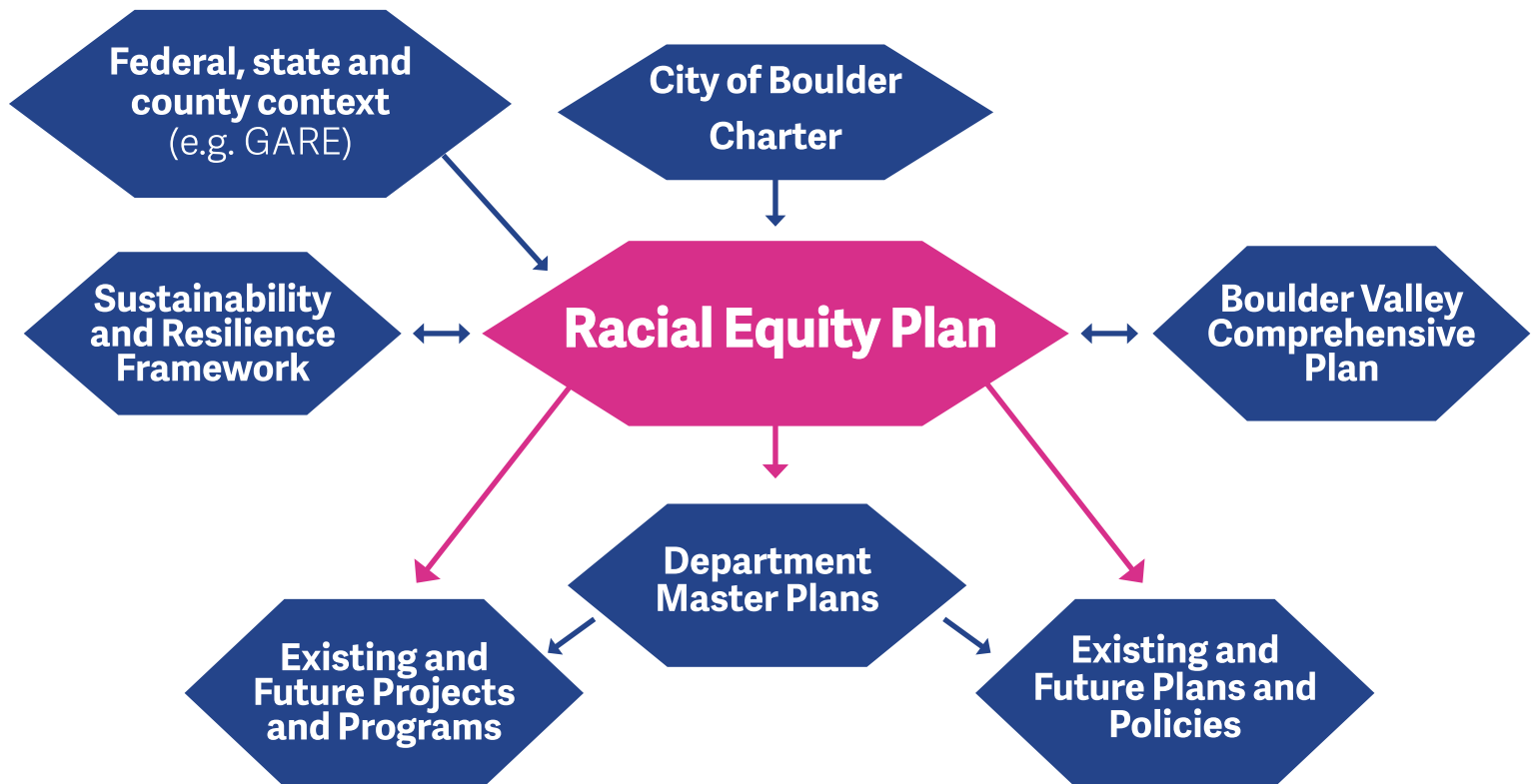|				
Council Member Aaron Brocket	Council Member Rachel Friend	Council Member Junie Joseph	Council Member Adam Swetlik	Council Member Mary Young
Police Chief Maris Herold	Director of Housing and Human Services Kurt Firnhaber	Interim City Manager Chris Meschuk	Director of Human Resources Jennifer Sprinkle	Equity Program Manager Aimee Kane

Racial Equity Plan in the City of Boulder Context

Advancing existing equity goals

The City of Boulder is guided by the City Charter. The Racial Equity Plan advances and aligns with the Charter as well as established community-wide goals and plans, including the Boulder Valley Comprehensive Plan, the Sustainability and Resilience Framework and other citywide guidance. The city's plans, goals and policies are also informed by federal, state, and county guidance, including that of the Government Alliance on Race and Equity (GARE). The following graphic shows the relationship of the current plan and policy documents that guide the management of the City of Boulder in relation to racial equity.

Federal, state and county context (e.g. GARE)

City of Boulder Charter

Sustainability and Resilience Framework

Racial Equity Plan

Boulder Valley Comprehensive Plan

Department Master Plans

Existing and Future Projects and Programs

Existing and Future Plans and Policies

Boulder Valley Comprehensive Plan

The Boulder Valley Comprehensive Plan (BVCP) is developed and jointly adopted by the City of Boulder and Boulder County to guide land use decisions in the Boulder Valley. Intended to integrate a range of community service areas, the BVCP provides high-level policies and goals that stem from long-standing community values. These represent our commitment to:

— A welcoming, inclusive and diverse community

— Physical health, safety and well-being

— An all-mode transportation system to make getting around easy and accessible to everyone

— A diversity of housing types of price ranges

— Great neighborhoods and public spaces

— Sustainability and more

Adopted in 1977, the City of Boulder and Boulder County update the plan periodically, most recently in 2020. The BVCP supports the community's vision for balancing development and preservation of the Boulder Valley. The BVCP reflects the city's sustainability and resilience framework, described below. In turn, master plans and the city's annual capital and operation budget outline the strategies designed to achieve BVCP's goals.

Human Rights and Human Services

Many other city policies and programs provide context for, and are in alignment with, the Racial Equity Plan. For example, the city's Human Rights Ordinance, overseen by the city's Office of Human Rights and the Human Relations Commission, affords protection against discrimination in housing, employment and public accommodation.

The city's inclusionary housing goals and funding programs, including but not limited to those outlined in the regional HOME Consortium Consolidated Plan; direct services to low-income and Latino families and older adults; Community Mediation program and investment programs like the Health Equity Fund and Human Services Fund are designed to address socio-economic inequities that often disproportionately impact people of color.

City vision and values

City of Boulder Vision
Service excellence for an inspired future

City of Boulder Values
Customer Service
Respect
Integrity
Collaboration
Innovation

All city departments and staff follow city manager guidance in the the form of following a shared vision and set of values.

Building on this foundation, the Racial Equity Plan provides citywide goals and strategies that align with existing guidance, as well as guidance to thoroughly inventory and review existing policies.

This will be done using the racial equity instrument to identify and begin to remove bias and any unintended resulting inequities. The racial equity instrument will also be used to develop new departmental and citywide policies to advance racial equity and change citywide habits, processes and decision-making.

For a more in-depth description of the city's vision and values, please refer to the city culture webpage.

Sustainability and Resilience Framework

The City of Boulder is continuously working to fulfill its vision. The Sustainability and Resilience Framework helps provide a common language for all city departments, the local community and the Boulder City Council about what makes a great community. The Sustainability and Resilience Framework aligns city government with a wide range of community priorities to evaluate whether expectations are being met and to adjust, if necessary.

To realize the city's vision of "service excellence for an inspired future," the Sustainability and Resilience Framework establishes seven broad outcome categories which also align with the Racial Equity Plan. The annual budget, as well as strategic plans and master plans, develop strategies to achieve those outcomes. Elements of the Sustainability and Resilience Framework are:

— Safe Community

— Healthy and Socially Thriving Community

— Livable Community

— Accessible and Connected Community

— Environmentally Sustainable Community

— Economically Vital Community

— Good Governance

The Journey Here

Racial History of the City of Boulder

Before endeavoring to advance racial equity, it is important to understand some of the City of Boulder's racial past.

For thousands of years generations of Indigenous Peoples lived in and traversed the Boulder Valley – enriching countless oral and tribal traditions that shaped a special connection to the land.[1] However, miners during the beginning of the Gold Rush and a steady influx of white occupiers violated treaties and forcibly removed tribes from the Boulder area, severing their connection with the land. For thousands of Indigenous Peoples who live in reservations outside of Colorado – and for those who live in Boulder today – traditions, stories and languages passed down over the generations still connect them with Boulder lands.

In 1858, the first non-native community in Boulder County was established in the area now known as Settler's Park, in violation of the 1851 Treaty of Fort Laramie. Many of the Indigenous inhabitants were killed or forced to relocate as a result of these white occupiers. In addition, white residents of Boulder played a key role in the Sand Creek Massacre, which set off a long series of conflicts leading to the Battle of Little Bighorn and concluding with the 1890 Wounded Knee Massacre.[2]1

In later decades, the local and state governments continued deliberate discrimination against Indigenous Peoples and immigrant people of color, including Asian railroad workers, African Americans and Mexicans. In the 1920s, the Ku Klux Klan (KKK) developed a strong presence in the state, and many members held various positions in elected office and in government administration. The rise of the Klan in Boulder and Colorado paralleled the nationwide ascendancy of the Second Ku Klux Klan. This began in the mid-1910s, as the belief that the cause of the former Confederacy was justified — known as the "Lost Cause" mythos — gained traction.[3]

The KKK eventually became a powerful organization in Boulder County and at the state level, and many of the attacks in Boulder County were targeted at Latino individuals. Their exclusion from the community was exemplified in signs saying "No Mexicans Allowed" posted in front of shops and restaurants across Colorado. In 1922, the Klan organized four parades through the town of Boulder. One included nearly 300 Klansmen, 63 cars and a float covered in white.[4]

1 City of Boulder Tribal Nations and Indigenous Peoples Collaborations. Retrieved from: https://cityofboulder.sharepoint.com/:w:/r/sites/CMO/RECT/_layouts/15/Doc.aspx?sourcedoc=%7B933f44b9-df29-4266-9420-008fa47c2266%7D&action=edit&wdPid=7f4cbeaa

2 Two key Boulder leaders of the Sand Creek Massacre were David Nichols and John Chivington. In 1863, Nichols was elected Boulder Sheriff, but left that post the following year to join the Third Colorado Volunteer Cavalry as a captain. Governor John Evans tasked this unit with the suppression of indigenous peoples. As a military officer, Nichols participated in the Sand Creek Massacre on November 29, 1864. After, Nichols left the sheriff's office having been elected to the Territorial Legislature. In this capacity, he played a key role in the formation of the University of Colorado at Boulder. Retreived from: https://www.cpr.org/show-segment/when-to-stop-honoring-a-questionable-historical-figure-cus-had-that-debate/, https://en.wikipedia.org/wiki/David_H._Nichols
Colonel John Chivington commanded the US Army forces at Sand Creek, and organized a Masonic Lodge in Gold Hill. Retrieved from: https://www.nps.gov/sand/learn/historyculture/john-chivington-biography.htm, https://www.dailycamera.com/2014/11/15/boulder-county-shares-in-sand-creek-massacre-infamy/, http://www.coloradofreemasons.org/pdfDocuments/chivington.pdf
Historical legacy of Sand Creek and continued conflict with indigenous peoples retrieved from: https://www.smithsonianmag.com/history/horrific-sand-creek-massacre-will-be-forgotten-no-more-180953403/, https://www.nps.gov/articles/sandcreek.htm

3 "When Bigotry Paraded Through the Streets" (2016). Retrieved from: https://www.theatlantic.com/politics/archive/2016/12/second-klan/509468/

4 Bowley, Nicoli R., "Ten Dollars to Hate Somebody": Hispanic Communities and the Ku Klux Klan in Colorado, 1917-1925 (2017)Retrieved from: https://scholar.colorado.edu/cgi/viewcontent.cgi?article=2497&context=honr_theses

Due to a labor shortage, the immigrant work force was somewhat welcomed for a short time throughout the early to mid-twentieth century. However, after demand subsided and laborers were less needed, people were sent away. On May 18, 1932, the Boulder County Commissioners passed a resolution funding the deportation of Mexican families to the United States-Mexico border based on "there being no prospect of them finding employment."[5]

During the first half of the 20th century, explicit racism gave way to more implicit forms of racism, legally continuing racial and socio-economic segregation. Early zoning maps and regulations were used throughout the U.S. to prevent racial and ethnic minorities from moving into middle- and upper-class neighborhoods.[6] Federal policies such as redlining and discriminatory lending practices were common practice that effectively denied the American dream of homeownership to many people of color.[7]

city and pushed "obnoxious industries" (read unskilled labor) to the outskirts. This, on top of Boulder's already high real estate prices, effectively excluded people who had not had or had been denied access to the education required for the allowed industries. (Carnegie Library for Local History, Boulder's First Zoning Ordinance report, by Dan Corson, 1997, 998-5-15) In the ensuing years, skilled and unskilled laborers (often those denied access to higher education) had to find jobs outside of Boulder.

As the city continued to grow, Boulder became a hub for scientific research and technology industries. The dominance of these advanced and highly technical industries in the city ultimately excluded people of color from many job opportunities because, historically, they were denied an education, and most scientific industries require an education.[8]

During the latter half of the 20th century, numerous local land use policies were adopted, often through referendum, and when combined with federal housing policies, had a disparate impact on people of color. Federal policies (e.g., GI Bill, mortgage interest deductions, etc.) encouraged home buying across the country and allowed families to build generational wealth, but many of these policies specifically excluded people of color.[9]

Local policies are and have been more nuanced, but often still lead to similar disparate impacts as those of explicitly discriminatory policies. A citywide height limit on new construction (ca. 55 feet) to maintain scenic views of the foothills and Flatirons prevented the city from growing upwards. The height limit, the green belt that limited outward expansion of housing, and the fact that a significant portion of the city is zoned exclusively for single-family residential development, all indirectly contribute to the high cost of housing in Boulder.[10]

5 Boulder County Commissioners' Resolution, agreeing to pay train fare for unemployed Mexican families to the border, May 18, 1932. Retrieved from: https://teachbocolatinohistory.colorado.edu

6 Silver, Christopher, The Racial Origins of Zoning in American Cities. Thousand Oaks: Sage Publications (1997)

7 Race: The Power of an Illusion Ep. 3 https://www.racepowerofanillusion.org/episodes/three

8 Delgado, Richard and Stefancic, Jean, Home-Grown Racism: Colorado's Historic Embrace - And Denial - Of Equal Opportunity in Higher Education (1999), retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2411625

9 Race: The Power of an Illusion Ep. 3 https://www.racepowerofanillusion.org/episodes/three

10 Babcock, Richard; Fred Bosselman, Exclusionary Zoning: Land Use Regulation and Housing in the 1970s. New York: Praeger Publishers (1973)

The high cost of housing in Boulder creates a growing economic divide within the community.[11] Boulder also places a high value on community engagement in the development process, which increases the time and cost to build homes. The imposition of affordable housing impact fees and inclusionary housing requirements that provide permanently affordable housing have the indirect impact of increasing the cost of all residential development. Anecdotally, Boulder's high design expectations, energy efficiency and climate goals, limited vacant land for development, high proportion of jobs to homes, and numerous other polices all have an indirect impact on housing costs. Combined with the historic federal policies and the lack of opportunity to build generational wealth, high housing costs continue to impact who can afford to live in Boulder.

It is important to recognize the racial disparities in Boulder's demographics do not rest solely on zoning and housing policies. In 1974, the City of Boulder elected its first and only Black mayor, Penfield Tate II. He was mayor until 1976. Tate advocated for equality for all and took action to protect the LGBTQ+community and make them feel more welcome.[12]

He attempted to introduce a sexual preference amendment to Boulder's Human Rights Ordinance, but it lost adoption by the general public. Residents then sought to recall Tate and all council members who supported the amendment. While the recall of Tate failed, he did not win in the next election.[13]Tate is quoted as saying, "The measure of a great city and a great country is not the size of its greenbelt but how it treats its people."

A 2015 article in Boulder Weekly "Black in Boulder: Boulder racism through the eyes of people of color" sums up the reality for people of color living in Boulder:

> *"I think, generally speaking, people in Boulder pride themselves on being very liberal, very progressive. On top of that, they're very well off overall. I think that idea of liberalism sometimes blinds to the notion of where people in this community contribute to the perpetuation of white privilege or white supremacy — even if they aren't of mind or heart, a person who thinks that these other people are less than."*

From 2012 to 2017, civil rights complaints that pertained to unequal treatment in employment, housing charges and public accommodations increased in Boulder. The Community Perception Assessment of Boulder[14] and the Human Relations Commission Speak-out event in 2017 revealed stories of Muslim women afraid to wear headscarves,

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11 2019 Community Profile. The chart comparing the median sales price of detached and attached homes in Boulder shows a divergence between housing prices and income starting in 2012. A household needs to earn approximately $200,000 a year to afford the median home price in Boulder (assuming 3.5% interest rate, typical homeowner expenses and the homeowner pays no more than 1/3 of their income on housing) https://www-static.bouldercolorado.gov/docs/Middle_Income_Housing_Strategy_October_2016-1-201611221422.pdf

12 Taylor, Carol, Boulder's LGBT history has many lessons to teach, including that backlash often follows progress (2016). Retrieved from http://getboulder.com/boulders-lgbt-history/

13 University of Colorado Boulder, Penfield Wallace Tate II (1968), retrieved from https://www.colorado.edu/law/pen-wallace-tate-ii-68

14 Community Perception Assessment of Boulder as a Safe and Inclusive Communit. Retrieved from: https://www-static.bouldercolorado.gov/docs/CPA-1-202003061252.pdf?_ga=2.200626157.2144821488.1611337950-18428063.1598546093

because they were being insulted in the streets; parents driving their children to Longmont for school, because they were being treated differently by teachers and school administration in Boulder; and people being followed by employees in stores because of the color of their skin.

Across the United States, a person's race remains a key predictor of access, opportunity, safety, and well-being. Boulder is no exception to this. According to the American Community Survey, in 2017 the overall poverty rate in Boulder County was 12.6% for white individuals but jumped to an average of 23.4% for all other races and 23.5% for Latino county residents. Over the years, the City of Boulder has attempted to examine, as individuals and groups, what diversity, equity and inclusion mean to our organization and community. Despite these efforts and good intentions, this work has had limited success in improving racial equity.

As described above, policies and decisions were driven by a variety of motivations. Actions ranged from unquestionably racist to well-meaning and popularly supported but lacking consideration of long-term, unintended consequences. These events and actions were not unique to Boulder and occurred throughout the United States. However, a more recent rising awareness of racial equity provides us with a contemporary opportunity to scrutinize past decisions through a new lens. We are in a position to consider both socio-economic and racial factors while correcting harms that originated in the past. To be clear, this plan does not advocate for reversing past policy decisions. Rather, the challenge now is to ensure our policies reflect all community values, including environmental protection, quality of life and racial and soci-economic equity. To do this, we must train a critical eye on past policies and consider their impacts in future decision-making as we actively promote measures to help resolve inequity.

The city intends to understand its relationship with race and is endeavoring to create systems in order to collect data that supports a deeper understanding of its actions and impacts, as well as data to help identify and track outcomes of racial equity work. In December 2019, the City Council of the City of Boulder passed Resolution 1275[15] "...committing the City of Boulder to promote racial equity in city relationships, programs, services and policies."

The City of Boulder has historically leveraged its local resources to push policy efforts upwards to effect systemic change. Like climate policy and policies that address root causes of homelessness, both rooted in consequences of past policy decisions, the city's efforts to address Racial Equity should be part of a broader regional, state and national effort. We cannot and should not do this alone. **We must work together to accomplish scalable change to rectify a system that, for too long, has continued to cause so much harm.**

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15 Council Resolution #1275. Retrieved from: https://www-static.bouldercolorado.gov/docs/signed_copy_of_Res_1275-1-202004221428.pdf?_ga=2.95372383.2144821488.1611337950-18428063.1598546093

Find more resources about the racial history of Boulder at the end of this Racial Equity Plan.

Timeline of Work To Date

The City of Boulder has a history, commitment, and intention of improving the ability to welcome, support and serve people of diverse backgrounds within the community and city organization. The city's first diversity policy was developed more than twenty years ago, and efforts continue to this day.

Brief chronology of key, equity-related milestones to date

1999 — 2004

The City of Boulder established agreements with 13 federally recognized American Indian Tribal Nations. These agreements recognized that Tribal Nations and the city share several common open space interests, including preserving the land and cultural resources and providing access for ceremonial practices on open space lands.

2005

In response to a series of hate-motivated incidents Frank Bruno who was the city manager at the time, established a commitment to developing mechanisms to ensure rapid response to hate incidents as well as ongoing effective engagement with community groups.

2006

Establishment of an Inclusiveness and Diversity Team (IDT) to further a City Council initiative ensuring the organization models the ideals of inclusion and diversity.

2008

City's first partnership with CU's Office of Diversity, Equity and Community Engagement on the CU Diversity Summit.

2009

IDT published an ID plan and toolkit as a resource for departments wanting to create their own tailored equity plans.

2009 — 2016

Various trainings and other resources were provided to employees by the IDT on topics such as socio-economic diversity, invisible disabilities, and lesbian, gay, bisexual and transgender (LGBT) issues.

2012

The city embarked on its vision and values initiative and adopted the value of Respect "We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity."

2015

Boulder City Council adopted Resolution No. 1178 as drafted by the Human Relations Commission re-affirming Boulder's status as and commitment to be an inclusive community, its commitment to working with local partners to improve support for and inclusion of diversity, and encouraging other jurisdictions and their elected leaders to do the same.

2016

— The city organization refocused on equity with the first Employee Engagement survey to determine a baseline level of employee understanding, value and support of inclusion and diversity.

— In collaboration with community members and the Human Relations commission, Boulder City Council Adopted Resolution No. 1190 a resolution declaring the second Monday of October of each year to be Indigenous Peoples Day. The resolution acknowledges that:

  — The Boulder area encompasses ancestral homelands of Indigenous Peoples' Nations.

  — Indigenous People in Boulder have, as in all parts of the Americas, endured centuries of cruelty, exploitation and genocide.

  — Facing and acknowledging our past, good as well as bad, makes our community stronger and more resilient.

  — Boulder has benefited directly from Indian removal policies that violated human rights, broke government treaties and forced Arapaho People from their homeland.

  — Those now living on these ancestral lands recognize that harm was done and acknowledge that we have a shared responsibility to forge a path forward to address the past and continuing harm to the Indigenous People and the land.

2017

— City Council added Chapter 12-5 "Undocumented Persons" to the Boulder Revised Code declaring the City of Boulder as a Sanctuary City.

— Community Perceptions Assessment finding a persistent lack of inclusion and safety, particularly by non-majority community members and newcomers.

  — Results from assessment informed the Human Relations Commission's 2017 work plan which included: expanding community outreach and education to increase visibility of and dialogue about issues that are barriers to a welcoming and inclusive community; expanding public participation by scheduling events at times and locations convenient to all members of the public; and supporting community awareness and education activities of local organizations.

2018

— In early March 2018, the Boulder City Council passed an ordinance amending the fire code to allow community members to conduct ceremonial fires within the city via permit.

— The City of Boulder entered partnership with the Government Alliance on Race and Equity and shifted its equity efforts from administering surveys and assessments to gauge awareness, strengths, and opportunities; to becoming more strategic, operationalized and focused on equity as a value integrated into organizational culture.

2019

— Racial Equity Resolution 1275 was passed in December of 2019 as a resolution committing the City of Boulder to promote racial equity in city relationships, programs, services, and policies.

— The City of Boulder conducted formal government-to-government consultations with federally recognized American Indian Tribal nations. The City of Boulder respects American Indian Tribal sovereignty and self-determination and conducts government-to-government consultations with federally recognized Tribal Nations. These relationships help us in addressing the past and ongoing harm to the Indigenous Peoples and the land. Consultations also help us fulfill the Indigenous People's Day Resolution and city-tribal agreements. The city has invited the following American Indian Tribal Nations to participate in government-to-government consultations:

  — Apache Tribe of Oklahoma
  — Cheyenne and Arapaho Tribes of Oklahoma
  — Cheyenne River Sioux
  — Comanche Nation of Oklahoma
  — Eastern Shoshone Tribe
  — Jicarilla Apache Nation
  — Kiowa Tribe of Oklahoma
  — Northern Arapaho Tribe
  — Northern Cheyenne Tribe

  — Oglala Sioux Tribe
  — Pawnee Nation of Oklahoma
  — Rosebud Sioux Tribe
  — Southern Ute Indian Tribe
  — Standing Rock Sioux Tribe
  — Ute Indian Tribe of the Uintah & Ouray Reservation
  — Ute Mountain Ute Tribes

Since starting this work in 2018, a core team of city employees from all levels of the organization have been working to normalize racial equity work through training, building leadership support and ensuring racial equity is the city's highest priority. Featured activities include:

Training
— **Advancing Racial Equity: The Role of Government** (ARE) is the cornerstone workshop required of all racial equity core team members, supervisors, new employees, council members and is made available for boards, commissions, and all other city employees. The workshop introduces the role, responsibilities, and opportunities for government to advance racial equity. Participants gain an understanding of racial equity terminology, including implicit and explicit bias and individual, institutional, and structural racism. They gain skill at identifying and addressing institutional and structural racism and increase capacity to advance racial equity in the workplace.

— **Racial Equity Instrument: Intro and Best Practices** is a follow up to ARE and is an opportunity to gain understanding and practice with the six steps of the Racial Equity Instrument. Participants learn how to leverage the instrument within work groups or projects to address impacts, as well as learn practices for assessing the development, implementation, and evaluation of programs, policies, and budgets.

— **Bias and Microaggression** is currently a requirement for all city employees and is intended to be offered to council, advisory boards, and commissions. This training is an extension of the city's work to dismantle systemic racism and inequities at various levels with a focus on the interpersonal level. This training engages individuals in committing to lifelong training, while learning to have courageous conversations about race, white supremacy culture and equity. This training was designed specifically for the city based on a series of focus group conversations with a local consulting team, Kebaya Circle. Future sessions will be hosted with trained city employee equity ambassadors.

Analysis
— Inventory of existing efforts was conducted to understand equity efforts occurring across the city to share across the organization, align resources, build capacity and inform the Racial Equity Plan.

— Community Perceptions Assessment in 2017 was utilized as a baseline of information for the Racial Equity Plan.

— Historic inequities in Boulder were researched by all racial equity core team members and combined into the racial equity story as the introduction to the Racial Equity Plan.

Urgency and Prioritization
— Guiding Coalition members including council members Mary Young, Aaron Brockett, Adam Swetlik, Junie Joseph, and Rachel Friend work with other city leadership including Interim City Manager Chris Meschuk, Police Chief Maris Herold, Housing and Human Services Director Kurt Firnhaber, Human Resources Director Jennifer Sprinkle and the city's Equity Program Manager to provide leadership and oversight to the Racial Equity Core Team. Monthly meetings are an opportunity to learn of the core team's advancement while also providing high-level strategic planning and guidance. This leverages many council members and internal city leadership to champion an equity focus while making decisions.

Creating Tools
— The Racial Equity Instrument, based on GARE's Racial Equity Toolkit, was developed in addition to accompanying employee training. This six-step model actively inserts racial equity into decision making processes with a particular emphasis in the second step which is an opportunity to create a robust public engagement plan. Additionally, it includes evaluating options and developing recommendations based on that public input. The instrument can be helpful when used at any decision-making phase, but it has the most impact when used at the forefront of planning for a program, project, or budgeting process. As the instrument training is being rolled out several high-priority projects have been identified where the instrument can be piloted and modified to ensure the most effective results.

— The Rapid Response Racial Equity Assessment was developed as part of the city's COVID-19 Recovery plan. This four-step process was an opportunity to embed a racial equity focus when making fast action decisions during the pandemic in partnership with a group of community Recovery Equity Connectors who can provide input into recovery efforts and ensure those most impacted by the virus are given the necessary guidance and resources to minimize illness and death.

— A Racial Equity Assessment is being established and provides a platform for departments to self-assess the status of equity work in their departments, using both qualitative and quantitative information,

with the guidance of the Equity Assessment Team. The information gathered via the Equity Assessment will serve as guidance for the department to begin or continue equity work and will set the foundation for equity-related goal setting specific to their business unit.

Strategy and Planning

— The Racial Equity Plan as guided by Council Resolution 1275 directs the city manager, in partnership with the community to develop a plan for delivering services in a manner that promotes racial equity and directs strategic actions to advance and achieve equity, including: intentional collective leadership; community engagement, development of equity tools and infrastructure to support and sustain systemic changes; and a shared accountability with metrics on progress that can be reported back to the community including training by city council members.

Community, Connection and Communication

— The Communication and Engagement Department hired the city's first language access program manager, Manuela Sifuentes, in April 2020. This integral role is designed to coordinate language access programs and services across the city organization, further inclusive engagement strategies, and provide bilingual, culturally competent counsel, direction, implementation, and oversight to better support community members whose primary language is Spanish.

— The Community Connectors model was established in the spring of 2018 to better meet community members where they are. Community Connectors strengthen the relationship between community and city government by partnering to serve as a trusted voice within their neighborhoods or circles. Community Connectors are bicultural and bilingual (e.g., English/Spanish, English/Nepali) and receive a stipend for their time and expertise. A few examples of Community Connector programs that specifically work to advance racial equity by focusing on the inclusion of voices of community members of color are included below:

  — Recovery Equity Connectors – Seven members who ensure that the perspectives of community members of color and Rapid Response Racial Equity Assessments are included in city decision-making throughout recovery process from June 2020 through the present

  — Emergency Response Connectors – 11 Community Connectors (part of a larger team that also includes 23 volunteers) who build trust between community members and local government, sharing COVID-19 updates and public health guidelines, reaching out and navigating for basic needs services, and surfacing the issues and ideas of community members from March 2020 through the present

  — City Text Boulder - four Community Connectors who designed outreach for the city's bilingual texting platform pilot, City Text Boulder, from June 2019 – April 2020

  — East Boulder Subcommunity Planning Working Group - Two Community Connectors, one of whom is the only resident of the East Boulder subcommunity on the Working Group, who co-design and co-facilitate outreach and engagement opportunities for the San Lazaro, Vista Village and larger Latino community from May 2019 through the present

— The Communication and Engagement team has developed several opportunities for Spanish-speaking community members to connect with council members. A few examples include:

  — Interpretation into Spanish of City Council meetings, including COVID-19 updates and presentations/public hearings on Manufactured Home Sales Ordinance, on September 1, 2020 and December 1, 2020.

  — Reflecting the Governor's Stay-at-Home order, virtual Chats with Council were hosted, either Spanish-first (in partnership with KGNU's Pasa La Voz) or interpreted into Spanish, on April 26, May 13, and May 18, 2020, for community members to share about issues that matter most to them.

  — Beginning in the fall of 2018, the Engagement team partnered with Sacred Heart of Jesus Church to host a series of Spanish-first Conversaciones con la Ciudad, or Chats with Council, where congregants could raise issues or concerns important to them and their communities. This program is currently on hold because of the pandemic.

— A Racial Equity web page has been created with up-to-date information about the city's racial equity efforts with an option for community members to register for updates and information about the city's racial equity work.

Racial Equity Engagement Working Group

The purpose of the Racial Equity Engagement Working Group was to co-design meaningful and inclusive engagement and expand the city's outreach so that community members could weigh in on the draft outline of a City of Boulder Racial Equity Plan.

This Working Group consisted of seven working group members, with a majority being people of color. Group members had clear ties to the city and/or a demonstrated ability to work with partner organizations that serve communities of color. The working group was facilitated by Magnolia Landa-Posas and met together for a total of six sessions from November 2019 through October 2020.

Members of the Racial Equity Engagement Working Group included:
— Ingrid Castro-Campos
— Julie Schoenfeld
— Ken Iha
— Maria Murillo
— Marina La Grave
— Nikhil Mankekar
— Dr. Sheila Davis

For further detail on the Racial Equity Engagement Group, please see the Community Feedback Summary attachment.
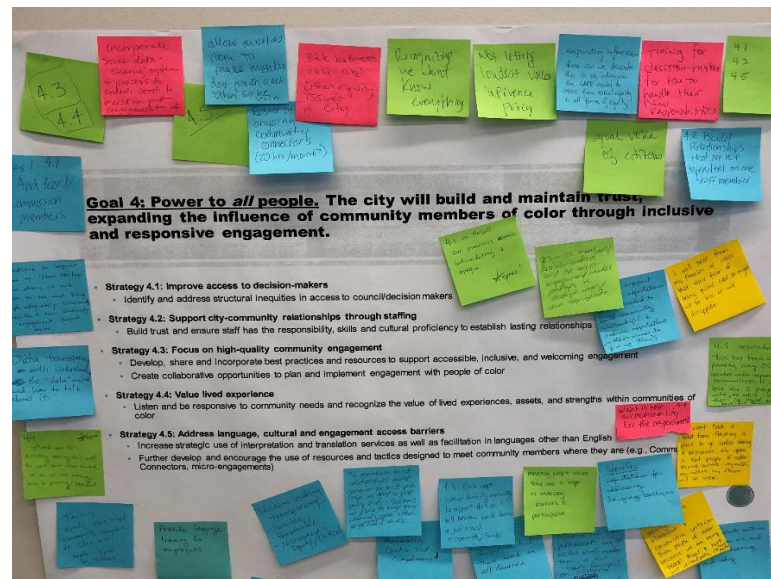
Community Feedback on the Racial Equity Plan Outline

Community feedback on the plan was primarily collected through community partner feedback sessions, recommended by the Racial Equity Engagement Working Group and facilitated in-person or via online meetings, as well as through the city's Be Heard Boulder online engagement platform.

As recommended by the Racial Equity Engagement Working Group, staff primarily focused bandwidth and resources on ensuring that outreach specifically engaged community members of color and their perspectives, thoughts, and lived experience.

Feedback Session Community Partners

— CU Diversity and Inclusion Summit
— Human Relations Commission
— Latina Community Members (Spanish-first session co-designed with Community Connector)
— Leadership Fellows Boulder County (Fellows and Alum)
— NAACP, Boulder County
— Nepali Community Members (co-designed with Community Connector and in partnership with Rocky Mountain Friends of Nepal and Nepal America Sociocultural Exchange Society)
— Recovery Equity Connectors
— Sabrina Sideris' CU Class
— ¡Suma! – part of the Boulder County Cultural Brokers Resilience Program
— Youth Opportunities Advisory Board

Three overarching themes became clear in compiling and analyzing community feedback:

— Resonant content
— Need for further detail
— Plan for accountability

In response to the content of the Racial Equity Plan, the overwhelming reaction of community members was that the goals and strategies listed resonated, reflected the previously heard concerns of the community, and were headed in a positive direction (e.g., "everything here is on the right track"). While sharing the aspects of the plan that resonated most, community members in general also shared "some skepticism about translating good intentions into effective life-changing policy."

To address this, community members expressed the need for more definition and clarity around the timeline of the Racial Equity Plan. Including further details around each goal, as well as a defined timeline for what progress on the goals will be made by when. Additionally, community members expressed that while a plan on paper is a good start, truly successful implementation of the Racial Equity Plan will depend on ensuring effective accountability and evaluation towards outcomes identified within the plan.

In addition to high level goals and strategies, the plan outlines action items with proposed short-term outcomes through 2022, mid-term outcomes through 2025 and long-term outcomes through 2030. Suggested output data accompany the individual activities.

For further detail of community feedback on the Racial Equity Plan Outline, please see Community Feedback Summary attachment.

Planning Timeframe and Tracking Progress

The time horizon for the Racial Equity Plan is three years. Progress will be reported by staff and reviewed annually by City Council with the opportunity for possible amendments to the plan to reflect changes in circumstances and community desires every three years.

The Racial Equity Plan describes goals and strategies for staff, boards, City Council, as well as coordination with the community and partners to advance racial equity. This will be done by ensuring that the City of Boulder's policies, programs, and practices are free from institutional and systemic racism and support a high quality of life and access to opportunity for community members of all races and ethnicities.

We heard from the community that this Racial Equity Plan is only as good as the accountability mechanisms that demand tangible progress. To honor this feedback, as well as the importance of these goals and strategies, staff will report annually on progress, showing the degree to which staff have advanced strategies and achieved outcomes, as detailed below.

Within the logic model, each outcome includes a measurable output. Many of these outputs are unable to include specific figures, as the city simply does not yet have accurate baseline data. As reflected elsewhere in the logic model, collecting this baseline data is a top priority. Outcomes will also be measured in results from staff racial equity training assessments, as well as the city's biannual Community Survey, especially in response to prompts (e.g., "I feel included in the Boulder community") where results will be disaggregated by race and analyzed by trends over time.

Recognizing the need to measure outcomes quantitatively (e.g., numbers, figures) and qualitatively (e.g., experiences, narrative), staff also plan to co-design and co-host a series of focus group listening sessions with community members of color. The goal of these annual sessions will be to hear more about the lived experience of community members of color, as well as the impacts of the city's work to advance racial equity. Additionally, many outcomes will be further developed through departmental racial equity plans. Supporting departments in identifying specific measurements will lead to outputs that are more measurable, realistic, and accurate.

As staff track and communicate our status, we will also gather input from the community to determine the effectiveness of programs and projects that advance Racial Equity Plan strategies and outcomes. City staff also plan to provide an update to City Council each year. This update will include progress on outcomes (measured against outputs where possible), how racial equity priorities determined budget decisions, challenges faced, and accomplishments of the city's work in continuing to advance racial equity. Proposed next steps and adjustments to short-term, mid-term and long-term outcomes in response to City Council feedback may also be included. Updates will be publicly available through an information packet written for council, an oral presentation given to council, and a series of digestible mediums for community members, such as videos, brief online or printed overviews, community gatherings, etc.

As we move forward over the next three years, this living plan will continue to reflect the community's goals well into the future, and City Council will have annual opportunities to review and discuss progress. After three years, the plan will be updated to reflect changes in circumstances, community desires and new priorities.

Goals and Strategies

Goal 1 — Everybody gets it.

The city will normalize and operationalize understanding of institutional and structural racism among people who work for or represent the City of Boulder, including city staff, City Council, Boards and Commissions, and ongoing program volunteers.

Strategy 1.1: Develop equity-focused leadership at all levels

— Leverage the Guiding Coalition to ensure racial equity is embedded in council priorities

— Develop expectation across work groups to participate on Racial Equity Teams

Strategy 1.2: Develop workplace-based equity teams

— Organize Racial Equity Teams responsible for leading implementation of the Action Plans within their respective departments

Strategy 1.3: Provide Racial Equity Training

— Provide introductory Racial Equity Training to all employees.

— In the Racial Equity Training, use a "train-the-trainer" model to continue to build internal expertise. Provide Racial Equity Toolkit training to all managers. Provide training on communications and messaging about racial equity to appropriate staff.

— Make Implicit Bias and Microaggression training mandatory for staff, council, boards, commissions, and volunteers

— Provide New Employee Orientation (NEO) that grounds new staff members in our organizational culture and what the city is working towards

— Make the Advancing Racial Equity: The Role of Government training mandatory for all supervisors and available for all staff members.

— Make Using a Racial Equity Instrument training available for all staff members (Advancing Racial Equity: The Role of Government is prerequisite)

— Provide opportunities for staff to engage in meaningful conversations about race

— Establish clear racial equity expectation language and implement in handbooks, scopes of work, RFPs, and contracts

Goal 2 — Justly do it.

The city will take action to end racial disparities in city services.

Strategy 2.1: Achieve commitment at the department level

— Departments will create their own Racial Equity Teams and Plans (identify areas of exploration to analyze, the plan to prioritize that work, instrument applied to anything new)

Strategy 2.2: Operationalize the Racial Equity Instrument

— Utilize the Racial Equity Instrument into new city programs and policies
— Weave the Racial Equity Instrument into the city's decision-making process
— Strategically integrate the Racial Equity Instrument into the city's existing programs, policies, and budgets

Strategy 2.3: Integrate racial equity into master and strategic Plans

— Ensure consideration of racial equity is incorporated into the development of new master and strategic plans
— Include Racial Equity Instrument in the city's proposed planning toolkits

Strategy 2.4: Focus on racial equity in stewarding public funds, racial equity programming and city financial processes

— Utilize the Racial Equity Instrument into budget, purchasing and procurement processes
— Expand Minority-Owned Business policy beyond federal grants
— Ensure broader accessibility of city financial processes, including grants, RFPs, taxes, and other processes

Goal 3 — Community Commitment.

The city will strengthen partnerships and collaborate with community members and organizations that demonstrate a commitment to ending racism.

Strategy 3.1: Partner with community
— Identify organizations and community members interested in partnership and work together to establish ways we can coordinate, collaborate, and complement each other's work
— Leverage council members in outreach and engagement within the community

Strategy 3.2: Build community organizational capacity

— Improve relationships between organizations focusing on advancing racial equity, establish mutually beneficial best practices for communications and areas of collaboration

Strategy 3.3: Seek opportunities to support and promote the value of diversity and multiculturalism

Strategy 3.4: Recognize history of institutional racism within the City of Boulder

— Model changes in systems and structures that may guide other organizations in implementing similar changes
— Incorporate history of institutional racism and past lessons learned into staff training and decision-making processes Ensure broader accessibility of city financial processes, including grants, RFPs, taxes, and other processes

Goal 4 — Power to *all* people.

The city will build and maintain trust, expanding the influence of community members of color through inclusive and responsive engagement.

Strategy 4.1: Improve access to decision-makers

— Identify and address structural inequities in access to council/decision makers

Strategy 4.2: Support city-community relationships through staffing

— Build trust and ensure staff has the responsibility, skills, and cultural proficiency to establish lasting relationships

Strategy 4.3: Focus on high-quality community engagement

— Develop, share, and incorporate best practices and resources to support accessible, inclusive, and welcoming engagement

— Create collaborative opportunities to plan and implement engagement with people of color

Strategy 4.4: Value lived experience

— Listen and be responsive to community needs and recognize the value of lived experiences, assets, and strengths within communities of color

Strategy 4.5: Address language, cultural and engagement access barriers

— Increase strategic use of interpretation and translation services as well as facilitation in languages other than English

— Further develop and encourage the use of resources and tactics designed to meet community members where they are (e.g., Community Connectors, micro-engagements)

Goal 5 — Representation matters.

The city will eliminate barriers and create opportunities to build a diverse workforce across the depth and breadth of local government including elected officials, boards, commissions and working groups.

Strategy 5.1: Address boards, commissions and working groups
— Collect the demographic data of boards, commissions and working groups

— Revamp application process, including forms, to support increased inclusivity

— Ensure outreach and recruitment processes support and encourage racial equity

— Identify and mitigate barriers in the operations of board, commission and working group meetings (times of day, frequency, locations, days of the week, etc.)

Strategy 5.2: Develop City of Boulder's workforce

Hiring
— Expand outreach opportunities to attract a more diverse applicant pool

— Integrate racial demographics into screening matrix

Recruitment
— Evaluate new and existing position descriptions to reduce barriers to access (e.g., higher education, professional associations)

Retention
— Create support structures for employee racial and ethnic affinity groups

— Explore and implement compensation for language skills

Short Term Outcomes

What to expect in 2022

The City of Boulder will use a logic model as one tool to maintain accountability and measure the impact of our efforts. The following are some of the short term outcomes and some of the feedback that helped shape this plan.

Training would be effective

Conduct equity trainings
Growing city staff and leaders' understanding and capacity for, and action to promote and achieve racial equity

City leadership and employees at all levels increase awareness, knowledge and shared commitment to anti-racism.

How will you collect evidence the tool is being used by ALL departments with fidelity?

Create, modify and use equity tools, instruments and assessments

City staff understand and increasingly utilize racial equity assessment tools and instruments for decision making.

weave equity into ALL city's decision processes

Collect and analyze meaningful data
Powering continuous, increased level and rate of improvement by integrating racial equity data into our decision processes

City staff collect relevant data, coordinate data systems to understand and track needs and impacts.

Slow down. Change happens at the speed of trust.

Prioritize inclusive community engagement
Increasing empowerment and efficacy of people of color community members for engagement in city program and process decision making

Complete inventory of barriers for communities of color to publicly participate. Pilot co-design of new inclusive engagement opportunities.

...how to be "seen" when for years POC were not seen.

Use resolutions and declarations to prioritize, elevate and evaluate racial equity

City Council normalizes the use of resolutions and declarations in alignment with the Racial Equity Plan. Staff and community members increasingly understand the purpose and function of resolutions and declarations.

...Find ways to pay people and organizations for their consultation and involvement

Collaborate with institutional partners

Understand and inventory the racial equity work being done by our institutional partners to be aware of, and continue support and expansion of coordinated efforts.

...Find ways to pay people and organizations for their consultation and involvement

Engage in GARE Network and other professional groups committed to advancing equity

Understand and inventory the racial equity work being done by our institutional partners to be aware of, and continue support and expansion of coordinated efforts.

"Racial Equity Teams need to be the leaders that guide everybody

Implement departmental and citywide equity policies

Each city department has in place a Justice, Equity, Diversity and Inclusion (JEDI) Team.

"Seeing more cultural managers in important positions or jobs, that will help our community a lot."

Prioritize a diverse and inclusive workforce

Establish diversification goals. Application of the Racial Equity Instrument to city workforce HR processes.

"Very important that money is being dedicated towards these initiatives."

Infuse equity in city investments

Increase use of Racial Equity Instrument (REI) and Rapid Response Equity Assessment (RREA) to assess and improve key investment programs.

Full Logic Model

ACTIVITIES		Short-Term Outcomes (2022)	Mid-Term Outcomes (2025)	Long-term Outcomes (2030)	Output Data	High-level statement of purpose for the Activity/Outcomes
Conduct Equity Trainings		**City leadership and employees at all levels increase awareness, knowledge, shared commitment to anti-racism.**	**City staff retain knowledge from trainings; increasingly utilize trainings to change institutional habits, processes, decisions.**	**City staff routinely evaluate, modify, add to training offerings to reinforce and build racial equity capacity at all levels.**		
	Advancing Racial Equity: The Role of Government	All supervisors (#s) by 12.31.20; 40% total staff. 80% of trained staff report increased understanding of RE. All new staff participate as part of NEO.	All boards & commissions and city staff participate in Advancing Racial Equity: The Role of Government	Improved knowledge of racial equity concepts among employees and leaderships through feedback from employee engagement surveys	number of trainings held, number of participants and staff levels trained, trends by survey responses, staff exit interviews	Growing city staff and leaders' understanding and capacity for, and actions to promote and achieve, racial equity
	Racial Equity Instrument	Increase in training participation by offering at least 4 trainings with 30 participant capacity. 5 case studies on how Instrument was used in decision making process	Continue to host trainings for new staff and evaluate usefulness.	Racial equity is integrated regularly into routine operations and budgets	number of trainings held, number of participants and staff levels trained, trends by survey responses	
	Bias & Microaggression	All city staff participate in Bias and Microaggression Training by end of 2022	Improved employee engagement and a reduction in the number of employees of color leaving the city	Improved knowledge of racial equity concepts among employees and leaderships through feedback from employee engagement surveys	number of trainings held, number of participants and staff levels trained, trends by survey responses, staff exit interviews	
Create, modify, use equity tools, instruments, assessments		**City staff understand and increasingly utilize racial equity assessment tools and instruments for decision making.**	**City staff utilize racial equity assessment tools in all budget and Master Plan processes. Council, Boards, Committees, Commissions increasingly understand and utilize assessment tools.**	**City staff, City Council, Boards, Committees and Commissions utilize racial equity assessment tools in all decision making processes.**		
	Racial Equity Instrument	Increase in training participation by offering at least 4 trainings with 30 participant capacity. 5 case studies on how Instrument was used in decision making process	City council regularly utilizes the Racial Equity Instrument when establishing organizational priorities and implemented initiation of any new projects that go to council.	Utilization of the racial equity instrument as part of all Master and Strategic planning processes	Standardized racial equity performance metric tracking across all departments, incorporated into department-level Master and Strategic Plans and tracked as part of unified cross-department reporting	Standardizing assessment and reporting methods for use of racial equity tools: establishing norms on analysis, reporting, and continuous monitoring for improvement.
	Rapid Response Equity Assessment	Each recovery team implements the assessment for half of their decisions. Baseline established for utilization Rapid Response Racial Equity Assessment in budgeting processes. Include use of the assessment in relation to any emergency situations that arise.	All continuing recovery team decisions will use the assessment. Rapid Response Racial Equity Assessment used in all budgeting processes; including dashboard to allow for Executive budget decision making across departments. Continue to use the assessment in relation to any emergency	Continue to refine assessment as needed.	Standardized reporting of % contribution of project/programs toward overall city budgetary commitment to improving racial equity within the staff and within the community; incorporate % change per year (ROI) per department-level Master Plan Goals	
	Departmental Equity Assessment Tool	Completion of development of the assessment tool (for individuals and workgroups) by Q1 2021. Assessment facilitated by Pilot JEDI teams to pilot departments by Q3 2021 and updated based on feedback by Q4 2021. Begin roll out of assessment tool to additional departments with JEDI teams by end of 2022.	Completion of the racial equity assessment tool by 50% of individuals and 50% of workgroups within their department and identification of where departmental equity policies need to be solidified and areas in which there are gaps.	All departments complete RE assessment tool every 2 years to evaluate progress and inform the modification, updating and continued improvement of departmental plans to continue progress and alignment with the citywide RE Plan outcomes.	Standardized reporting of trends from assessment tool results, by department with reference to citywide RE Plan outcomes (e.g., % contribution, growth trajectory, types of concerns, %resources considered, %polices evaluated and refined)	
Collect and analyze meaningful data		**City staff collect relevant data, coordinate data systems to understand and track needs and impacts.**	**City staff consolidate data, increasingly use analysis tools to more deeply identify racial equity trends. Increasingly communicating data publicly in an easy to understand manner.**	**City staff, Council, Boards, Committees and Commissions routinely evaluate, modify, improve upon data systems and data utilization. Staff routinely use data in community engagement processes.**		
	Recognize who we serve (community data on residents, workforce, university students, visitors) = store in organized, accessible data repository	Collect and make accessible unified demographic and prosperity data (e.g., economic, health, safety) on our residential, workforce, university affiliates, and visitors [for consistent impact analysis support]	All departments develop and share RE analysis methodology, as well as results from annual impact assessments (progress toward Master Plan RE goals); link all analyses to master data story hub (Open Data Portal)	Support interactive RE data platform (raw and analyzed) to empower leadership to routinely incorporate RE data and impact results (e.g., community-level RE FitBit) into normal strategic conversations and community sharing work	% departments with explicit RE goals (related to city-wide efforts), % departments with logged RE analysis methodology, % departments completing annual impact analysis, % departments with RE reporting on Open Data Portal, % departments contributing to interactive data platform	Powering continuous, increased level and rate of improvement by integrating racial equity data into our decision processes
	Demonstrate substantive commitment to representation within staff at all levels	Collect and make accessible demographic data on all staff, by department and function [for consistent impact analysis support]	All departments report annually as part of Master Plan progress tracking on representation within department	All departments complete and report on changing composition of staff, by role and level of responsibility (transparency)	% departments consistently reporting on RE by role/responsibility level, % departments recognizing changing composition (and drivers)	
	Develop accessible 'data stories' that explain where we are at, what we are learning and trying, and where we are going	Develop and publicly socialize/share qualitative and quantitative indicators of degree of RE over space and time	Cross-department collaboration on unified presentation of RE outcome objectives (by responsibility) and progress tracking; unified vision = unified communication	All departments provide multi-year view on RE goals and achieved outcomes with specific link to explicit RE outcomes within Master Plan and other strategic planning work; recommend interactive web-hosted data sharing tools to facilitate leadership and community conversations and feedback	% departments with explicit RE 'data stories' designed to share growth journey, % departments with qualitative/quantitative indicators of RE relevant to service area, % departments participating in unified presentation efforts of RE efforts across city, % contribution to interactive data sharing platform, % time dedicated to RE reflections during leadership and community engagement	

Use resolutions and declarations to prioritize, elevate and evaluate racial equity		City Council normalizes the use of resolutions and declarations in alignment with the Racial Equity Plan. Staff and community members increasingly understand the purpose and function of resolutions and declarations.	utilize resolutions and declarations to establish and reinforce racial equity accountability. Resolutions and declarations are increasingly designed with early input from community members experiencing racial burdens.	All resolutions are rooted in, and contain racial equity-based language and actionable elements. Declarations are increasingly designed and approved with application of a racial equity focus.		Publicly formalizing the city's commitments to racial equity for increased community knowledge and engagement, and to increase city accountability to advance racial equity
	Pass resolutions and declarations to engage City Council in advancing racial equity, boosting accountability	City council passes the first slate of racial equity resolutions, including a resolution for the city to promote racial equity in city relationships, programs, services and policies; and a resolution declaring racism a public health risk. Issue other resolutions and declarations as opportunities arise.	Pass additional racial-equity resolutions as opportunities arise. Evaluate and develop accountability infrastructure for reviewing past resolutions.	Develop a robust resolution process that incorporates racial equity in all resolutions.		
	Ensure consistent use of racial equity focus in city resolutions and declarations	Staff will ensure that other resolutions are consistent with prior racial equity resolutions.	Staff engages impacted community members to receive input and ideas for resolutions.	Staff and city council members engage in evaluation of racial equity impact of resolutions and declarations		
	Evaluate racial equity impact of resolutions and declarations	Staff and City Council will begin to develop resolution review and evaluation process.	Staff utilize the racial equity instrument on all resolutions, and ensure that resolutions are consistent with the city's racial equity goals.	Staff develops evaluation metrics to measure the impact of racial equity resolutions and addresses successes or shortcomings in new resolutions.		
Implement departmental and citywide equity policies		Each city department has in place a Justice, Equity, Diversity and Inclusion (JEDI) Team.	JEDI Teams complete departmental equity assessment to inform specific department equity plans. Plans are implemented, communicated citywide, and include community engagement as needed.	All city departments routinely assess, modify and improve racial equity plans to maintain alignment with the citywide Racial Equity Plan outcomes.		
	Development of Department Equity teams	JEDI teams for 3 pilot departments will be developed by Q2 2021. Pilot JEDI teams in coordination with citywide RE facilitators will facilitate completion of the racial equity assessment tool to individuals and workgroups within their department by end of 2021. Staff from all city departments will have been informed about and supported in the use of the RE Department Teams Toolkit to begin recruitment and selection of members for their departmental JEDI team by the end of 2022.	All departmental JEDI teams have facilitated the completion of the racial equity assessment tool by 50% of individuals and 50% of workgroups within their department by 2025 and identified where departmental equity policies need to be solidified and areas in which there are gaps.	All departments will have JEDI teams which have completed at least one full round of the Assessment Tool. JEDI teams will facilitate completion of the RE assessment tool every 2 years to evaluate progress and inform the development, modification, updating and continued improvement of departmental plans to continue progress and alignment with the citywide RE Plan outcomes.	# of formed departmental equity teams. # of completed departmental equity plans. Trends by assessment tool data and departmental plans.	Ensuring that city racial equity goals, policies and practices are manifest at every departmental level of the city institution.
	Department policy review, updates and development	Inventory of all departments' policies will be complete by end of 2022 for all departments with a JEDI team.	Use racial equity instrument to identify and begin to remove bias and develop new departmental policies to advance racial equity and change departmental habits, processes and decision-making.	All departmental policies include a focus on equity and are consistently reviewed for gaps using equity assessment tools. City staff routinely evaluate, modify, and add to departmental policies to reinforce and build racial equity at all levels.	Trends by assessment tool data (staff and community feedback). %s of diverse staff, boards, commission members hired and retained, etc. Policies tie into all the other aspects/outputs listed...	
	Citywide policy review, updates and development	Inventory of all citywide policies will be complete by end of 2022.	Use racial equity instrument to identify and begin to remove bias and develop new citywide policies to advance racial equity and change citywide habits, processes and decision-making.	All citywide policies include a focus on equity and are consistently reviewed for gaps using equity assessment tools. City staff routinely evaluate, modify, add to citywide policies to reinforce and build racial equity at all levels.	Trends by assessment tool data (staff and community feedback). %s of diverse staff, boards, commission members hired and retained, etc. Policies tie into all the other aspects/outputs listed...	
	Departmental RE Plans	N/A yet. This will follow results from Equity Assessment tool.	Pilot JEDI teams have developed departmental equity plans (that are in alignment with the citywide RE Plan) to address identified departmental gaps based on results from the equity assessment tool by the end of 2025.	All departments have developed equity plans (that are in alignment with the citywide RE Plan) to address identified departmental gaps based on results from the equity assessment tool. Implementation of all department plans is occurring by 2030 and being communicated city and community-wide.	departmental equity plans	
	Guiding Coalition	Leadership support of embedding racial equity work in departmental work plans	Utilization of prioritization tools and community input in determining equity impacts of policy decisions	All guiding coalition members demonstrate an in depth understanding of city's RE practices, tools and instruments and consistently advocate for advancing equity in all policy	Feedback from GC team members	
	Embed a committment to advancing racial equity in citywide master and strategic plans	Focus on equity is embedded in the Pilot Departmental Master Planning & Strategic Planning Guide	City department master and strategic plans participate in an Equity Assessment to establish areas of equity focus and align with work plans	Specific goals are set and in all master and strategic plans with appropriate funding resources allocated.	# and departmental master and strategic plans with accompanying workplan items focused on advancing racial equity	
	Individual RE Plans	Develop and finalize individual RE Plan expectations.	Individual RE Plans are embedded in annual work plans and evaluations. XX% of staff show improvement towards individual RE plan	Specific annual goals are set and we'll continue to refine and improve process as needed.	# and % of individual staff members who meet or exceed RE Plan goals Data by race, gender to see who has completed plans/made progress	

Goal	Sub-item					Outcome
Engage in GARE Network and other professional groups committed to advancing equity (National League of Cities, National Association for Civilian Oversight in Law Enforcement, International City/County Manager's Association)		Participate in the suite of appropriate GARE opportunities and share the city's experiences and lessons learned as appropriate. Identify appropriate city/GARE liaisons to disseminate learning to RE Core Team members and other city staff.	Expand and deepen participatation in GARE. Evaluate and identify additional partnerships/learning opportunities within GARE.	Be the leaders in equity and connect with regional partners (other local GARE members such as Boulder County, Denver, Etc) in these efforts.		Fostering and reinforcing a culture and practice of learning and collaboration with state, regional, national and international racial equity partners
	Participation in network calls, issue groups	Racial Equity Core Team members display and convey an understanding on what is happening in other jurisdictions; city supervisors don't view staff racial equity contributions as an 'add' on to their work, but rather part of their work	City staff outside of Racial Equity Core Team utilize the GARE portal and participate in specific topic groups related to their work	City staff continue to build capacity and bring forth ideas to advance racial equity in departmental work planning	Number of city staff who regularly participate in network calls, issue groups	
	Participation in regional, national meetings	Racial Equity Core Team members have the opportunity to build capacity and bring back learning to core team members and	Other city staff have the opportunity to attend regional and national meetings in order to build capacity and implement	City staff continue to build capacity and bring forth ideas to advance racial equity in departmental work planning	Number of city staff who regularly participate in meetings and present innovative ways of advancing racial equity to colleagues and leadership	
	Presentations to GARE	Racial Equity Core Team Members represent city equity work to other GARE members in an effort to advance equity at a systemic	Racial Equity Core Team members build skills and leadership in presenting on racial equity best practices	City of Boulder staff are seen as leaders and models in advancing racial equity on a larger systemic scale	Feedback from city staff and other agencies who reach out for more information on city programs, policies and decisions	
Collaborate with institutional partners		Understand and inventory the racial equity work being done by our institutional partners to be aware of, and continue support and expansion of coordinated efforts.	Improve integration and collaboration with partners in a more formalized manner including increased/clearly defined leadership to advance racial equity efforts and better serve other marginalized communities through shared outcomes.	Using a clearly defined system and formalized agreements around a focus on racial equity and other marginalized communities, collaborate with institutional partners around shared metrics in a cohesive way with shared accountability and transparency.		Strengthening partnerships and collaboration wtih community members and organizations that demonstrate a commitment to ending racism, for better community-wide racial
	CU and Naropa	Baseline established of number of students of color participating in public meetings and applying for staff positions	Increase % of student participation in public meetings and applying for staff positions;host commuity	Students remain in the city of Boulder post graduation for 5 years	Data collected through surveys with students; participation rates of students participating in public meetings	
	Community Foundations	Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity	Create shared calendar for equity related events; host commuity conversations on racial equity	Regularly host equity related events with partner organizations	Data collected through community surveys	
	Local government partners	Partner with other agencies in sharing training, tools and resources; participate in partner equity initiatives and act as the convener when appropriate	Racial equity initiatves begin to be integrated into regional plans	Regularly host equity related events with partner organizations		
	Non-profit community partners	Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity	Implement equity-focused partnerships, evaluate partnerships together on an annual basis and apply lessons learned to future partnership work; host commuity conversations on racial equity	Regularly host equity related events with partner organizations	Data collected through community surveys	
Prioritize inclusive community engagement		Complete inventory of barriers for communities of color to publicly participate. Pilot co-design of new inclusive engagement opportunities. Ensure alignment of Engagement Strategic Framework and trainings with RE Plan.	Expand and systemitize our co-design of inclusive engagement opportunities. Increase the inclusivity of entire engagement processes from beginning to end.	Reflecting full and consistent use of the Engagement Strategic Framework, all city engagement opportunities are open and inclusive to all community members.	# of participants, % of participation by marginalized community members, number of engagement opportunities co-designed with community members of color, response on biennial City of Boulder Community Survey, regular feedback sessions with community members of color that capture qualitative data	
	Public comm with Council, CM	Pilot inclusive engagement opportunities for council meetings (could be during meetings or a process outside set meetings, such as Conversaciones con la	Institutionalize inclusive practices for council meetings.	On-going assessment and strengthening of inclusive practices.	# of participants, % of participation by marginalized community members	and efficacy of people of color community members for engagement in city program and process decision making, through increased, sustained level of equitable engagement
	Community Connectors	Community Connectors are engaged through several project-based, long-term, and work group processes. Situationally-effective practices are identified and shared with organization.	Community Connectors are institutionalized into working group processes. Integration into project-based and long-term processes is expanded and support resources increased. Situationally-effective practices are	Situationally-effective practices are continually identified, updated, and shared.	# of projects and working group processes, effective integration of feedback into engagement processes	
	Boards, Commissions, Committees	100 % of board /commission members complete implicit bias and RE core training. Identification of barriers to participation for community members of color. Improved processes of aligning B/C priorities with departments to	100% of working group members complete implicit bias and RE core training. 100% of incoming board/commission memebrs complete implicit and RE core training. Increase racial or ethnic diversity of board and commission members.	On-going assessment and improvement of accessibility, support, and training.	Increase in # of board / commission / working group members of color	
	Language access	Draft and share with community an initial Language Access Strategic Plan. Thresholds are identified for translating documents/webpages and interpreting engagement	Institutionalize language access for specific documents/webpages/engagement opportunities. Evaluate ongoing language access needs of community.	Evaluate ongoing language access needs of community.	# of community members engaging in interpreted/translated/native content or engagement opportunities	

	Engagement Opportunities	Pilot inclusive engagement opportunities for short-term and long-term projects or processes. Develop resources, best practices, and additional trainings for	Institutionalize inclusive practices for engagement opportunities.	Continue to identify, refine, and update inclusive engagement practices as needed.	# of participants, % of participation by marginalized community members	
Infuse equity in city investments		**Increase use of REI and RREA to assess and improve key investment programs.**	**Increase use of REI and RREA. Develop citywide process to routinely evaluate and track racial equity impacts from investment programs. Increased equitable funding, contracting.**	**Racial equity assessments are incoporated into all city investment processes. City staff routinely track and publicy report racial equity impacts resulting from city investments. City investments are commensurate with ongoing needs of people of color community members.**		
	Community Investments (i.e. grant programs, contracts to non-profits)	Complete Racial Equity Instrument assessments on at least three grant or funding programs.	Complete REI on all grant/funding programs, per program and as a whole regarding funding directives and impact. Increase use of outcome/impact evaluation for departmental and citywide racial equity improvements. Increase funding for POC-led,	Sustained higher, or increased diversity of grant contracts. Increased long-term stability of POC-led agencies, services.	# of assessment completed. # of dollars allocated, attributed to POC-led, POC-served agencies.	Investing in increased quality of life, resilience and inclusion of people of color and people of color-led agencies and businesses, through a wide range of budget,
	Procurement	Identify procurement processes to which the assessment instruments could be applied	Increase use of REI and RREA. Develop citywide process to routinely evaluate and track racial equity impacts from investment programs. Increased outreach to, contracts to POC-led businesses.	Increased diversity of contractors, consultants, by percentage of the total city contractors and consultants and within types of procurement.	# of contracts awarded. # of bids submitted, contracts awarded to POC and other underrepresented groups	
	Allocate appropriate funding to equity programs, including money allocated for staffing and supporting programs	Financial resources are allocated to ensure appropriate staffing and resources for Citywide Racial Equity Program	Financial resources are allocated to ensure appropriate staff and resources for departmental initiatives; specific line times in department budgets dedicated	Citywide dollars routinely assessed and allocated to support new opportunities for initiatives to address racial equity	# of dollars allocated, attributed to racial equity work, POC-benefit activities, programs and services	
	Budget processes (departments, city-wide) [add council language]	Evaluate impact of RREA on the 2021 budget process. Complete a REI for the citywide 2022 budget process.	Use REI in combination with data analysis tools and community engagement to improve strategic investment decision making processes. Increase budget allocation for programs, services to POC.	Incremental, annual increase of department program budgets/citywide budget attributed to relieving racial equity.	# of dollars allocated, attributed to racial equity work, POC-benefit activities, programs and services	
	New investment initiatives	Staff will capture insights and ideas for meeting community needs, related to COVID19 and other disparities; best new ideas for addressing income, other disparities.	Staff will asess potential revised or new investment policies and projects to advance racial equity.	Staff will implement and routinely assess new opportunities for initiatives to address racial equity	# and nature of new investment initiatives.	
Prioritize a diverse and inclusive workforce		**Establish diversification goals. Application of the RE Instrument to city workforce HR processes.**	**Establish and implement recruitment and retention strategies**	**Our city workforce and leadership meets or exceeds the racial diversity reflected in our community.**		
	City workforce recruitment	Establish baseline for the number of qualified people of color, including women of color, hired by the city. Review and update hiring policies to prevent bias in recruitment and hiring strategies, including ensuring that recruitment is not based on quotas alone.	10% increase in number of people of color, including women of color, hired into leadership positions within the city	10% increase in number of people of color, including women of color, hired into leadership positions in the city	Employee demographic data and employee engagement surveys	
	City staff retention	100% of hiring managers trained on Bias and hiring; baseline established of number of employees of color leaving the city; baseline understanding about the reasons for which employees of color leave the city.	Incremental annual decrease of employees of color leaving the city (excluding employees retiring). Managers receive guidance on supporting, retaining employees of color.	10% increase in number of people of color, including women of colored in leadership positions in the city	Employee demographic data and employee engagement surveys	Eliminate barriers and create opportunities to build a diverse workforce and volunteer base -- including elected officials, boards, commissions and working groups -- for a workforce that is better informed, more culturally-intelligent and resilient
	City staff advancement (training/promotions/succession planning)	Identify career tracks; conduct an analysis of positions that have a large number of anticipated retirements in the coming five years, for opportunities to increase recruitment of qualified people of color.	Develop and implement career pathways to ensure a diverse applicant pool is prepared to compete for vacancies; expand and sustain a high functioning professional development program	Equitable succession plan created and evaluated on a quarterly basis. Sustained, incremental increase in qualified people of color employees who advance in job mobility and leadership within the city.	Employee demographic data and employee engagement surveys	

Resources

Definitions

Using shared definitions of key terms in the city's racial equity work provides clarity and consistency across the organization, which leads to better analysis of how institutional racism functions and is maintained. We can then be more effective in deconstructing these mechanisms that support institutional racism and begin constructing ones that produce equitable outcomes.

— **Adverse Impacts:** refers to practices or policies that appear neutral but have a discriminatory effect on a protected group. Source: Office of Equity and Human Rights (OEHR)

— **Communities of Color:** is a term used primarily in the United States to describe communities of people who are not identified as white, emphasizing common experiences of racism. Source: OEHR

— **Community outcomes:** The specific result you are seeking to achieve within the community that advances racial equity. Source: Seattle RSJI

— **Discrimination:** refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

— **Disparate Impacts:** refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

— **Diversity:** includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from one another. Source: UC Berkeley CEID

— **Environmental Justice:** According to the US Environmental Protection Agency, environmental justice is the right to a clean, safe and healthy quality of life for people of all races, incomes and cultures. Environmental justice emphasizes accountability, democratic practices, remedying the historical impact of environmental racism, just and equitable treatment, and self-determination.

— **Ethnicity:** a category of people who identify with each other based on common language, ancestral, social, cultural, or national experiences. Source: Oxford English Dictionary

— **Equity:** when one's identity cannot predict the outcome. Source: OEHR

— **Equity Focus:** is a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities. Source: OEHR

— **Inclusive Engagement:** Processes inclusive of people of diverse races, ethnicities, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so community members can effectively engage in the design and delivery of public services. Source: Seattle RSJI

— **Institutional Racism:** occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) Source: Race Forward, Moving the Race Conversation Forward

— **Latino/Latina:** a person of Latin American origin or descent, using traditional gendered language.

— **Latinx:** a person of Latin American origin or descent sometimes used as a gender-neutral or nonbinary alternative to Latino or Latina.

— **Marginalized populations:** groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions. Source: National Centre for Determinants of Health

— **Performance Metrics:** measures an organization's behavior, activities, and performance. It assesses how well workers are doing their respective tasks and how companies are accomplishing their objectives. It provides hard data and gives off outcomes that appraise clearly defined quantities within a range that facilitates improvement and upgrading. Source: Wikipedia

— **Privilege:** refers to the unearned set of advantages, entitlements, and benefits bestowed by the formal and informal institutions of society to ALL members of a dominant group (e.g. White privilege, male privilege, economic privilege, etc.). Privilege is usually invisible to those who have it. Source: OEHR

— **Race: A non-scientific,** social construct that divides people into distinct groups based on characteristics such as physical appearance, ancestral heritage, cultural affiliation, cultural history, or ethnic classification. Source: Maurianne Adams, Lee Anne Bell and Pat Griffin, editors. Teaching for Diversity and Social Justice: A Sourcebook. New York: Routledge.

— **Racial Equity:** when race does not determine or predict the distribution of resources, economic/political/social opportunities, and burdens for group members in society. Source: OEHR and Seattle RSJI

— **Racial Equity Framework:** An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (e.g., community self-determination, shifting power) in order to replace them with structures that produce equitable outcomes.

— **Racial Equity Tools:** A set of strategies, procedures, and resources designed to integrate explicit consideration of racial equity and that can be implemented and applied throughout organizational policy, procedures, and operations to ensure/drive equitable process, impacts, and outcomes. Source: OEHR

— **Stakeholders:** Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Source: Seattle RSJI

— **Structural Racism:** is racial bias among institutions and across society. Source: Race Forward, Moving the Race Conversation Forward

— **Underserved:** refers to people and places that historically and currently have not had equitable resources or access to infrastructure, healthy environments, housing choice, etc. Disparities may be recognized in both services and in outcomes. Source: OEHR

Racial Inequity Data

Prosperity Now Scorecard

Although Boulder County ranked markedly better than the state as a whole on many measures of prosperity, that wealth was not always equally distributed. For example, Boulder was measured as having half the average Colorado poverty rate at just 5.8 percent, it had higher income inequality and higher costs of homeownership. Fewer people in Boulder were without health insurance than the statewide or nationwide average; however, proportionally more of the uninsured in this county were people of color.

The organization Prosperity Now published its annual scorecards to determine where Americans are most — and least — able to build wealth, avoid poverty and create a more prosperous future for themselves. In the report, all 50 states and Washington, D.C. receive a rank in three categories: outcome rank, racial disparity rank and scorecard rank. Outcome rank shows how a state is doing for its residents overall, without accounting for racial disparities. Racial disparity rank looks at just that — gaps across 26 outcome measures between white residents and residents of color.

Here's how Colorado ranked:

— Scorecard rank: 14 (out of 50 states)
— Outcome rank: 7
— Racial disparity rank: 42
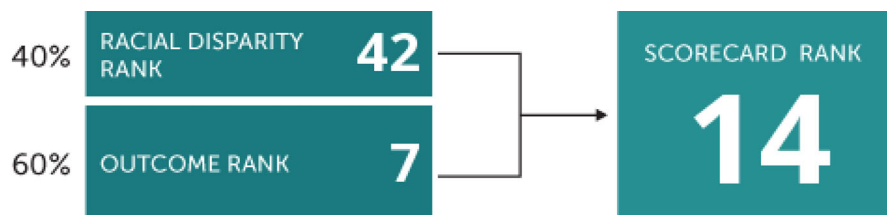
The rankings were based on an analysis of 78 measures spanning five categories: financial assets and income; businesses and jobs; homeownership and housing; health care; and education. It also assessed each state for 28 policies that promote financial security.

Colorado ranks 14th on the prosperity of its residents compared to the 50 states and the District of Columbia. This rank is based on states' performance on economic measures for all residents but also accounts for racial disparities in outcomes. Relative to other states, Colorado's performance ranks in the top 10 states for residents overall. However, the extreme gap between White residents and residents of color drops the state's rank and has negative implications for the prosperity of Colorado. For example, the homeownership rate of White households is 70% compared to 50% for Latino households and 40% for Black households.

The Scorecard ranks states and DC from best to worst: #1 is the most desirable, #51 is the least desirable. The Scorecard rank is a factor of two underlying ranks: an Outcome rank for all residents and a Racial Disparity rank on the gap in outcomes between White residents and residents of color. The Outcome rank accounts for 60% of the Scorecard rank and the Racial Disparity rank for 40%. This average is then re-ranked to obtain the final Scorecard rank, making it possible for states to have lower Outcome and Racial Disparity ranks than their final Scorecard rank.

The Outcome Rank is calculated by averaging the individual ranks on 52 outcome measures for all residents compared to residents of other states and DC. The Racial Disparity rank is calculated by averaging the gaps in outcomes for White residents and residents of color on 26 measures. A Racial Disparity Rank of 51 means that the disparity is the largest compared to all states and DC, and a lower rank indicates that the disparity is narrower than in other parts of the country.

City of Boulder Population and Demographics

The following population data provides a snapshot of our City of Boulder demographics.

This data set is portrayed in several different formats for a more complete illustration of our community's populaltion. Please note that much of this information relies on data from the decennial Census and the most recent data available is from 2010. This section will be updated in future editions of the city's Racial Equity Plan, once data from the 2020 Census is publicly available from the Census Bureau.

Race and Hispanic Origin	
ⓘ White alone, percent	⚠ 87.4%
ⓘ Black or African American alone, percent (a)	⚠ 1.2%
ⓘ American Indian and Alaska Native alone, percent (a)	⚠ 0.2%
ⓘ Asian alone, percent (a)	⚠ 5.8%
ⓘ Native Hawaiian and Other Pacific Islander alone, percent (a)	⚠ 0.1%
ⓘ Two or More Races, percent	⚠ 3.8%
ⓘ Hispanic or Latino, percent (b)	⚠ 9.7%
ⓘ White alone, not Hispanic or Latino, percent	⚠ 79.6%

estimated population as of July 1, 2019, per U.S. Census Bureau

This image represents a Racial Dot Map, created by the University of Virginia's Weldon Cooper Center for Public Service and utilizing Census data from 2010. Each dot represents one person living in a given census tract, not a specific address. Individual dots are randomly located and align with the aggregate population within a given census tract.

While concerns exist about the researchers lumping together "Other Races / Native American / Multi-racial" categories into one dot color, the Racial Dot Map may still provide a helpful big-picture perspective of our city's demographics.

2010 Census Block Data

1 Dot = 1 Person

- 🔵 White
- 🟢 Black
- 🔴 Asian
- 🟠 Hispanic
- 🟤 Other Race / Native American / Multi-racial

Dustin A. Cable | University of Virginia | Weldon Cooper Center for Public Service | Reference Data by Stamen Design
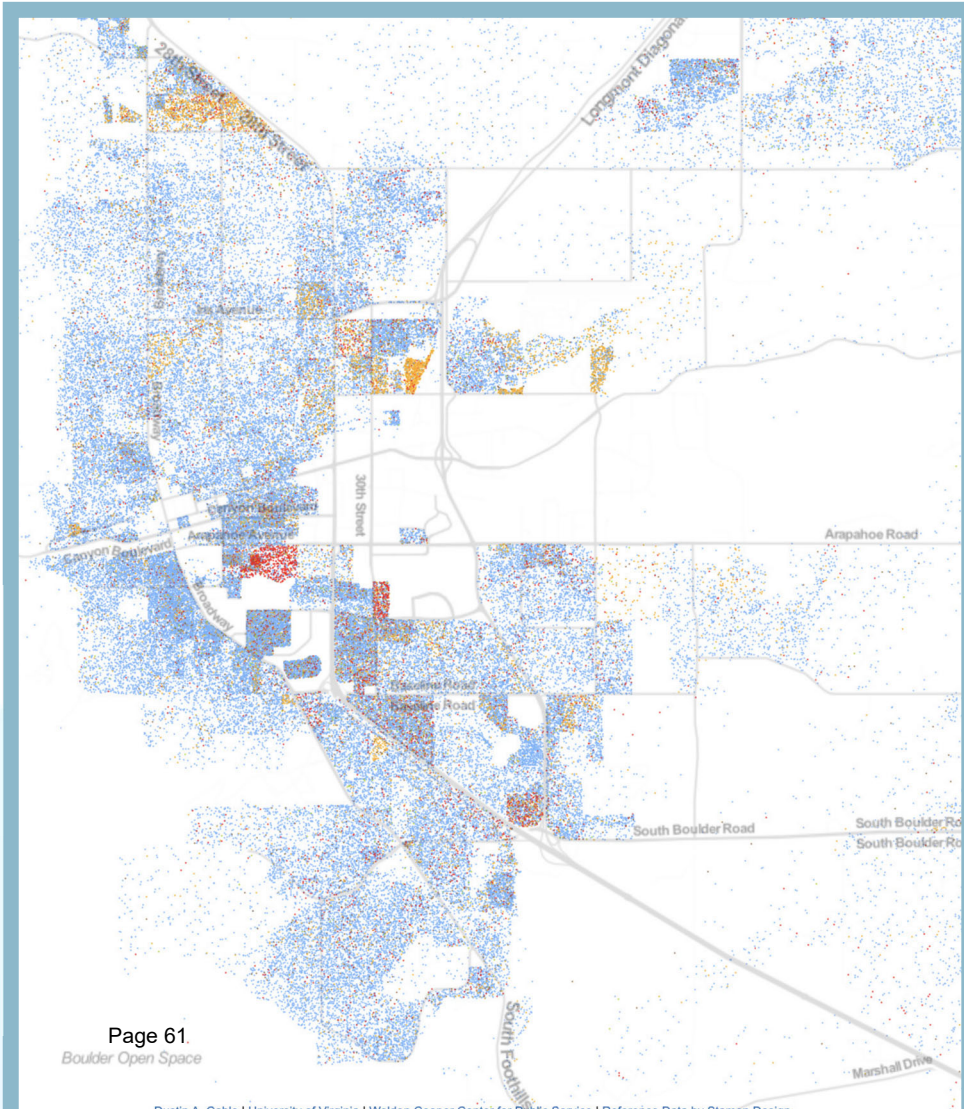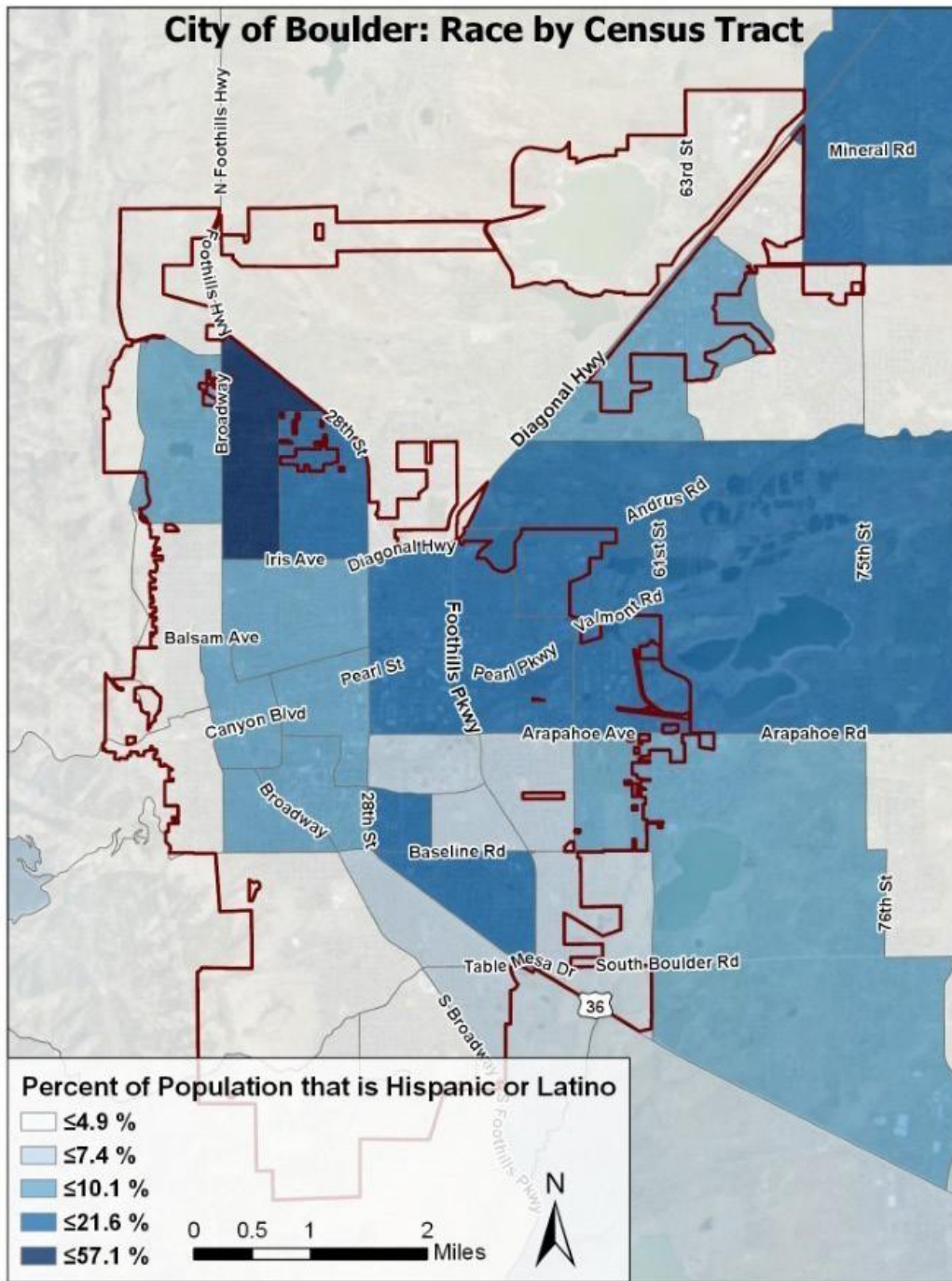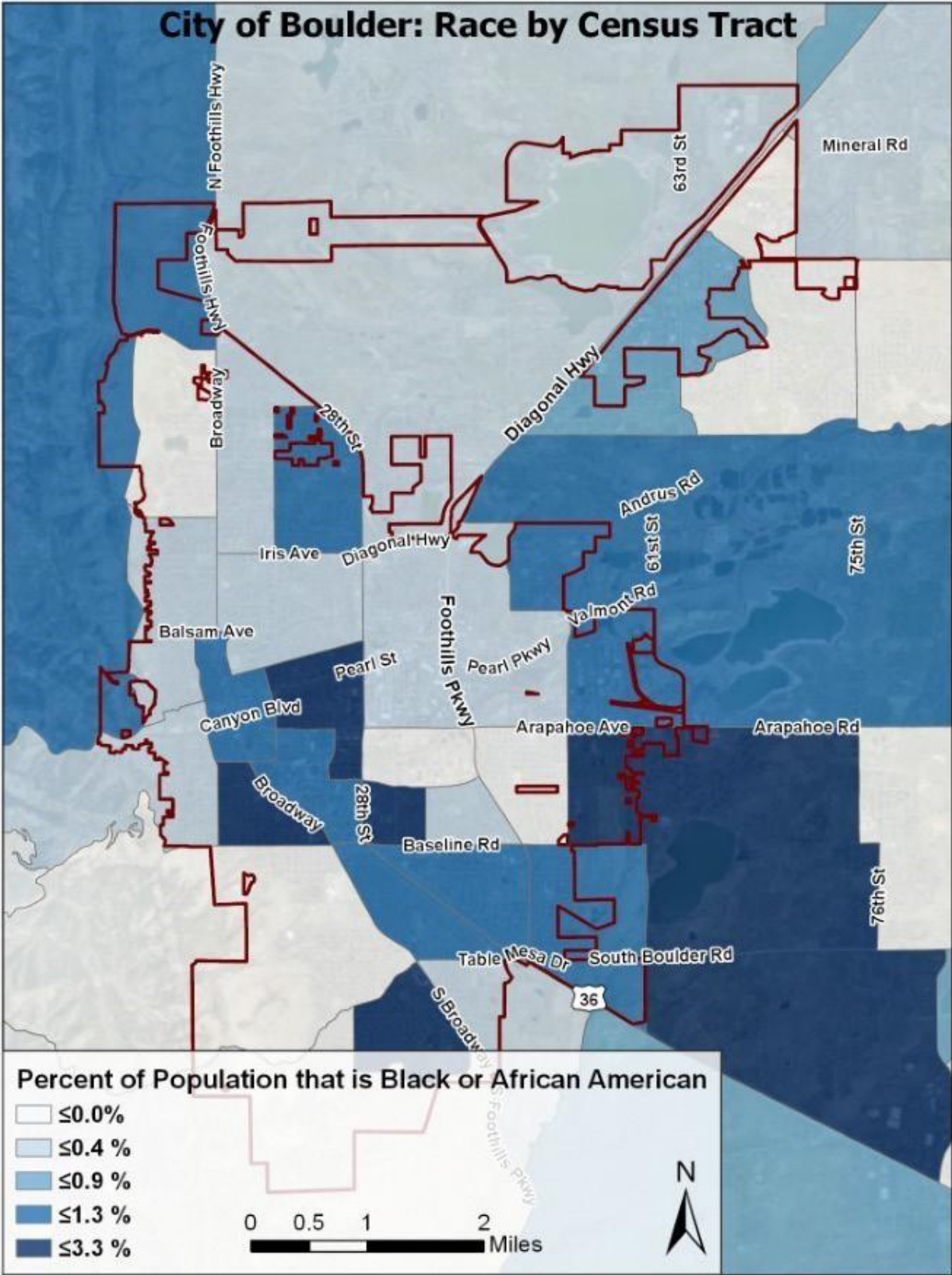
The following eight maps showing census tract data from the American Community Survey 5-year Estimates (2012-2017). The data are broken out into percentages of different racial groups. There are still questions to answer about the best way to use this, but the hope is that in combination with other data, they can help us determine where public services are needed to create a more equitable city.
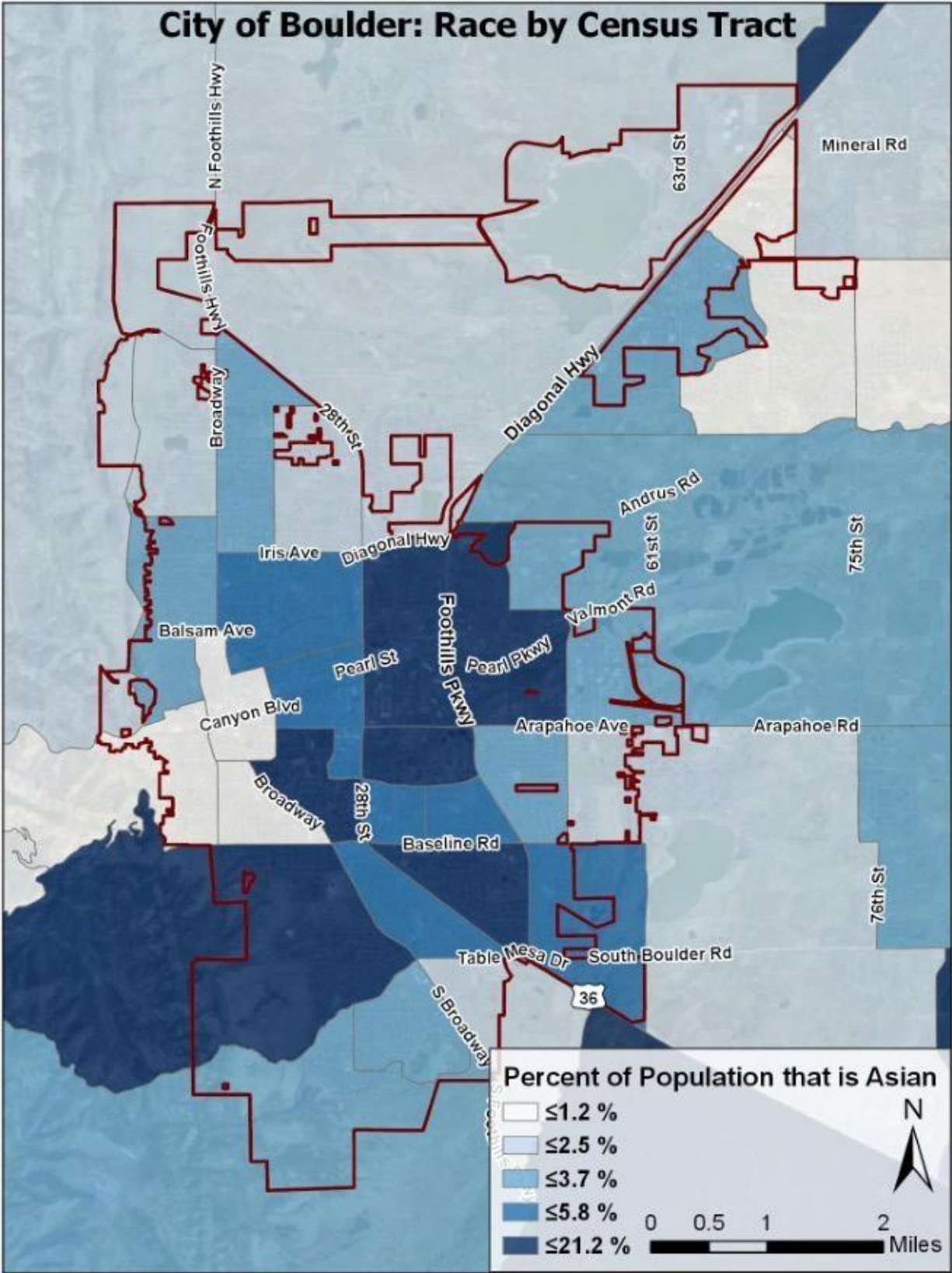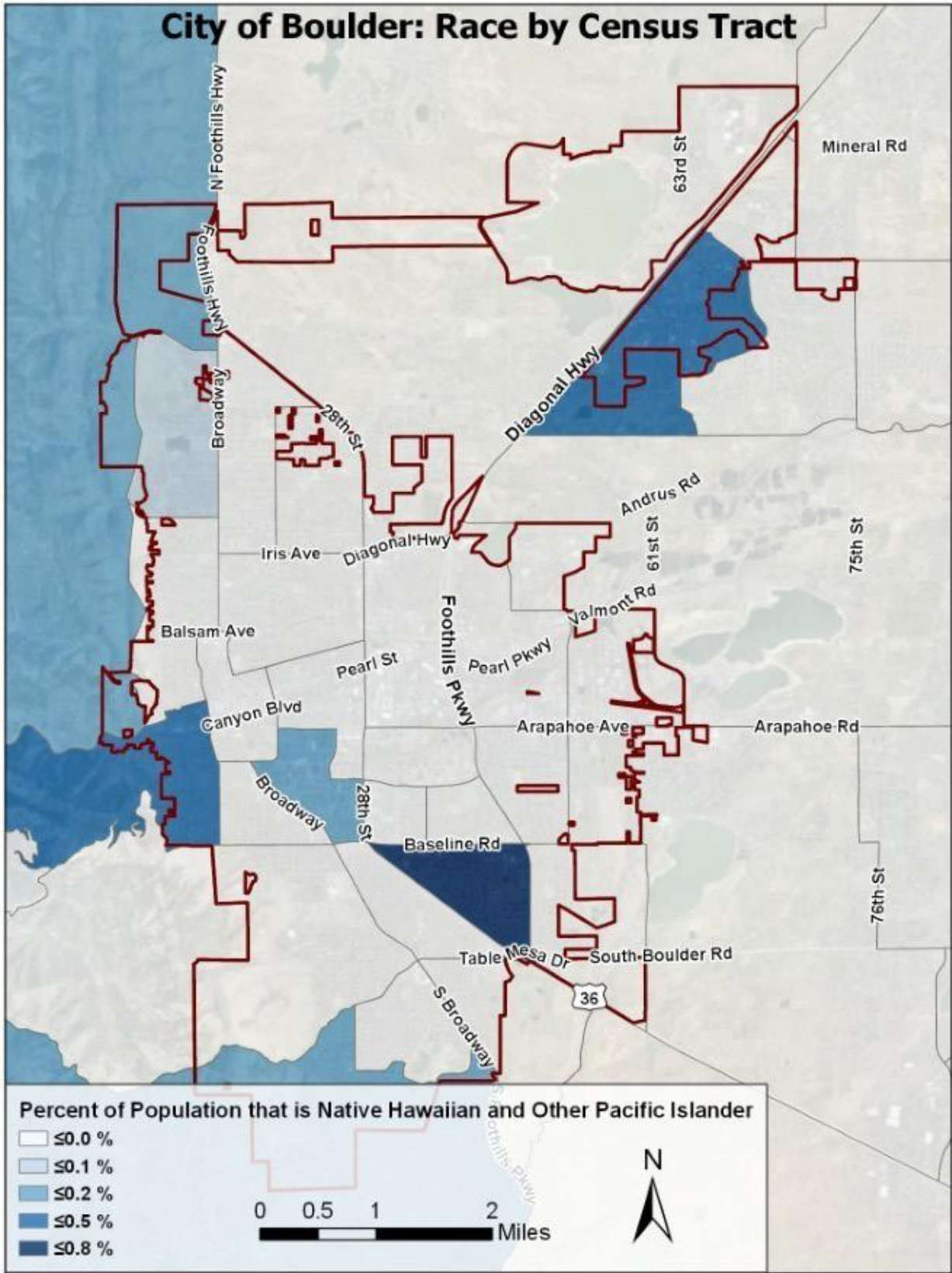
Observations about the maps:

— Pay attention to percentages because colors of maps can be deceiving

— Confirms a predominantly white population

— Classification method is quantiles (equal number of observations in each class), but maybe another method is more valuable
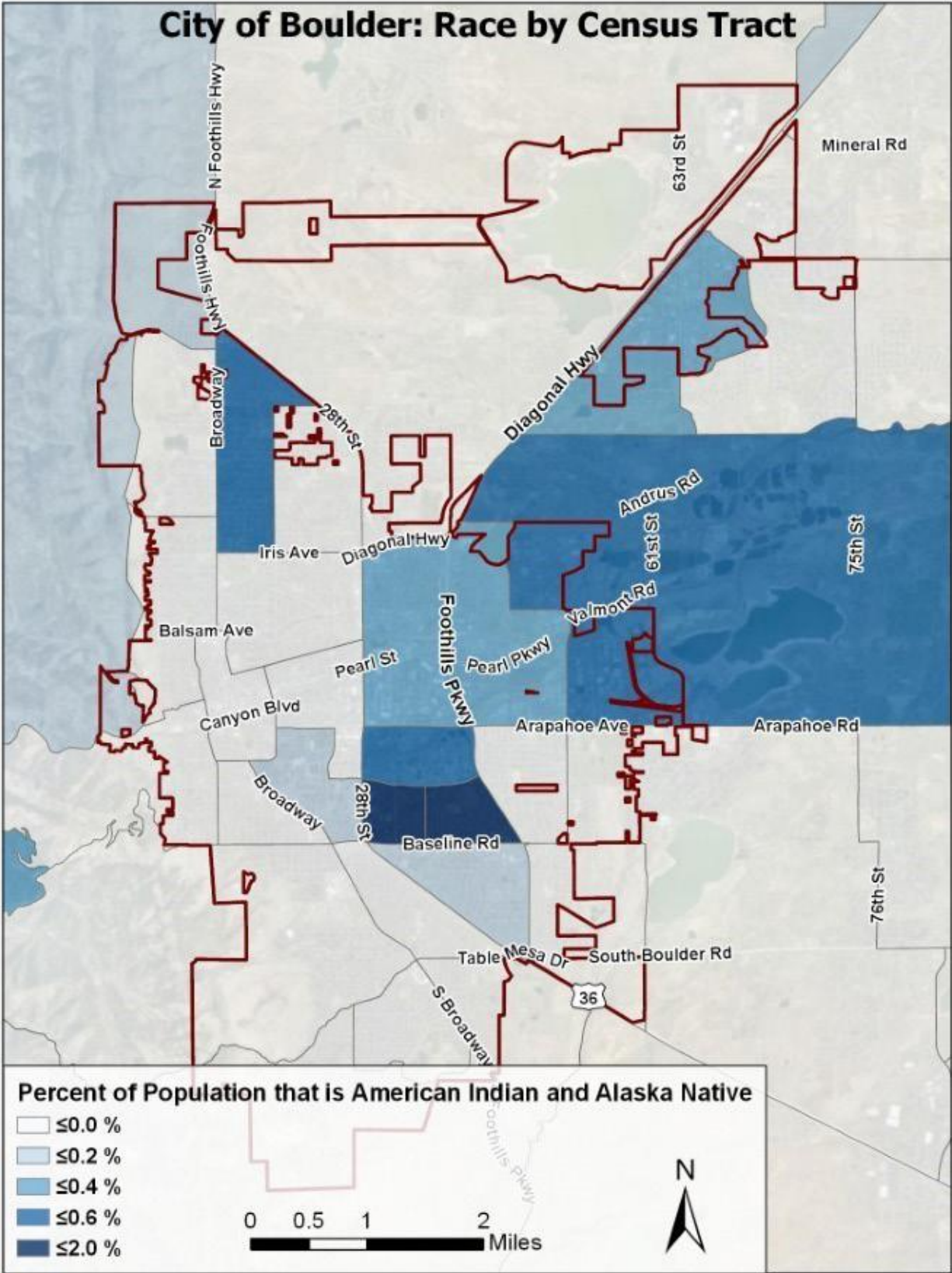
Data source: Living Atlas provided by ESRI, sourcing the 2012-2017 ACS 5-Year Census Tract Data
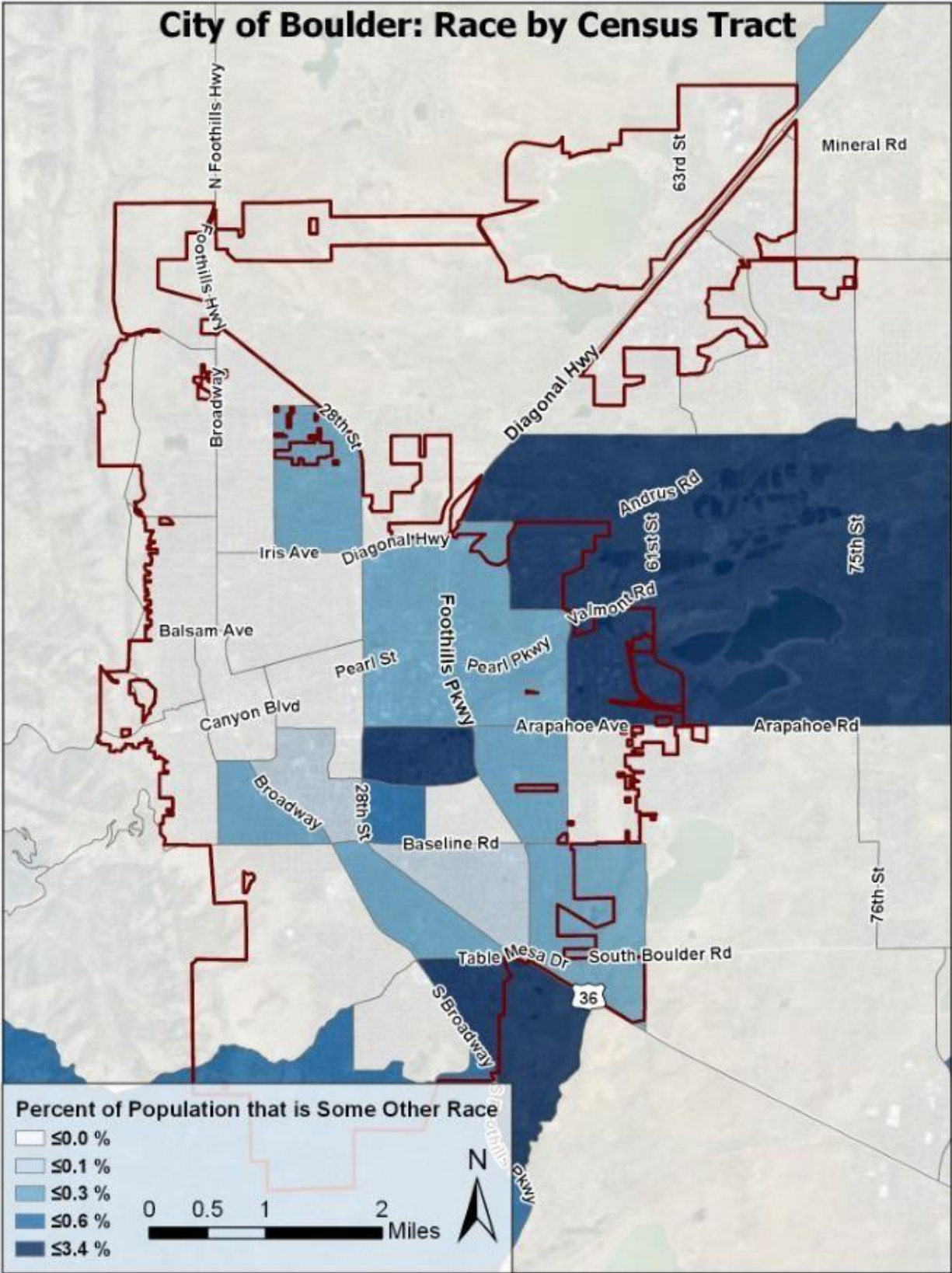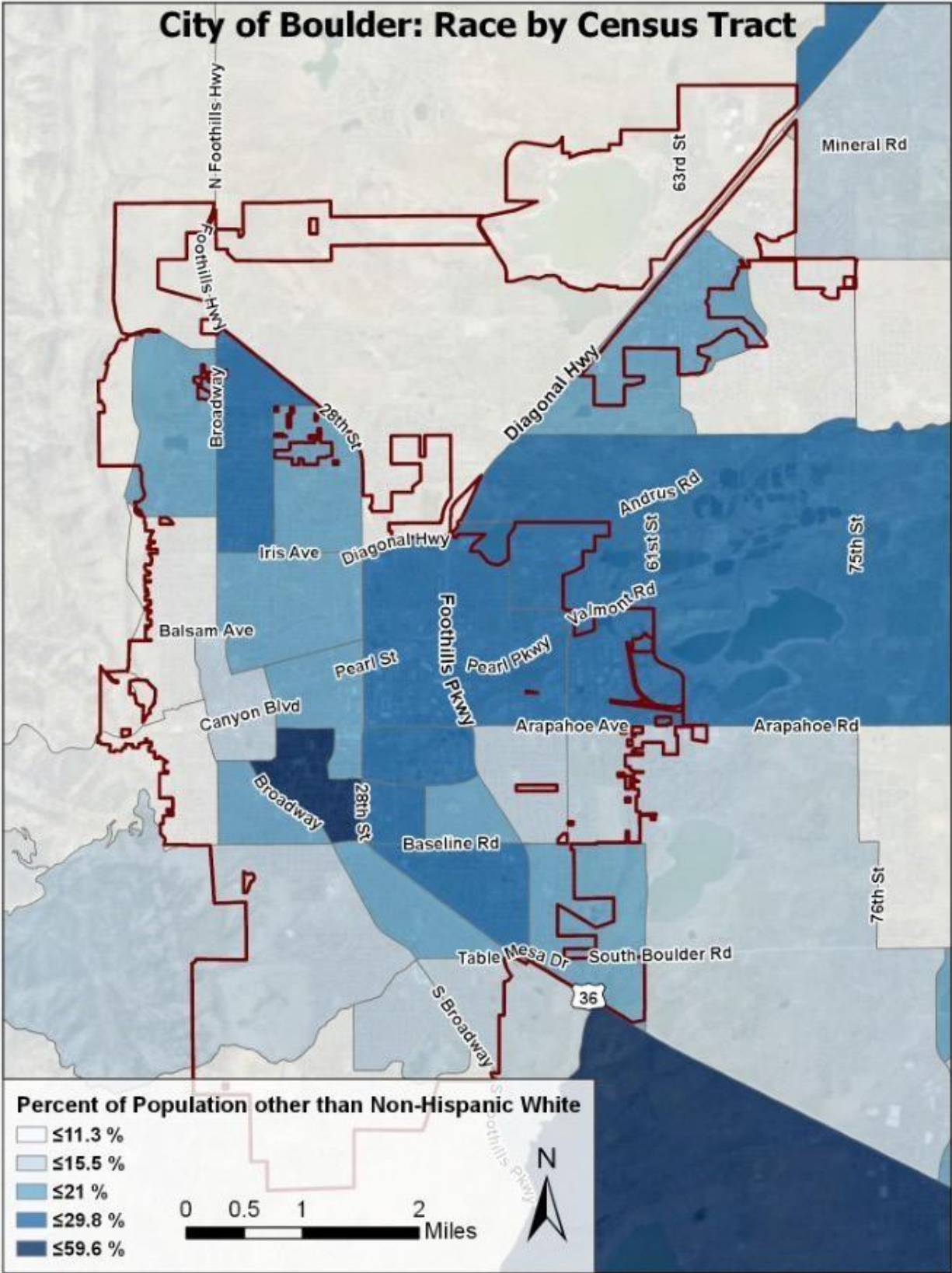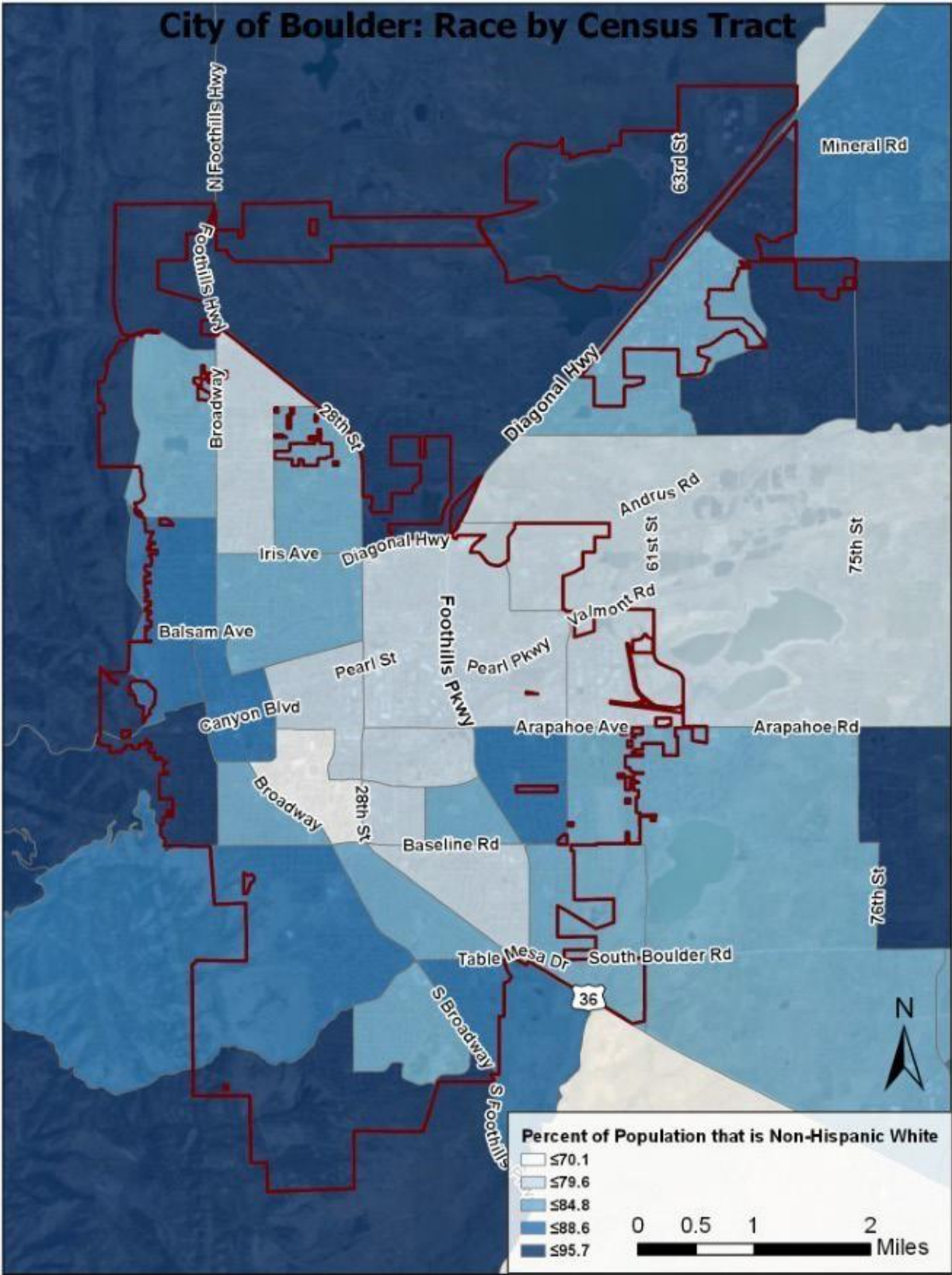

City of Boulder: Race by Census Tract

City of Boulder: Race by Census Tract

Percent of Population that is Black or African American

- ≤0.0%
- ≤0.4 %
- ≤0.9 %
- ≤1.3 %
- ≤3.3 %

0   0.5   1   2   Miles

City of Boulder: Race by Census Tract

Percent of Population that is Asian
≤1.2 %
≤2.5 %
≤3.7 %
≤5.8 %
≤21.2 %

City of Boulder: Race by Census Tract

Percent of Population that is Native Hawaiian and Other Pacific Islander

- ≤0.0 %
- ≤0.1 %
- ≤0.2 %
- ≤0.5 %
- ≤0.8 %

City of Boulder: Race by Census Tract

Percent of Population that is American Indian and Alaska Native

- ≤0.0 %
- ≤0.2 %
- ≤0.4 %
- ≤0.6 %
- ≤2.0 %

City of Boulder: Race by Census Tract

Percent of Population that is Some Other Race
≤0.0 %
≤0.1 %
≤0.3 %
≤0.6 %
≤3.4 %

City of Boulder: Race by Census Tract

Percent of Population other than Non-Hispanic White
- ≤11.3 %
- ≤15.5 %
- ≤21 %
- ≤29.8 %
- ≤59.6 %

City of Boulder: Race by Census Tract

Percent of Population that is Non-Hispanic White
- ≤70.1
- ≤79.6
- ≤84.8
- ≤88.6
- ≤95.7

Additional Resources: Racial History of The City of Boulder

— Hickcox, Abby (2007) "Green Belt, White City: Race and the Natural Landscape in Boulder, Colorado," Discourse: Journal for Theoretical Studies in Media and Culture: Vol. 29 : Iss. 2 , Article 3. Available at: https://digitalcommons.wayne.edu/discourse/vol29/iss2/3

  — Summary: hidden behind the guise of open space preservation and conservation lurks a philosophy of ensuring the "right people" enjoy Boulder's landscape in perpetuity.

— Southern Arapahoe Chief Niwot, History and Background

— Toward Right Relationship with Native Peoples, Toolkit

— Conflict, Race, Violence Video (Boulder County Latino History)

— Latinos of Boulder County, Colorado; 1900-1980; Volume I: History and Contributions; Chapter: Conflict, Racism, and Violence, 1910-1940

— Ellen Tate Interview (2001) from the Carnegie Library, Boulder, CO

  — ABSTRACT: Ellen Tate describes growing up in Philadelphia, moving frequently with her husband, Penfield Tate II, while he was in the military; and moving to Boulder in 1967. She speaks about experiences as an African American, experiencing racism while traveling in the 1960s, creating a sense of black community in Boulder, and race relations in general in Boulder.

— De Laris Carpenter Interview (2001) from the Carnegie Library, Boulder, CO

  — ABSTRACT: De Laris Carpenter talks about her upbringing in Mississippi; her life in Boulder; her career as a teacher, counselor, and administrator; and the role of family in her life, addressing both her own childhood and her role as a parent. Throughout the interview, she discusses the African American community and interactions of the white and African American communities, including discussion of racism in Boulder, at the University of Colorado, Boulder, and in the Boulder Valley Schools.

— "Boulder Releases Data on Law Enforcement Discrimination", KUNC Report, May 1, 2019

— "Boulder prides itself on being welcoming to all. But its citizens of color tell a different story", Daily Camera Article, July 28, 2018
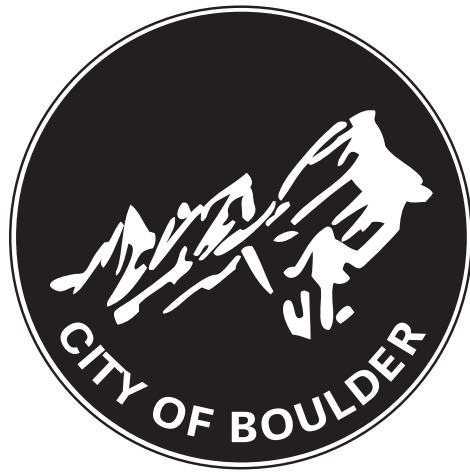
City of Boulder, 2021

More at www.bouldercolorado.gov

JUSTICE, EQUITY, DIVERSITY AND INCLUSION TEAM TOOLKIT FOR DEPARTMENTS

CITY OF BOULDER

UPDATED MARCH 11, 2022

CONTENTS

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1

TOOLKIT INTRODUCTION

In 2018, the City of Boulder launched a partnership with Government Alliance on Race and Equity (GARE) which included the formation of two citywide Racial Equity Core Teams comprised of members from all city departments. Members of these core teams developed an understanding of the role institutional racism has played in perpetuating current racial inequities and, with support from city leaders, have begun developing a vision to advance racial equity. Numerous frameworks, tools, and training resources have been developed. One of the important next steps that was identified was for each city department to have its own Justice, Equity, Diversity and Inclusion (JEDI) team to determine how these frameworks, tools, and trainings can be applied to work being done at the departmental level. The development of these teams is identified as an outcome in the city's Racial Equity Plan which then calls on department teams to facilitate their department's equity assessment, review policy, and develop departmental equity plans.

This toolkit serves as guidance for departmental leaders and selected team members to develop and evolve their departmental JEDI team in coordination with citywide racial equity efforts. Once departmental JEDI teams have been formed, team members will focus on identifying and advancing racial equity related efforts within their department. This work and measurement of its success will be done in coordination with, and in support of, citywide equity efforts.

Why Racial Equity?

The City of Boulder aims to eliminate systemic and institutionalized racism from its polices and practices to transform Boulder into a more inclusive, safe, and welcoming environment for all who live, work, learn and recreate in our community

How to Use This Document:

This toolkit includes step-by-step guidance for the development, advancement, and coordination of departmental JEDI teams. It is meant to be a practical handbook to support the creation and management of departmental JEDI teams as well as their prioritization, advancement and reporting out of departmental racial equity work.

The toolkit provides important background information and context, suggested best practices based on research, and templates as well as example documents to support departmental teams.

CITY OF BOULDER RACIAL EQUITY TIMELINE

FOUNDATIONAL EQUITY EFFORTS
1973-2017

- Human Relations Commission
- Tribal Consultation
- Inclusiveness and Diversity Team
- Partnership with CU Office of Diversity,
- Equity and Community Engagement
- Resolution 1178
- Resolution 1190
- Trainings and Workshops
- Employee Engagement survey

GARE PARTNERSHIP
2018-PRESENT

- Shifted to strategic equity efforts that focus on operationalizing values and integration of values into organizational culture.
- Developed a vision to advance racial equity through education, programs, policies and budget decisions as outlined in the Racial Equity Plan.

SHORT-TERM OUTCOMES
2021-2022

- Increase knowledge and commitment to anti-racism.
- Utilize racial equity tools and instruments for decision making.
- Collect relevant data, coordinate systems to understand needs and impacts.
- Normalize alignment of resolutions and declarations the Racial Equity Plan.
- Establish departmental JEDI Teams.

MID-TERM OUTCOMES
2021-2025

- Increasingly utilize trainings to change institutional practices.
- Utilize assessment tools in all budget and Master Plan processes.
- Use analysis tools to identify racial equity trends and make publicly accessible.
- JEDI teams complete assessment, plans are developed and implemented.
- Increase use of Racial Equity Instrument and Rapid Response Assessment.

LONG-TERM OUTCOMES
2021-2030

- Utilize racial equity assessment tools in all decision making processes.
- Staff routinely use data in community engagement processes.
- All resolutions and declarations are rooted in racial equity.
- All city departments routinely assess, modify and improve racial equity plans.
- Be the leaders in equity and connect with regional partners.
- All city engagement opportunities are inclusive of all community members.
- Racial equity assessments are incorporated into all city investment processes.
- Our workforce meets or exceeds the racial diversity reflected in our community.

Adapted from the City of Boulder Racial Equity Plan

04
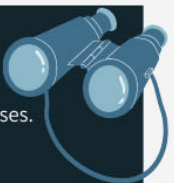
2

BUILDING THE FOUNDATION

A core team of early adopters will support the initial steps of the department's racial equity work, ensuring the work is properly resourced. To create your team:

Identify Early Adopters
Early adopters have the power to rapidly effect change in your department. Identifying these members at the conception of your JEDI Team will increase your success rate and assist in getting the team off the ground. Early adopters are:

- Leadership- department directors, managers, supervisors who will ensure this work moves forward (see more details on this below).
- Innovators- the people in your organization who are always willing to test new ideas and approaches.
- Internal stakeholders- those who currently use a racial equity focus during project planning, design, and engagement efforts (these may include members of the citywide Racial Equity Core Team and Equity Ambassadors who already have training and experience in these efforts).

Bring Leadership on Board

Having departmental leadership participating in, and supporting, this work is imperative for the team's success. It is important to understand the current parameters and boundaries in which your team can operate. An honest and transparent conversation with leadership should occur to define their expectations for the departmental team and the departmental team's expectations for support and championship from leadership. This support from leadership will be crucial to success as department teams roll out a call for members, encourage colleagues to attend trainings, address internal policy issues, and facilitate the equity assessment. Here are some points to think about prior to discussion with your department leaders:

- Where does leadership stand personally on topics of race and inequity (how comfortable are leaders in addressing issues of race or personally growing)?
- Have departmental leaders attended mandatory (and any voluntary) citywide Racial Equity trainings?
- What is the expectation of support from leadership that your department team will need when you encounter push back from colleagues?
- Expected number of hours of commitment for the members in the department team?
- Expected trainings for internal growth that leadership can support and ask for department employees to take or bring into department meetings?
- Does leadership/performance review guidance support the evaluation of racial equity goals in colleagues' professional review?

Start Small

Each department has unique resources and will be launching their equity journey from a different place. The most important step you can take is to simply begin.

3

DEVELOPING A JEDI TEAM

Once a core team has been assembled, your department is ready to develop a Justice, Equity, Diversity and Inclusion Team.

Call for Members

A call for members will help you identify individuals who are interested in advancing racial equity within your department. Departmental JEDI team members should be from all levels of leadership*, with a wide variety of experiences professionally and personally. Things to consider when recruiting and selecting members include:

- Size of your team- typically, ideal team sizes range from 5-7 members
- Application process (including the following details):
  - Application questions/form
  - Review language to ensure it is inclusive of all employees who have capacity, interest, and the approval of their supervisor
  - Indicate if you are seeking any special skillset
  - Application deadline and team member selection timeline
  - Time commitment/expectations for members
  - Term limits, if applicable
- Member Selection:
  - Determine review process (individual review vs group review)
  - Scoring system (matrix, subjective determination, accept all applicants)
  - Considerations for member selection:
    - Variety in perspectives and lived experiences
    - Wide range of professional skillset as well as specific skillset needs
    - Capacity to dedicate time to this work
    - Approval of their supervisor
    - Willingness to remain open while learning and growing about race and ethnicity
    - Willingness to be responsible for moving work forward and creating tangible outcomes of change
  - Determine who will notify applicants of their acceptance/rejection

Check out these examples of recruitment language for team members:
Library EDI Team Open Call 2022
OSMP JEDI Team Application

Roles & Responsibilities

Identify and clarify roles and responsibilities for your department's JEDI Team members. Each department will have different needs and resources. Here are some examples of team structures:

- Library EDI Team Roles
- OSMP JEDI Team Organizational Chart
- OSMP JEDI Team Roles & Responsibilities

Develop a Charter

A charter provides guidance by outlining your team's structure, purpose, and goals. The charter should give an overview of the team to project sponsors and department leadership and should align with the strategies and outcomes outlined in the city's Racial Equity Plan.

- OSMP JEDI Team Charter
- Library EDI Mission Statement
- Library EDI Team Proposal

Get started today!
Although departments are required to move forward in forming JEDI Teams, you do not need to have an established team to begin aligning your work with Racial Equity Plan outcomes. See how Parks & Recreation has utilized racial equity data in its
Master Plan Maps.

Get to Work

The first action item for many JEDI Teams is to complete your department's Equity Assessment (see next section). The priorities identified in the assessment results will inform the work plan for each department's team. Because the assessment rollout is staggered, however, JEDI teams that are not yet presented with the tool can still begin work:

- Prepare for your department's equity assessment:
  - Identify roles and responsibilities for this effort: who will coordinate scheduling, facilitate sessions, record feedback, provide data analysis
  - Send representatives to shadow other departments' assessments
  - Review assessment materials:
    - **Equity Assessment Work Group Guide**
    - **Equity Assessment Facilitator Guide**
  - Address questions and concerns with the Equity Assessment Team
- Participate in training and learning opportunities:
  - Join department JEDI meetings
  - Participate in citywide Racial Equity team meetings
  - Encourage your team and department to complete mandatory and optional citywide trainings
- Begin to align the department's work with citywide racial equity goals and outcomes

Challenges and Considerations

Utilizing best practices in forming a JEDI team can come with its own set of challenges. Consider the multitude of scheduling, staffing, and values-based obstacles you may face as you strive to include all necessary voices and perspectives in your department's work. Learn how Boulder Public Library addressed these challenges:
Case Study: Library & Arts EDI Team.

4

DEPARTMENTAL EQUITY ASSESSMENT

The Equity Assessment will enable departments to determine their role within the larger context of citywide racial equity efforts. The assessment will gather a mix of quantitative and qualitative information to evaluate which equity focus areas and associated instruments are being used and the extent to which they are being applied. The goal is to provide a constructive and transparent forum for staff to better understand the current state and how it might be improved.

The assessment will consist of two parts: a facilitated work-group analysis, followed by an online questionnaire to be completed individually. Both parts will include an inventory and an evaluation. The inventory will determine whether the department is currently applying a racial equity focus to their programs and policies. The evaluation will then facilitate analysis of any gaps present in the department's equity focus and determine opportunities for addressing inconsistencies across the department and formalizing practices around racial equity.

Assessment Goals

- Accurately assess departmental understanding of citywide equity goals and the programs, projects, and services they provide.
- Identify where and when a department equity focus is being applied and if there are any gaps.
- Understand what type of equity instruments are being utilized and how they compare to known best practices.
- Evaluate across departments the extent to which an equity focus is being applied and the types of instruments being utilized, identifying common themes related to application, consistency, and gaps.

Assessment Outcomes

- Departments have clear understanding of where a racial equity focus is being applied, where equity practices and policies need to be solidified or areas in which there are gaps.
- A comparative analysis of how equity work is advancing throughout the city and where further work is needed.
- An inventory of equity instruments, practices, policies, and services.
- Equity Assessment will provide direction to departments in identifying gaps and opportunities for application of the Racial Equity Instrument.
- Assessment results will inform departmental Racial Equity Plans and annual workplans to address opportunities and areas of need across departments.

Complete the Equity Assessment

The assessment will consist of two parts: a facilitated workgroup analysis, followed by an online questionnaire to be completed individually. Both parts will include an inventory and an evaluation. The inventory will determine whether the department is currently applying a racial equity focus to their programs and policies. The evaluation will then facilitate analysis of any gaps present in the department's equity focus and determine opportunities for addressing inconsistencies across the department and formalizing practices around racial equity.

- <u>Equity Assessment Workgroup Guide</u>
- <u>Equity Assessment Facilitator Guide</u>
- <u>Workgroup Assessment Questions</u>
- <u>Individual Assessment Questions</u>

Analyzing and Utilizing Results

Upon completion of the Equity Assessments, each department's leadership and JEDI team will meet with the Equity Manager who will assist staff in understanding the results. The team will use this information to develop a customized departmental Equity Action Plan and prioritize tasks. For departments that develop work plans, the identified prioritized tasks will be included in their annual work plans.

- Create Initial Work Plan
- If equity assessments have been completed, engage teams to develop a work plan based on the assessment results. If equity assessments haven't been completed yet, teams can refer to the citywide Racial Equity Plan logic model for initial guidance on where to focus their efforts
- Determine 3-5 priorities for the next 1-3 years: Consider how success will be measured and reported out to the whole department in order to demonstrate progress.
- Connect with Equity Manager for support on annual goals, plans, engagement strategies, and general support.

Create Equity Action Plan (individual and organizational work plans should align with this)

- Working with the Equity Program Manager, departmental JEDI Teams and leadership will utilize assessment results to draft a departmental Equity Action Plan for department.

Share Assessment Results (Coming Soon)

Connecting with Citywide Racial Equity Work

The City of Boulder has taken many steps toward developing a vision to advance racial equity, and it is important that departmental work be aligned with and support citywide racial equity work to avoid duplication of efforts. It's also important to coordinate the measurement of success of efforts undertaken for reporting out both to city leadership and the community in a transparent way.

5

COMMUNICATIONS & ENGAGEMENT

The city aims to normalize and operationalize understanding of institutional and structural racism among people who work for or represent the City of Boulder, including city staff, City Council, Boards and Commissions, and ongoing program volunteers. This will be achieved through meaningful engagement strategies and ongoing communication.

There are a variety of ways your team can engage your department in racial equity efforts, including quarterly newsletters, continuing conversations, lunch & learns, working groups, annual work planning, and performance review goals.
- Library EDI Performance Review Goal
- OSMP Performance Review Goal

Develop a Communications Plan

A fundamental step to producing results in equity work is to develop transparent channels of communication across all levels of leadership and all service areas. Consider not only how information will be shared, but also how communications will be collected from across the department:
- Identify stakeholders and the level of involvement each will have in this work
- Determine frequency and method of communicating this work throughout the department
- Consider multiple methods for communication to allow for information sharing and participation (Look to COB Community Engagement Framework for examples)
- Items in communications a plan may include:
  - Overview: team purpose, goals, focus areas
  - List of staff involved in communications including staff outside the JEDI team
  - Audiences
  - Metrics of success

6

INTERNAL CAPACITY BUILDING

Trainings

The city has created trainings that specifically focus on building employees' knowledge of the various systems of oppression that exist in order to begin shifting frameworks into more equitable spaces for everyone who benefits from being served by the City of Boulder. The following trainings build upon each other and are a great starting point for any city employee to access in order to begin normalizing racial equity work. Register for trainings on **Learning@Work**.

Bias and Microaggression Training
Required for all City of Boulder staff
This is a mandatory training for all city employees that will help participants understand the way in which our subconscious mind can operate and influence our daily behaviors such as comments, reactions or assumptions done with little awareness of their meaning and effects on others. Microaggressions can deeply affect and hurt people and relationships.

Advancing Racial Equity: The Role of Government
Required for all City of Boulder Supervisors, Recommended for all staff
This workshop introduces the role, responsibilities and opportunities for government to advance racial equity. Participants will have the opportunity to gain an understanding of racial equity terminology, including implicit and explicit bias and individual, institutional, and structural racism; develop skills to identify and address institutional and structural racism; and an increased capacity to advance racial equity in the workplace.

Tools

<u>Racial Equity Instrument: Intro and Best Practices</u> (training required)

Recommended for staff who manage, plan, or facilitate programs or services

This training provides a racial equity focus for all decision-making. Participants will gain an understanding of the six steps of the Racial Equity Instrument; prepare to leverage the instrument within work groups or projects to address impacts; and learn effective practices for assessing the development, implementation, and evaluation of programs, policies and budgets.

<u>Rapid Response Racial Equity Assessment</u>

This tool was developed as part of the city's COVID-19 Recovery plan. This four-step process was an opportunity to embed a racial equity focus when making fast action decisions during the pandemic in partnership with a group of community Recovery Equity Connectors who can provide input into recovery efforts and ensure those most impacted by the virus are given the necessary guidance and resources to minimize illness and death.

Recommended Resources for Growth

The following recommendations are a compilation of videos, articles, books, recorded webinars and more that can continue to support the personal and professional growth of your racial equity team members. These can be shared and/or discussed during team meetings, assigned as part of the team's work, or simply suggested as resources to explore. These provide different perspectives from which to look at and explore certain issues that affect people of color.

Web Resources
- <u>GARE Member Portal</u>
- <u>OSMP JEDI Webpage</u>

Recommended Resources for Growth (continued)

Videos
- <u>Racial Equity During and After the COVID-19 Pandemic</u> (Dr. Ibram Kendi & Diane Yentel)
- <u>Implicit Bias</u> (POV/NY Times)
- <u>Black Feminism & the Movement for Black Lives</u> (panel interview with Barbara Smith, Reina Gossett, Charlene Carruthers, hosted by the National LGBTQ Task Force)
- <u>A Conversation on Race and Privilege</u> (Angela Davis and Jane Elliott, hosted by the University of Houston Graduate College of Social Work)
- <u>George Floyd, Minneapolis Protests, Ahmaud Arbery & Amy Cooper</u> (Trevor Noah, The Daily Social Distancing Show on YouTube)

Articles
- <u>Performative Allyship Is Deadly (Here's What to Do Instead)</u> (Medium)
- <u>My Role in a Social Change Ecosystem</u> (a tool for teams to understand strengths and opportunities in social change work, Medium)
- <u>What is Intersectionality and What Does it Have to do with Me?</u> (YW Boston)
- <u>Guide to Respectful Conversations</u> (Repair the World)
- <u>To create lasting change, we must sustain this anti-racist work beyond the heat of the moment</u> (Hechinger Report)
- <u>Are You Supporting White Supremacy?</u> (Inside Higher Education)
- <u>Your Anti-racism Books are a Means, Not an End</u> (The Atlantic)
- <u>The Pandemic has Pushed Aside City Planning Rules. But to Whose Benefit?</u> (NY Times)

Research/Data
- <u>The COVID-19 Racial Data Tracker:</u> The COVID Racial Data Tracker is a collaboration between the COVID Tracking Project and the Boston University Center for Antiracist Research. Together, we're gathering the most complete and up-to-date race and ethnicity data on COVID-19 in the United States.
- <u>PolicyMap:</u> Available data includes demographics, home sale statistics, health data, mortgage trends, school performance scores and labor data like unemployment, crime statistics and city crime rates. Allows you to display data visually through custom demographic maps, tables, reports and an analysis tool.

Recommended Resources for Growth (continued)

Books

- The Color of Law: A forgotten history of how our government segregate America (Richard Rothstein)
- Unapologetic: A Black, Queer, Feminist Mandate for Radical Movements (Charlene A. Carruthers)
- An Indigenous People's history of the United States (Roxanne Dunbar Ortiz)
- American Like Me: Reflections on Life Between Cultures (America Ferrera)
- America for Americans: A History of xenophobia in the United States (Erika Lee)
- Caste: The origins of our discontent (Isabel Wilkerson)
- Blackballed: The Black Vote and U.S. Democracy (Darryl Pinckney)
- So You Want to Talk About Race (Ijeoma Oluo)
- White Fragility: Why It's So Hard for White People to Talk About Racism (Robin DiAngelo)

Films/Series

- 13th (Netflix): Titled after the Thirteenth Amendment to the United States Constitution, which abolished slavery throughout the United States and ended involuntary servitude except as a punishment for conviction of a crime the film explores the "intersection of race, justice, and mass incarceration in the United States."
- When They See Us (Netflix): Created, co-written, and directed by Ava DuVernay the film is based on events of the 1989 Central Park jogger case and explores the lives and families of the five male suspects who were falsely accused then prosecuted on charges related to the rape and assault of a woman in Central Park, New York City
- Selma: Based on the 1965 Selma to Montgomery voting rights marches initiated and directed by James Bevel and led by Martin Luther King Jr., Hosea Williams, and John Lewis.
- I Am Not Your Negro: Narrated by the words of James Baldwin with the voice of Samuel L. Jackson, I Am Not Your Negro connects the Civil Rights Movement to Black Lives Matter.
- Self-Made: Inspired by the Life of Madam C. J. Walker (Netflix): A chronicle of the incredible story of Madam C.J. Walker, who was the first African American self-made millionaire.
- Amend (Netflix): Narrated by important figures, activists

Recommended Resources for Growth (continued)

Podcasts

- How to Talk to Kids about Race: Dr. Beverly Daniel Tatum discusses how children perceive race, how parents' own experiences with race impact how we raise our kids, and how we can guide our children to appreciate and celebrate each other.
- This Land (Crooked Media): An 1839 assassination of a Cherokee leader and a 1999 murder case – two crimes nearly two centuries apart provide the backbone to a 2020 Supreme Court decision that determined the fate of five tribes and nearly half the land in Oklahoma.
- Nice White Parents (NY Times): From Serial and The New York Times, this series looks at the 60-year relationship between white parents and the public school down the block.
- 1619 (NY Times): The 1619 project aims to reframe the country's history by placing the consequences of slavery and the contributions of black Americans at the very center of our national narrative.
- Throughline (NPR): Rund Abdelfatah and Ramtin Arablouei "go back in time to understand the present."
- Code Switch (NPR): Hosted by journalists of color, our podcast tackles the subject of race head-on. We explore how it impacts every part of society — from politics and pop culture to history, sports and everything in between. This podcast makes ALL OF US part of the conversation — because we're all part of the story.
- Intersectionality Matters: Hosted by Kimberlé Crenshaw, an American civil rights advocate and a leading scholar of critical race theory.

Stay Connected

As city departments continue to grow their JEDI Teams and racial equity efforts, it is important to share successes and challenges across the organization. Stay connected with other departments and the citywide work through Racial Equity Core Team Quarterly Meetings and Semiannual JEDI Teams Huddles.

Racial Equity Instrument

to assess policies, programs and budget decisions

City of Boulder Racial Equity Instrument

The City of Boulder will advance racial equity in all elements of our local government. The city defines racial equity as the elimination of racial disproportionalities so that race can no longer be used to predict success, and the ability of all community members, regardless of race, to experience a high quality of life and access to opportunity.

The Racial Equity Instrument is a tool to help staff who have completed the "Advancing Racial Equity: the Role of Government" training improve city operations by viewing and planning projects through a racial equity lens. It establishes a process and set of questions to guide the development, implementation and evaluation of City of Boulder policies, programs, practices, procedures, and budget issues to advance racial equity.

When Do I Use It?

Early in any Decision-Making Process. Apply the instrument to any decision-making process regardless of size or scope, to align with racial equity goals and desired outcomes.
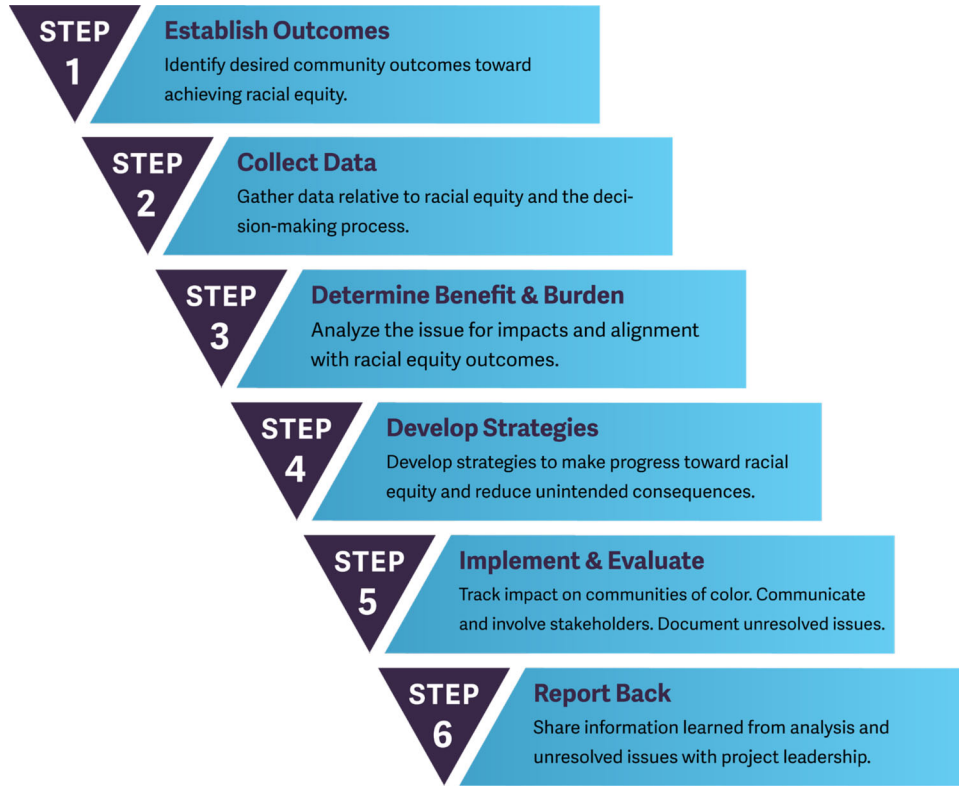
How Much Time Does It Take?

Enough time to ensure a comprehensive racial equity analysis. Scale the time allocation to fit the complexity of the decision-making process. A concise, simple internal decision might only require 4-5 total hours. A more complex departmental or city-wide project decision might require several months or more to complete.

How Do I Use It?

With inclusion. The six-step analysis should be performed by a group of people with different racial perspectives to check our assumptions and improve the way we do business.

Step by step. The Racial Equity Instrument is made up of six steps:

Racial Equity Instrument

STEP 1
Establish Outcomes
Identify desired community outcomes toward achieving racial equity.

STEP 2
Collect Data
Gather data relative to racial equity and the decision-making process.

STEP 3
Determine Benefit & Burden
Analyze the issue for impacts and alignment with racial equity outcomes.

STEP 4
Develop Strategies
Develop strategies to make progress toward racial equity and reduce unintended consequences.

STEP 5
Implement & Evaluate
Track impact on communities of color. Communicate and involve stakeholders. Document unresolved issues.

STEP 6
Report Back
Share information learned from analysis and unresolved issues with project leadership.

Racial Equity Instrument

Title:
Description:

Department: Contact:

☐ Policy   ☐ Program   ☐ Budget Issue

Step 1: Establish Outcomes.

Identify the desired result, outcomes and indicators toward achieving racial equity.

Desired Community Result: a community-level condition of well-being. "All Boulder residents..."
Organizational Outcome: what will happen as a result of an action under the city's control.
Indicator: a measure which helps quantify the achievement of a desired result and outcomes.

Example desired community result: All babies are born healthy.

Example organizational outcome: Reduced cost barriers for prenatal health care and other direct services; increased cultural competence and health equity practices among service providers; increased city support for social determinants of health.

Example indicators: Positive changes in maternal mortality disaggregated by race, prenatal health by neighborhood, healthy births by race, infant health by race and by neighborhood.

1a. What are the desired community results?

1b. What are the intended organizational outcomes?

1c. What indicators will you use to measure the outcomes?

1d. What populations might be impacted by this proposal?

☐ Infants	☐ Children	☐ Teens	☐ Students	☐ Older adults
☐ Men	☐ Women	☐ LGBTQIA	☐ Immigrants	☐ Undocumented
☐ Low-income	☐ Homeless	☐ Disabled	☐ Health-impacted	☐ Other _____

☐ African American/Black	☐ Asian/Pacific Islander	☐ Hispanic/Latino	☐ Other _____
☐ Mixed-Race	☐ Native American	☐ White	

Racial Equity Instrument

1e. What issue areas might be affected by this proposal?

☐ Community Engagement	☐ Human services
☐ Civic Engagement	☐ Jobs
☐ Criminal/restorative justice	☐ Parks and recreation
☐ Economic development	☐ Planning / development
☐ Education	☐ Procurement
☐ Environment	☐ Technology systems
☐ Food access and affordability	☐ Transportation
☐ Government decision-making processes	☐ Utilities
☐ Health	☐ Workforce policies
☐ Housing / Homelessness	☐ Other specific City departments

Step 2: Collect Data.

Gather data relative to racial equity and the decision-making process. What does the data say? What does the data tell us?

Data resources: https://work.bouldercolorado.gov/racial-equity/data-sources
Inclusive Engagement resources: https://work.bouldercolorado.gov/communications/community-engagement

Example: The city does not routinely collect prenatal or infant health data. However, county public health data indicates that African American, Native American and Latino babies tend to have lower birth-weight and a higher rates of illness resulting in doctor or emergency room visits. Most people of color live in specific neighborhoods. Some city residents testify that they do not have health insurance and are nervous about visiting doctors that don't speak Spanish or other non-English languages.

2a. Will the proposal impact specific geographic areas in Boulder (neighborhoods, areas or regions)?

☐ All of Boulder
☐ Boulder Civic Area
☐ Boulder Plaza Subarea
☐ Crossroads East/Sunrise Center Area
☐ Gunbarrel Community Center
☐ Junior Academy Area
☐ North Boulder
☐ Transit Village Area Plan/Boulder Junction
☐ University Hill Area Plan
☐ Other (ex: manufactured home community)

Racial Equity Instrument

2b. What are the racial demographics of people impacted by this issue? Be Specific.

2c. What other quantitative data do you have, that can help understand racial disparities associated with this issue (think about the indicators noted in Step 1)? How have you involved community members to gather and understand this data?

2d. What qualitative data – including community conversations, public meeting comments -- should be taken into consideration? Based on that data, what concerns or experience with the proposal, might people of color have?

2e. What data gaps exist? If you lack adequate data, how can you obtain more or better data to analyze the proposal with a racial equity lens?

Racial Equity Instrument

Step 3: Determine Benefit and Burden.

Analyze the issue through a racial equity lens and consult with partners and community members, to determine expected and unexpected impacts, and to ensure alignment with racial equity outcomes.

Example: The city might initially think that a marketing campaign is the most effective way to address maternal and infant health. However, focusing on individual behavior change could increase stress on people of color if they don't have adequate income or social supports, or if they would still have to engage with bias and racism in the health care system. Cost and cultural competence are systemic barriers the city can address. Community members have previously described these concerns, and we have survey data to affirm these concerns. check-in with city staff and community partners affirms that these situations still exist.

3a. How might the policy, program, or budget issue increase or decrease racial equity?

3b. Challenge your thinking. Consider one of the indicators from Step 1 and ask why a racial disparity might exist. Then, why else? Why else? Why else? Do the same exercise for another indicator.

3c. With which city and community partners will you engage, to listen and understand diverse perspectives, center lived experience, and further deepen your analysis of benefits/burdens associated with this issue? Refer to the city's Engagement Strategic Framework and Outreach Outpost resources to ensure alignment with city best practices. Don't hesitate to reach out to Engagement Team staff if you're feeling stuck.

3d. Given your answers to 3b – 3c, are the potential benefits aligned with the desired community results that were defined in Step 1? If not, how might you modify the organizational outcome to avoid creating an additional burden on people of color? Or, what issues should you keep in mind as you design Strategies in Step 4?

Racial Equity Instrument

Step 4: Develop Strategies.

Identify activities that advance racial equity outcomes and minimize harm through unintended consequences. Describe the specific strategies, tasks, necessary resources and people responsible to help ensure the activity will advance racial equity.

Example: Design marketing campaign focused on wellness education; self-efficacy for health care. Provide implicit bias training sessions for health care providers. Collaborate with people of color parent groups to co-design research and support group to identify key social determinants of health for maternal and infant care.

4a. Use the chart below to plot strategies related to your policy, program or budget issue that can help reduce disparity and increase equity for people of color in our community.

Strategy	Action/Task	Person Responsible	Deadline	Resources Needed

Check to ensure your plan is:
- Realistic;
- Adequately funded;
- Adequately resourced with personnel;
- Adequately equipped to utilize community resources with mechanisms to ensure successful implementation and enforcement;
- Adequately resourced to ensure on-going data collection, public reporting, and community engagement;
- Addressing root causes of racial disparity, explored in Step 3; and
- Likely to help meet the outcomes and desired result outlined in Step 1.

4b. What complementary program or policy strategies - or city departmental or community partnerships - exist that could help maximize positive impacts in the community? How will you partner with these stakeholders for long-term positive change?

4c. Are the impacts aligned with your desired community results and organizational outcomes defined in Step 1? If not, how will you re-align your work?

Racial Equity Instrument

Step 5: Implement & Evaluate.

Track impact on communities of color, communicate and involve stakeholders. Document unresolved issues.

Example: The city will coordinate with health professionals and parent groups on pre/post survey to determine improvement in individual behaviors and institutional behaviors, policies and practices. City will also work with county to assess longer-term changes in maternal health, infant birthweight and other indicators defined in Step 1.

5a. What data collection tools and evaluation methods will you use to track the indicators noted in Step 1, and determine the impact of your strategies?

5b. How will you ensure and retain meaningful community engagement in this process, to move beyond "informing" and toward shared, equitable engagement in decision-making? Refer again to the City's Community Engagement Strategy.

5c. What issues are unresolved? What additional resources/partnerships might help achieve the desired result?

Racial Equity Instrument

Step 6: Report Back.

Be accountable. Share information learned from analysis and unresolved issues with project leadership.

Example: Results will be released through presentations and discussions with parent groups, at neighborhood clinics and childcare centers.

6a. What evidence can you compile and share to demonstrate the successful impacts or shortcomings of the proposal to advance racial equity?

6b. What ongoing communication and engagement strategies will you use to report the proposal results and community impacts, particularly to people most directly impacted?

6c. How will you continue to partner, build trust, and deepen relationships with people of color and other populations to make sure your work to advance racial equity is effective and sustainable for the long-haul?

6d. Other ideas:

Racial Equity Instrument
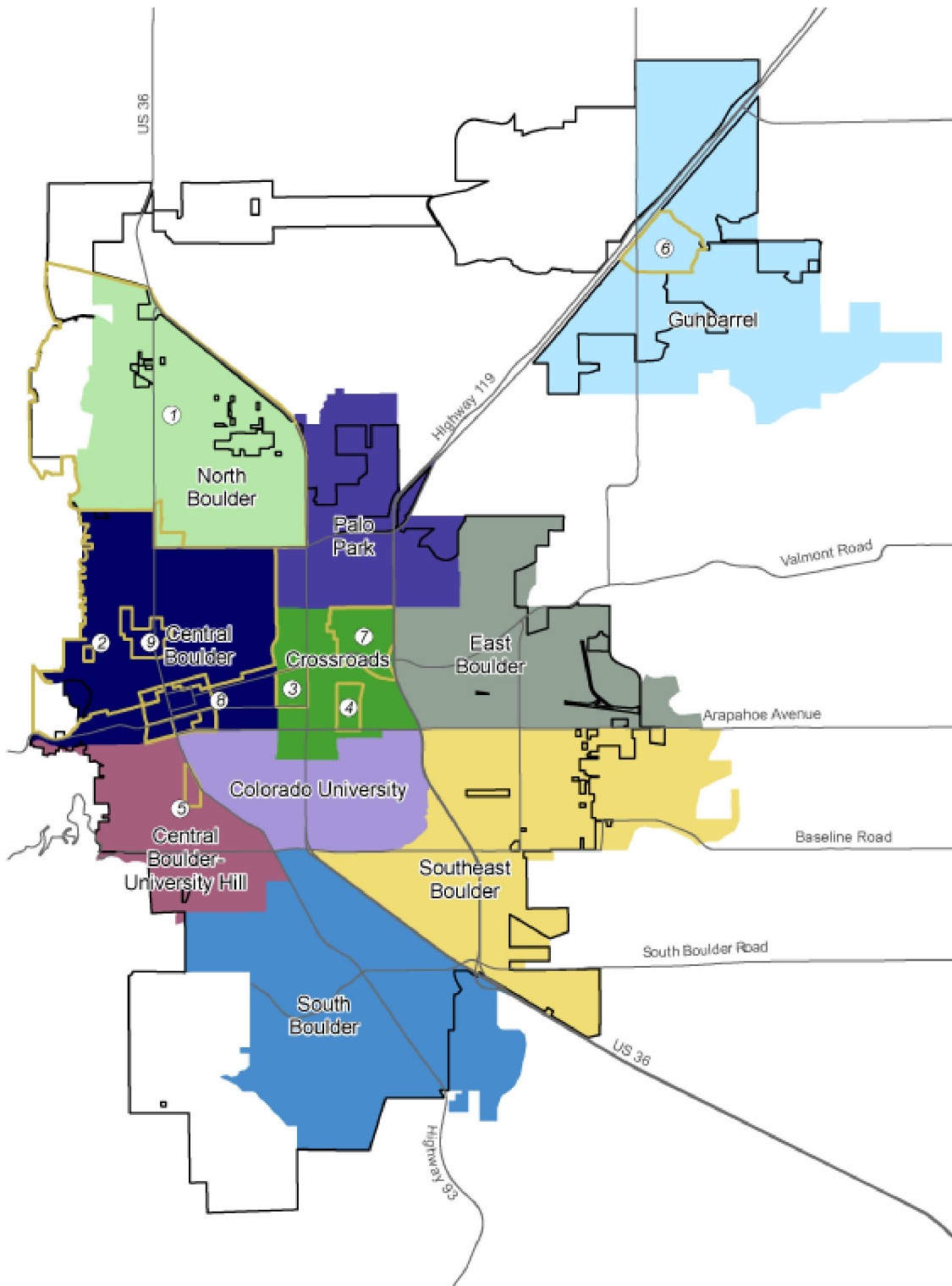
SHARED CITY-WIDE DEFINITIONS OF RACIAL EQUITY TERMS

Using shared definitions of key terms in the city's racial equity work provides clarity and consistency across all bureaus, which leads to better analysis of how institutional racism functions and is maintained. We can then be more effective in deconstructing these mechanisms that support institutional racism and begin constructing ones that produce equitable outcomes.

Accountable: Responsive to the needs and concerns of those most impacted by the issues you are working on, particularly to communities of color and those historically underrepresented in the civic process. Source: Seattle RSJI

Adverse Impacts: refers to practices or policies that appear neutral but have a discriminatory effect on a protected group. Source: Office of Equity and Human Rights (OEHR)

Civil Rights Title VI: refers to Federal law. No person in the United States, on the grounds of Race, Color, or National Origin, shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any program, service, or activity of a public entity, like the City of Boulder, that receives federal assistance.

Communities of Color: is a term used primarily in the United States to describe communities of people who are not identified as white, emphasizing common experiences of racism. Source: OEHR

Desired Community Result: a community-level condition of well-being.

Discrimination: refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

Disparate Impacts: refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

Diversity: includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from one another. Source: UC Berkeley CEID

Ethnicity: a category of people who identify with each other based on common language, ancestral, social, cultural, or national experiences. Source: Oxford English Dictionary

Equity: When one's identity cannot predict the outcome. Source: OEHR

Equity Lens: is a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities. Source: OEHR

Explicit Bias: is the evaluation of one group and its members relative to one another, expressed directly, with full awareness. Source: OEHR

Implicit Bias: is the evaluation of one group and its members relative to one another, expressed indirectly, usually without awareness. This operates in one's subconscious. Source: OEHR

Inclusive Engagement: Processes inclusive of people of diverse races, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so

community members can effectively engage in the design and delivery of public services. Source: Seattle RSJI

Indicator: a measurable fact or trend that shows a change, or the rate or degree of change. In strategic planning, indicators help determine whether a planned activity is resulting, or is likely to result in positive outcomes.

Institutional Racism: occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) Source: Race Forward, Moving the Race Conversation Forward

Internalized Racism: lies within individuals. These are our private beliefs and biases about race and racism, influenced by our culture. Source: Race Forward, Moving the Race Conversation Forward

Interpersonal Racism: occurs between individuals. These are biases that occur when individuals interact with others and their private racial beliefs affect their public interactions. Source: Race Forward, Moving the Race Conversation Forward

Outcome: The specific result you are seeking to achieve within the community that advances racial equity. Source: Seattle RSJI

Performance Metrics: measures an organization's behavior, activities, and performance. It assesses how well workers are doing their respective tasks and how companies are accomplishing their objectives. It provides hard data and gives off outcomes that appraise clearly defined quantities within a range that facilitates improvement and upgrading. Source: Wikipedia

Privilege: refers to the unearned set of advantages, entitlements, and benefits bestowed by the formal and informal institutions of society to ALL members of a dominant group (e.g. White privilege, male privilege, etc.). Privilege is usually invisible to those who have it. Source: OEHR

Race: A non-scientific, social construct that divides people into distinct groups based on characteristics such as physical appearance, ancestral heritage, cultural affiliation, cultural history, or ethnic classification. Source: Maurianne Adams, Lee Anne Bell and Pat Griffin, editors. Teaching for Diversity and Social Justice: A Sourcebook. New York: Routledge.

Racial Disparity: A significant difference in conditions between a racial group and the White population that is avoidable and unjust. For example, African-Americans are underrepresented in City of Portland management positions when compared to the percentage of African-Americans in the general population or the representation of Whites in management positions. Source: OEHR

Racial Equity: when race does not determine or predict the distribution of resources, economic/political/social opportunities, and burdens for group members in society. Source: OEHR and Seattle RSJI

Racial Equity Framework: An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (e.g., community self-determination, shifting power) in order to replace them with structures that produce equitable outcomes.

Racial Equity Tool: A set of strategies, procedures, and resources designed to integrate explicit consideration of racial equity and that can be implemented and applied throughout organizational policy, procedures, and operations to ensure/drive equitable process, impacts, and outcomes. Source: OEHR

Racial Inequity: Race can be used to predict life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc. Source: GARE

Stakeholders: Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Source: Seattle RSJI

Structural Racism: is racial bias among institutions and across society. Source: Race Forward, Moving the Race Conversation Forward

Under-served: refers to people and places that historically and currently have not had equitable resources or access to infrastructure, healthy environments, housing choice, etc. Disparities may be recognized in both services and in outcomes. Source: OEHR

Rapid Response Racial Equity Assessment and COVID-19 Decision Making

In spite of challenges due to the COVID-19 crisis, the City of Boulder reaffirms its commitment to advancing racial equity. COVID-19 related racial equity declarations and guidance can be found on the city's [Racial Equity webpage](#).

2020 marks the launch of the city's Racial Equity Instrument, a step-by-step process to help city employees use a racial equity focus when assessing city budgets, programs, policies and practices. Although our city Racial Equity Instrument trainings are temporarily suspended, we encourage employees to consider the following five equity questions when making COVID-19 process, budget, activity and service decisions, to help avoid disproportionate impacts on our people of color community members. ***These set of questions can also be applied to other underrepresented groups of people in our community to ensure equity is the focus for all decisions regardless of age, race, ethnicity, gender, sexual orientation, socio-economic status and abilities.***

Progress must be swift and we acknowledge this is an imperfect tool. However, in order to minimize harmful impacts as much as possible, employees are encouraged to utilize this instrument thoughtfully with as much collaboration and inclusivity as reasonable.

Our Racial Equity Instrument training team members -- [Elizabeth Crowe](#), [Ryan Hanschen](#), [Aimee Kane](#), [Leslie Labrecque](#) and [Holly Valenta](#) -- are available to help employees answer these questions to ensure that our COVID-19 activities help promote equity to the greatest extent possible.

1. **What is the policy, activity or budget decision that could impact racial equity?**
   Example: Reduced hours or cancellation of a children's educational program that is popular among racially- and ethnically-diverse families in our community.

2. **Who is or will experience burden based on the decision?**
   Example: Many children of color lack the same educational opportunities and social supports as do white children. Children of color participating in the program may experience a wider achievement gap if the program hours are reduced or cancelled.

Rapid Response Racial Equity Assessment and COVID-19 Decision Making

3. **Who is or will experience benefits?**
   Example: While the program is beneficial to children of any racial or ethnic group, families of color may be more reliant on, and benefit more from the program's educational advancement and social supports.

4. **What strategies might mitigate or avoid unintended consequences for people of color?**
   Example: Reduced hours may be unavoidable due to budget constraints. However, the program could potentially be offered online and at times when families of color are most likely to be able to participate, based on their schedules or other responsibilities.
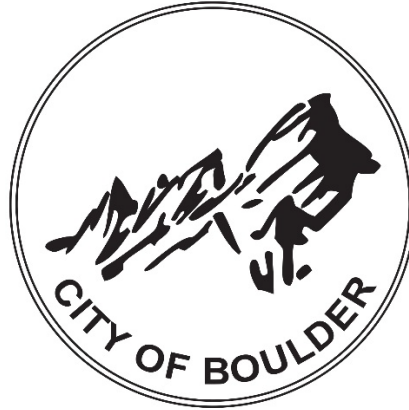
CITY OF BOULDER, COLORADO

UNDERSERVED BUSINESS PROGRAM

POLICY STATEMENT

The City of Boulder commits itself to applying an equity focus in its decision making with the goal of continuing to build an equitable community and ensure a healthy community for all Boulder residents and visitors.

The City Council finds that there is a need to encourage the expansion of underserved businesses in the City's marketplace to increase the tax base, to provide new employment opportunities, to stimulate economic development, and to assist in the implementation of the comprehensive plan for the City. The City Council further finds that the health, safety and general welfare and the preservation of the quality of life of the residents of the City and the City's marketplace are dependent on the preservation and expansion of underserved business enterprises. The City Council is acting in all respects for the benefit of the residents of the City and the City's marketplace to serve a public purpose in improving and otherwise promoting their health, welfare and prosperity.

The City encourages all underserved businesses to submit responses to all solicitations. The City will promote the use of underserved businesses by encouraging staff to consider these businesses for award in all solicitations by including it as an appropriately weighted and scored criteria in the evaluation of vendor submissions. The City will participate in outreach programs to aid underserved businesses in understanding the City's procurement process, improve their access to solicitations, and increase the visibility of underserved businesses within the organization.

The City will permit vendors to self-identify any underserved business status which will be maintained in the vendor files of our financial system. The City may perform periodic audits to determine if the vendor certifications are current and valid.

The City will measure awards made to underserved businesses on a regular basis and review award amounts against stated organizational goals.

PURPOSE

This program is not intended to supersede or replace any requirements associated with Federal, State, County, or other special district funded programs that may be managed by City Staff. In addition, this policy will not supersede or replace any requirements associated with funding programs that are independent of the City.

OBJECTIVES

The objectives of this program are:

- To provide businesses owned by minority, women, veterans, LGBTQ, service-disabled veterans and other members of the underserved business community an opportunity to participate in projects funded and managed by the City of Boulder.

- To promote increased participation in workforce employment opportunities for minority, women, veterans, LGBTQ, service-disabled veterans and other members of the underserved business community.

- Promote employment opportunity for members of the underserved business community that may participate as subcontractors to project awards made by the City of Boulder.

DEFINITIONS

Annual Goal - The targeted level for the aspirational goal established by the city for the annual aggregate participation of underserved businesses in city contracts.

Bidder – A business enterprise that submits a bid on a contract that is offered for competitive bidding by the city.

City - The City of Boulder and its participating User Departments

Contract – A mutually binding legal relationship or any modification thereof, obligating one party to furnish equipment or services, including construction and leases, and obligating the other party to pay for them.

Contractor/Vendor – Any person, firm, partnership, corporation, association or joint venture which has interest and/or has submitted a bid/proposal for consideration or been awarded a project.

Goal – The aspirational percentage of participation in the Underserved Business Program.

Project – Any expenditure made by the City for goods and/or services. A project could involve any of the following:

- consult or provide other input into the organizational structure, business

processes, or policies used by the city.

- purchase of goods and services in support of normal city operations.

- demolish, repair, or rehabilitate buildings;

- install, construct, or reconstruct elements of public infrastructure required to support the overall development of the development including, but not limited to, streets, roadways, utilities systems and related facilities, utility relocations and replacements, network and communication systems, streetscape improvements, drainage systems, sewer and water systems, subgrade structures and associated improvements, landscaping, façade construction and restoration, wayfinding and signage, and other components of community infrastructure;

- construct or reconstruct, and equip parking facilities and other facilities to encourage intermodal transportation and public transit;

- install, construct or reconstruct, furnish, and equip parks, cultural, and recreational facilities, facilities to promote tourism and hospitality, conferencing and conventions, and broadcast and related multimedia infrastructure;

Request for Bid – A solicitation for purchase of goods or services where the award criteria is primarily based on price from the group of responsive, qualified, and responsible vendors that have provided a submission.

Request for Proposal – A solicitation for purchase of goods or services where price is a factor in the award, but the award criteria is based significantly on qualitative factors from responsive and responsible vendors that have provided a submission.

Small Business Enterprise or SBE - A business enterprise that self-reports and meets the criteria for business size as defined by the Small Business Administration (SBA).

Subcontractor- A business enterprise that has entered into a contract with a general contractor or prime contractor to provide goods or services pursuant to a contract between the general contractor or prime contractor and the city. A subcontractor or subconsultant means a business enterprise that either directly contracts with a contractor or consultant or directly contracts with subcontractors or subconsultants under such contractor or consultant on a city contract, and which business enterprise will provide services or perform work under agreements with the contractor or consultant or with other subcontractors or subconsultants under such contractor or consultant.

Supplier/Vendor – A business enterprise that directly contracts with the City to provide goods or services that meet the specifications outlined by the City.

Underserved Business – A business that has minimum 51% ownership by members of the women, minority, handicapped, LGTBQ, veteran, or other underserved

communities recognized by the City. A business enterprise that self-reports as meeting the requirements as an Underserved Business Enterprise. A business enterprise owned by individuals who are both socially and economically disadvantaged minority individuals and women may be classified in several underserved business categories.

ADMINISTRATION OF THE PROGRAM

The City Manager or their designee shall direct implementation of this program. The City may contract with other governmental or nongovernmental persons or entities to administer the program on behalf of the City.

Vendor Identification and Participation

The City will solicit vendors who choose to self-report themselves as a member of the Underserved Business Community. A vendor's status as an underserved business will be maintained in the financial system. New vendors added to the financial system will be asked to self-report their underserved status at time of account set up. To qualify as an underserved business, ownership must be minimum 51% of a category recognized by the City as an underserved business. The City may periodically contact vendors to confirm their status as an underserved business enterprise and may remove their status as an underserved business at the sole discretion of City Staff if the vendor does not meet program requirements.

Members of the Underserved Business Community who respond to solicitations must clearly identify themselves in their response to ensure their status is known when evaluations of proposals and bids are performed.

Solicitation

The City will manage project solicitations in compliance with their normal processes and procedures. City Staff will include in their solicitation documents direction advising vendors to prominently identify themselves as members of the underserved business community   when responding to a solicitation for a city project.

City Staff will assist to remove barriers that prevent underserved businesses from having access and responding to project solicitations.

Engagement

City Staff will proactively engage with organizations, individuals, and programs that promote activities to develop underserved businesses and encourage participation in City solicitations. Learnings from these activities will be used to eliminate barriers and increase participation by underserved businesses in City projects.

City Staff will develop and manage outreach activities to the underserved business community to increase proactive engagement with the City regarding award opportunities. Examples of programs to increase engagement will include (but not be limited to) the following types of activities:

- Notification of RFP postings on Bidnet (the City of Boulder posting platform) and providing information and coaching on use of the Bidnet tool.

- Posting of notices with solicitations confirming a commitment from the City to promote engagement with the Underserved Business Community.

- Assistance with reasonable subscription fees, license fees, etc. that may be a required for a project.

- Assistance to obtain project documents in alternate languages. Identifying a need and providing translation services at pre-conference meetings and project meetings (if needed).

- Engagement with organizations that serve the underserved business community to promote response by members to our solicitations.

- Providing coaching on methods to engage and be successful working with government organizations.

- Attend Local Outreach Events to Promote Engagement with the City of Boulder.

- Understand and navigate City processes needed to become a vendor to the City of Boulder.

- Directly connect with other teams and resources within the City organization that may provide assistance in the following areas:

  o Business Licensing

  o Identifying economic grants and other financial support

  o Information on local business environment

  o Identify available workshops that may improve skills and/or provide development opportunities that will make their business more competitive.

Bid Content

Formal, public solicitations from the City of Boulder must contain verbiage outlining criteria to ensure compliance with this Underserved Business Program. The solicitation may include an outline of the credit a vendor may receive (if an RFP). In the case of an RFB, the solicitation will contain a subcontract plan form outlining use of Underserved Businesses.

Evaluation of Proposals

City Staff will evaluate responses to solicitations to determine the proposal that best meets the objectives of the project using standardized criteria applied to all vendor responses. In their submission, vendors must clearly and prominently identify themselves as members of the underserved business community and be prepared to

provide information supporting that status.

In scoring of Request for Proposals (RFP's), proposals will be evaluated by an evaluation team in accordance with our normal processes. To promote use of vendors that are members of the Underserved Business Community, evaluation of formal, public bids must include in the evaluation scoring at least 5% (but not more than 15%) additional credit in the composite score when considering an underserved vendor for award.

In scoring of Request for Bids (RFB's) where price is the primary determining factor for award, the vendor submission must contain a plan to award a minimum of 5% of subcontracts to members of the Underserved Business Community for the scope of work specifically outlined in the RFB. In RFB scoring, evaluations must include confirmation of a compliant subcontract plan to be considered responsive and eligible for award.

The Purchasing Department will review documents recommending award and may not approve awards that do not incorporate scoring for underserved businesses.

Contracting

The City will not employ contract methods or contract terms and conditions that unnecessarily prevent members of the Underserved Business Community from entering into a contract.

GOALS

The goals for the Underserved Business Program represent targets and may be adjusted to meet changing business conditions or specific project objectives.

Underserved Business Program Objectives

Objectives for the Underserved Business Program will be made with the concurrence of senior leadership. Goals will be established for awards across the entire organization and may also be established for individual departments and projects.

The City will strive to eliminate barriers that may prevent engagement and involvement with our projects. We understand the importance of developing stronger relationships with underserved businesses and will attend scheduled outreach events to provide guidance, assistance, and to increase communication, understanding, and participation.

The City will measure awards made to underserved businesses on a regular basis and review award amounts against organizational goals. The Purchasing Department will meet with departments to advise of spending levels with underserved businesses and identify areas of opportunity. Measurement and tracking will include spending across the organization and by department or project, as applicable.

The City will strive to contract 5% - 10% of annual aggregate spending with vendors who self-report as members of the underserved business community. Program goals and achievement will be reported annually.

BOULDER ARTS COMMISSION
2022 STATEMENT ON CULTURAL EQUITY

The Boulder Arts Commission supports a full creative life for all residents and champions policies and practices of cultural equity that empower a just, inclusive, and equitable community.

The Arts Commission approved their first Statement on Cultural Equity in 2015. This update responds to the adoption in 2021 by City Council of the City of Boulder Racial Equity Plan: a policy document designed to adapt internal infrastructure and communication. And describing the steps the city must take to eliminate systemic and institutional racism in its policies and practices. (Learn more: Racial Equity Plan).

DEFINITION OF RACIAL EQUITY
Racial equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color. (Learn more: Race Forward).

EQUITY STARTS WITH RACE
Race is often the greatest predictor of access to success in our current system. The creation and perpetuation of racial inequities is embedded into government at all levels. Initially focusing on racial equity provides the opportunity to introduce a framework, tools and resources that will then be applied to other marginalized groups based on gender, sexual orientation, ability, class, and age, among others.

CULTURAL EQUITY
Racial Equity impacts every aspect of society. It is a generational project that involves every person in the City of Boulder. It is a project that requires shifts not only in law, policy and regulation, but also in language and visual images, the stories that we tell, and the heroes we celebrate. These cultural ingredients will amplify the work of Racial Equity by strengthening the connections between, resilience of, and justice for, everyone in our community. Therefore, the work of artists and cultural leaders are foundational for progress on Racial Equity.

WHAT CULTURAL EQUITY MEANS TO US
> Cultural Equity accelerates the community's progress on Racial Equity. When effective, the cultural leadership of Boulder will integrate Racial Equity into their work. For instance: nonprofits will adopt their own Racial Equity plans, artists of color will consider Boulder a great place for their businesses, and a vibrant, diverse set of cultural offerings will authentically represent a wide variety of perspectives and voices.
> Cultural Equity contributes to the success of government cultural affairs. When effective, the community funding, programs, and policies of Boulder's Office of Arts and Culture will demonstrate the values and practices that ensure that all people are inclusively represented. For instance: arts policy will address systemic racism, our city's arts venues will be accessible, thriving venues for expression for all, and our grants and public art will be part of the system that fosters fully accessible and welcoming opportunities for artists and audiences of all races, identities, and backgrounds.

FUELING FIELD PROGRESS
> Encourage and celebrate the competency of arts leadership in cultural equity, pro-equity policies and practices in the sector, and representation in the leadership of nonprofits, businesses, among artists, and in cultural audiences generally.
> Improve the ability of artists and arts leaders of color to thrive in Boulder, including progress on the cultural leadership pipeline.
> To accelerate equity in the cultural community leverage the policies and criteria of public funding especially in grants and public art.

EQUITY PRACTICES IN MUNICIPAL CULTURAL AFFAIRS
Considering the goals in the Racial Equity Plan, the following practices will guide the Arts Commission and Office of Arts and Culture:
> Everybody Gets It: pursue cultural competency of our staff, commission members, and collaborators through substantive learning, transparent policies, and use of the Race Equity Instrument and Rapid Response Tool.
> Justly Do It: acknowledge and dismantle structural inequities in our policies, programs, and services. Conduct evaluation related to equity to make incremental, measurable progress toward cultural equity more visible.
> Community Commitment: partner with organizations and leaders to advance our work. Listen to and value the experience of those leaders working with and for communities of color.
> Power to All People: address barriers to access, improve the quality of community engagement, and purposefully expand outreach.
> Representation Matters: Commit time and resources to expand more diverse leadership on our staff, among commission members, and in our panels and advisory groups.

CITY OF BOULDER OFFICE OF
ARTS+CULTURE