



Race & Equity in Edina

Race & Equity Initiative Final Report & Recommendations May 15, 2018

City of Edina
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Executive Summary

Change happens when people recognize (i) why change is needed; (ii) understand that the proposed solutions are attainable; and (iii) have a shared vision of the challenges and opportunities in making lasting change. In 2016, Edina's city council recognized long term racial inequities have manifested in our community for decades. These inequities have prevented Edina from realizing its vision and values for all community members. Change was needed in the city's policies and procedures with respect to the operation of its facilities, institutions and services. The city wanted to take a proactive approach to identify, repair and prevent future disparate outcomes in our community. Thirty community members were appointed to serve on the Race and Equity Task Force and Working Groups to assess each of these areas and develop recommendations to address issues of race and inequity within the City.

Over the past 18 months, we have worked to assess the City's facilities, institutions and services. To assist in the framing content, we have categorized the recommendations into five themes; (i) Accountability; (ii) Building Relationships with Communities of Color; (iii) Gather Data; (iv) Belonging (community feeling); and (v) Policies. Each theme has a summary and is accompanied by a unique identifier of each specific recommendation. We have included each original recommendation submitted by the working groups and any data sources we felt were pertinent to understanding the original intent expressed within each recommendation.

Five Themes

Accountability

We believe success requires a high degree of commitment and accountability from both City Council and City Staff. The recommendations which are associated with the accountability theme are generally related to ensuring we have the adequate resources to maintain the level of commitment we believe is required to achieve the desired outcomes.

Associated Recommendations: TF-1, I-4, F-3, I-8, I-11, S-3, S-4

Building Relationships with Communities of Color

The recommendations associated with this theme represent the most frequently mentioned pain points across all data sources. These tend to pertain to the most public-facing city functions.

Associated Recommendations: I-5, I-6, S-8, S-2, F-2

Gather Data

Many recommendations include a theme of 1) collecting new or different data and/or 2) analyzing and reporting on existing data in a way that helps us understand the difference in experiences of residents of color. Understanding those differences is critical first step to addressing them.

Associated Recommendations: I-3, S-1, I-8, I-7, I-9, I-10, S-5, I-1, I-2, S-6, S-9, S-10, S-7, S-11

Belonging (community feeling)

Again and again, community members talked about not feeling welcome or a sense of belonging in the City. Recommendations associated with this theme address this feeling by taking concrete steps to address – for example - inclusion in city staffing, communications and appointments.

Associated Recommendations: TF-2, I-4, F-3, S-1, I-6, S-8, F-1, F-2, S-11

Policies

Task Force and Working Group members understood that the City's efforts have to focus on policy and institutional strategies that create and maintain inequities. This includes outward, public facing city business as well as the many invisible, behind the scenes ways that we conduct day-to-day work.

Associated Recommendations: I-3, I-5, I-6, I-9, S-8, S-3, I-1, I-2, S-7

Appendix

The appendix includes any document or information used as data sources for working group recommendations.

Implementation Recommendation

We have a responsibility to fix the racial inequities now to achieve the City's Budget Goal: Foster Inclusive and Engaged Community. All the recommendations should be implemented by the City.

There are recommendations that are community facing and recommendations that are targeting both implicit and explicit racial biases. Many recommendations also address how we interact with City Government and how we address the decades of systems, policies, practices and procedures that continue to perpetuate racial inequities in our community. This is a complex problem. It is because of this complexity that a comprehensive effort is required. To choose a subset of recommendations, while excluding others, would further propagate the many factors that brought us here today.

With that backdrop, we do believe it is very important that we are fast first movers. We would recommend a balanced set of first actions, bold first steps that suggest we mean business. This set of recommendations are very visible to the community and would begin to change the tone. This could include aspects of:

TF-1	TF-2	I-3	I-4	I-5	F-1	F-3	F-2	S-2
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We would recommend that in parallel, we also begin focusing on how we address other less visible but systemic issues. Addressing these issues will give us the sustainability we need. This could include aspects of:

I-1	I-4	I-7	I-10	S-1	S-3	S-4
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This approach would provide a meaningful beginning and frames a way forward to sustain our success. The final suggestion is that as you assess all recommendations, find those that you believe can be incorporated in your current department goals. Doing so should allow for each recommendation to have a home and if we execute on the accountability recommendations, we now can ensure that all recommendations are executed within a reasonable timeframe.

Introduction

The City of Edina Overview

Background

Edina is a first-ring suburb southwest of Minneapolis. It is known as a highly desirable community due to its close proximity to Minneapolis, its academic institutions, its well-appointed homes, and plentiful amenities such as parks, retail, and restaurants. The city is often highly ranked for its safety, quality of life, and public school district. Many take immense pride in being a part of the Edina community, which includes a strong sense of achievement and excellence in all facets of family and community life.

This desirability is a driving factor in Edina's continued development and growth. The city bounds occupy 16 square miles and is home to over 50,000 residents. Longtime residents would say there is a close-knit community full of shared values and culture. This sense of community is fostered within Edina's many neighborhoods, parks, schools, sporting venues, and its Community Center. Edina also has a drastically low crime rate, which is 20% lower than the Minnesota average, and 33% lower than the national average.¹ This makes it an ideal, safe place to raise a family, in addition to its high performing public-school district.

Businesses also aspire to call Edina home. With regards to commerce, Edina is home to more than 4,000 active and innovative businesses that are local, regional, and international in reach. Many of these are in shopping areas (e.g. 50th and France, the Galleria mall) and various office parks throughout the city (e.g. Centennial Lakes).

Academic excellence is another highly valued aspect of Edina community life. The city is particularly known for its high-achieving public-school district, which prides the green and white school colors that are ubiquitous throughout the community. Edina Senior High School is perennially ranked as one of the top schools in the state of Minnesota, and it also receives high marks on a national basis.² That same excellence is pursued on the athletic fields, as Edina holds great history and a tradition of success in many sports. Although several sports are both popular and competitive, perhaps the one most commonly associated with Edina is hockey. Both the girls' and boys' hockey programs hold several state championship trophies. Additionally, championships have been captured in a host of other sports, so much so that in 2000, Edina was recognized as the first school in Minnesota to have won 100 state high school championships. Today, that number stands at 170 championships.³

Demographics

Although the Edina community includes people and families of all races, most residents are white (85%). Additionally, around 7% are Asian, 3.5% are Latino, 2% are more than one race and 2% are black. These figures stand in contrast to the city's history – black families were among the first to settle in Edina.

¹ Federal Bureau of Investigation, [2016 Uniform crime reports: Edina, MN.](#), (2016).

² US News Education, [Edina Senior High School.](#), (2017).

³ Edina Public Schools, [Athletic Department: State Championships.](#), (2018).

However, over the course of the 20th and 21st centuries, white families grew to represent an increasing majority within the community.⁴

Wealth and prosperity are also defining characteristics of Edina. This manifests through the high median single-family home value of \$455,500. Additionally, the median household income is around \$88,000 and the city touts a high homeownership rate, with 73.4% of residents owning their home.⁵

Government Structure (Plan B City)

To support those who live in, work within, and visit Edina, the city government is designed to provide governance and the necessary city-based services and assistance for the community. The city accomplishes this by incorporating leadership and decision-making authority through several governing bodies. These include the Mayor and City Council, and City Manager's office, all of whom work to foster the city's mission and vision.

Edina City Government Mission:

Our mission is to provide effective and valued public services, maintain a sound public infrastructure, offer premier public facilities and guide the development and redevelopment of lands, all in a manner that sustains and improves the health and uncommonly high quality of life enjoyed by our residents and businesses

Edina City Government Vision:

Edina holds a well-earned reputation as a city of choice. It is the model of a successful, mature, and progressive urban community, that strives to lead in a modern and evolving world. We maintain our heritage and attractiveness, and afford our residents the highest quality of life, while actively embracing the future.

City Council

The City Council, which is accountable to the residents of Edina, holds legislative authority. It is comprised of an elected Mayor and four elected at-large Council (in staggered terms) who hold an equal vote in setting policies and ordinances for the city. Specific responsibilities of the Council include approving the budget, taxation, and management of city property. Additionally, the Council hires, fires, and supervises the City Manager, as well as holds them

accountable to their responsibilities. The Council meets twice per month in the Council Chambers at City Hall, all of which are open to the public.



MAYOR
Jim Hovland
Elected 2005



COUNCIL MEMBER
Mike Fischer
Elected 2016



COUNCIL MEMBER
Mary Brindle
Elected 2008



COUNCIL MEMBER
Kevin Staunton
Elected 2014



COUNCIL MEMBER
Bob Stewart
Elected 2014

⁴ The City of Edina, [A Rich History. A Bright Future.](#), (2017).

⁵ Department of Administration, [Minnesota State Demographic Center.](#), (2017).

Mayor

The Mayor of Edina has the same responsibilities and authority as other council members, but also holds the responsibility for running Council meetings and signing documents.

Since 2005, Jim Hovland has served as Mayor of Edina. Mayor Hovland's current term expires in January of 2021. Prior to his service as the Mayor, he was a City Council member from 1997-2005.

In addition to serving as the Mayor, Hovland practices law at the Edina-based firm Hovland & Rasmus, PLLC where he is a partner. He is a resident of Edina and is white.

City Manager

The City Manager holds management and administrative authority within the city government, which includes carrying out all city operations as well as managing city staff, employees, and contractors. Within the city government, approximately 285 full-time and 300-700 part-time/seasonal employees support all city operations. These employees provide a vast array of services to those who work, live, and visit Edina. Various government-run facilities are located throughout Edina, including city hall, two fire stations, a senior center, an aquatic center, Edinborough Park, and Braemar golf course, just to name a few.



Additionally, statutory duties of the City Manager include hiring and firing city employees, enforcing city ordinances, exercising control over city departments, attending and participating in city meetings without a vote, recommending measures necessary for the welfare of the city, reporting financial condition and needs of the city, and preparing the annual budget.

Under the City Manager's management are the various operating departments of the city government. These include: Community Development, Engineering, Fire, Parks and Recreation, Police, and Public Works. Additionally, there are four functional departments to support the city, including administration, finance, communications and technology services, and human resources.

The current City Manager, Scott Neal, has held the position since 2010. He is not a resident of Edina and he is white.

See Appendix A for additional detail on the government structure and department functions.

Racial Issues

In 1889, two black men help create the village of Edina. Active in all aspects of the community, whites and blacks appeared to live in harmony. Unfortunately, in the 1920's, discriminatory housing policies limited the number of people of color moving into the city, including the original Country Club District. These policies, in addition to other exclusionary practices and cultural norms, made Edina known as a "sundown town", where only white people were allowed after the sun went down.⁶

In the 1950's the Morningside Neighborhood began allowing settlement for anyone who wished to buy property. This initially resulted in an increase of Jewish residents. In 1960, the first black family moved

⁶ The City of Edina, [A Rich History. A Bright Future.](#), (2017).

into the neighborhood and immediately faced a subtle complaint in attempts to keep them out. In response, 250 Morningside residents signed a “Fairness Petition” to support the black family.⁷

While Edina is seen as a very prestigious city when it comes to work ethic, academics, and family orientation, remnants from this history remain. Many of the home deed covenants of Edina residents, which are a part of private property ownership and are outside of city jurisdiction, still include language that prohibits the sale of homes to people of color and Jewish individuals and families. Although these deed covenants may not be enforced due to provisions of Federal law, they continue to exist in formal homeownership documents of many current Edina residents.

Several recent incidents have contributed to an escalated climate of racial tension within the community, some of which have attracted media attention. One such incident included a police stop when an off duty officer arrested a black man for walking in a heavily-trafficked Edina street while the sidewalk was under construction. The incident was captured on video by a passerby and subsequently went viral. The video generated a great deal of attention, both by residents of the Edina community as well as those far beyond. This incident is described in more detail in the following section.

More recently, Edina High School has been highlighted in the news due to accusations of racial identity policies, violence and a lawsuit related to disputes about the school’s authority over a student group. At a school-wide Veterans Day assembly, a handful of students of color chose not to stand during a school-wide gathering in appreciation of U.S. veterans. This upset other students, particularly within the Young Conservatives Club student organization, who made their frustrations known. Some perceived the opposition of the Young Conservatives Club as racially-motivated towards the students of color. After the Edina High School administration moved to shut down the student organization, this prompted the lawsuit against the school.⁸ This lawsuit went to Federal court and was ultimately voluntarily dismissed by the Plaintiffs.⁹ The school district released a statement on the settlement agreement on March 1st, 2018 emphasizing that, “the District strongly disagreed with all allegations that it had violated the rights of any student. However, in the spirit of cooperation with current students and to avoid the significant costs and expenses of continuing with the litigation, the District entered into the settlement agreement”.¹⁰

While there are signs that the community is growing more diverse, it is clear that Edina is still largely a white community, with more than 85% of its residents identifying as white/Caucasian. In contrast to some beliefs, Edina’s demographics are not a mere product of the city’s high cost of housing and living. Many people of color who live in or visit Edina note not feeling welcome in the community, which could be for many reasons, including race-based discrimination. A definition of race-based discrimination is

Race: a grouping of humans based on shared physical or social qualities into categories generally viewed as inherently distinct by society.

⁷ The City of Edina, [A Rich History. A Bright Future.](#), (2017).

⁸ Star Tribune, [Five students, parents sue Edina High, district on free speech grounds.](#), (2017).

⁹ Star Tribune, [Edina school district settles free-speech lawsuit.](#), (2018).

¹⁰ Edina Public Schools, [District Statement on Settlement Agreement.](#), (2018).

treating someone unfavorably due to the color of their skin or a characteristic of their race.¹¹ This could include skin color, hair, facial features, attitudes, or behaviors.

People of Color: a person who is not white or of European parentage.

Whether the feelings of not being welcome are due to race-based discrimination or not, the Edina city government has recognized the unwelcoming dynamic experienced by some community members, including people of color. A summary of these experiences and feelings are summarized below.

Experiences

Within City Government

Facilities

- *Parks:* Edina parks are places where community members have experienced racism primarily through racial slurs and race-based vandalism.
- *Other Facilities:* There are observations and experiences of race-based harassment and race-based violence at various city facilities, such as Braemar arena and the Senior Center.

Institutions

- *Lack of Representation/Decision Making:* Many observe that there are few to no people of color that represent the city of Edina in government leadership, nor in government-appointed groups.
- *Hiring Practices and Procedures:* There is uneasiness and suspicion around how race plays a role in government hiring practices.
- *Responsiveness to Race-Based Concerns:* Many feel the city responds poorly to reports of race-based discrimination, or that the city does not respond at all.

Services

- *Police Department:* There is significant concern about police conduct with people of color.
- *City Housing Programs:* Perceptions exist that city-based housing programs and policies are contributing to the lack of people of color in Edina.
- *Other Services:* There is a perceived lack of inclusion in the process for how city services are designed and delivered.

Outside City Government

- *Public Schools:* There are various concerns about the Edina Public School system, including race-based discrimination, reverse racism, and frustrations with academics and administration.
- *Real Estate:* There are perceptions that realtors are contributing to the lack of racial diversity within the community.

¹¹ Barnshaw, John (2008). "[Race](#)". In Schaefer, Richard T. *Encyclopedia of Race, Ethnicity, and Society, Volume 1*. SAGE Publications. pp. 1091–3.

- *Neighborhoods*: Some people of color feel uneasy and insecure when walking around affluent neighborhoods at night in fear of being followed by the police.
- *Libraries*: Some community members experience and observe race-based discrimination in public libraries within Edina.
- *Athletic Associations*: Perceptions exist that athletic associations intentionally limit the involvement of community members of color.

Race-based Discrimination Between Community Members

- *Cultural Insensitivity*: There is an overall sense that Edina community members are insensitive to non-white cultures.
- *Racial Slurs*: Throughout the community, people of all races are verbalizing racial slurs.
- *Micro-aggressions*: Instances of indirect, subtle, or unintentional discrimination against community members of color are widespread across Edina.
- *Otherness*: Many do not feel welcome or a sense of belonging based on the cultural norm that people who differ from the typical Edina profile do not belong in the community.
- *Weariness/Discomfort to Inter-Racial Families*: Inter-racial families hear insensitive comments and receive questions about how their family members are related, which leaves them with a feeling of discomfort and that they do not belong.
- *Insensitivity to Experiences of Non-White People*: White community members demonstrate little sympathy toward the experiences of their community members of color.
- *Neighbors*: There are observations and experiences of race-based discrimination between neighbors.

Summary of Community Reactions/Responses to Race-Based Discrimination

Six recurring themes emerged in how the community reacts and responds to race-based discrimination.

- I. *Does not do anything because they are not directly involved and/or feel it is not their place*: Countless community members share this sentiment.
- II. *Does not think anything can be done*: There are several people from across the community that express a feeling that nothing can be done to resolve race-based discrimination.
- III. *Does not know what to do/Wish they knew what to do*: Many community members report feeling unsure of how to respond to instances of race-based discrimination, and some express interest in being educated on how to appropriately respond.
- IV. *Wish they had done something*: Community members often note reflecting upon an observed incident and wish they had confronted the situation or intervened.
- V. *Engages on the topic of race within the community*: Many people react to observing and/or hearing about race-based discrimination by becoming engaged on the topic of race within the Edina community.
- VI. *Reports Incident*: Many community members who experience and observe race-based discrimination report the situations to authorities.

Where Do Community Members Feel and Not Feel a Sense of Belonging in Edina?

Community members voice a range of experiences and perspectives around which places and people within Edina foster a sense of belonging. Additionally, there's a similar range of experiences in the places and people that do not engender a sense of belonging.

- There is a significant disparity in how white community members and people of color perceive being welcome by people and at places within Edina.
- Many white community members note feeling a sense of belonging everywhere.
- Many community members of color feel a sense of belonging nowhere.
- Regardless of race, country clubs and the Galleria are places where Edina community members note not feeling welcome nor a sense of belonging.
- Within the city government, many mention an absence of belonging at the police station, located in city hall, and not feeling welcome in situations that involve Edina police officers.
- Regardless of race, places of worship are places that Edina community members feel a sense of belonging and that they are welcome.
- Many have experiences or observations of race-based discrimination at Jerry's Foods and/or within Edina schools.
- A great deal of tension within the community exists in how the school system is addressing race.

October 14, 2016 Pedestrian-Police Incident

On October 14, 2016, an incident involving an Edina police officer and a black pedestrian occurred. The pedestrian, Larnie Thomas, was walking along Xerxes Avenue at West 60th Street in the southbound lane of traffic due to the sidewalk being under construction.

A quick web search leads to the police report of the incident (see Appendix B).¹²

The incident escalated and led to a confrontation and physical contact between Mr. Thomas and the officer when the officer grabbed his coat near his shoulder. Mr. Thomas, in an attempt to keep walking, shrugged off clothing to remove himself from the hold of the officer. A woman driving past the scene pulled over and began to record the event on her cell phone. To de-escalate the situation, she inserted herself by suggesting that the officer should show him where to walk.

The situation further escalated when a second officer appeared on the scene, exited his vehicle, and told Mr. Thomas that his partner had said he was under arrest. Mr. Thomas and the second officer engaged in a verbal dispute about the nature of his arrest.

Mr. Thomas was eventually arrested. He was cited for disorderly conduct and pedestrian failure to obey a traffic signal. The officer later released Mr. Thomas and dropped him off at a shopping mall.

The video captured by the bystander subsequently went viral on the internet when she posted it on YouTube, creating outrage among many community members and individuals from near and far.

Racial Equity: the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares.

¹² Legalectric, [Incident/Investigation Report](#), (2016).

Mayor Jim Hovland responded in regard to this case stating that the police officer followed proper protocol and noted that Mr. Thomas was not taken to jail. The citation issued to Mr. Thomas was later dismissed.

This incident created unrest among some residents regarding racial equity within Edina.¹³ Soon after the incident, at a City Council meeting on October 18, 2016 approximately 150 community members and advocates voiced their feelings and perspectives on the incident. This meeting allowed individuals to question the City Council on the situation and the protocol that the officer had taken.¹⁴

Mayor Hovland opened the meeting explaining that the City Council was there to listen. He also confirmed his belief that proper protocol had been taken but that the protocol was wrong and ineffective. There were many concerns, questions, and sentiments of outrage expressed at the City Council Meeting. During the meeting Mayor Hovland asked the community of advocates, residents, and others to generate ideas, solutions, and changes to create positive changes within Edina.¹⁵

Race and Equity Task Force

Establishment:

The Edina community had experienced several incidents and events that suggested racial tensions and possible racial discrimination for some who live in, work within, or visit the city of Edina. This included, but was not limited to, the October 14, 2016 incident described above.

To better understand how such racial tensions and disparities impact the community and to subsequently ensure that Edina is a welcoming community for all people, the City Council voiced an interest in creating an initiative to “eliminate disparate impact of city policies and operations that is caused by race.” This was officially articulated in a staff report from City Manager Scott Neal at a City Council meeting on December 6, 2016. The creation of a resident-led Task Force to undertake this work and its structure were approved during that meeting and development of the initiative was subsequently initiated by the City Manager and his staff.

Structure

The structure of this initiative is multi-tiered. It was agreed to that the Task Force, formally named the Edina Race & Equity Task Force, is the ultimate decision-making group of this initiative and is composed of nine members, all Edina residents, who were appointed by the City Council after an open application process. The City Manager advised and assisted the City Council with the selection of Task Force members.

Additionally, the Task Force is supported by three Working Groups focused on key areas of the city government: Facilities, Services and Institutions. The following includes the scope of each group:

¹³ W.K. Kellogg Foundation, [Racial equity resource guide: glossary](#), (2009).

¹⁴ Star Tribune, [At Edina City Council anger over police incident](#), (2016).

¹⁵ Star Tribune, [At Edina City Council anger over police incident](#), (2016).

- Facilities: prepare recommendations for ensuring racial equity in City facilities (physical spaces). These include, but are not limited to, parks and trails, City Hall, and recreation facilities such as Braemar.
- Institutions: prepare recommendations for ensuring racial equity in representation in City government. These include, but are not limited to, elected official representation, advisory board and commission recommendation, employment practices, and communication protocol.
- Services: prepare recommendations for ensuring racial equity in access of use City Services. Some examples include street and utility maintenance, parks maintenance, recreation programs, police, fire, ambulance, and community health.

These Working Groups are accountable to the Task Force. Each Working Group is composed of:

- One or two members of the Task Force
- Five members appointed by the City Council
- Two members that work for the city government and a City Staff Support, all of whom were appointed by the City Manager

Apart from the City Manager's appointments, all members of the Working Groups are Edina residents.

To lead these various groups, two co-chair positions for the Task Force and chair and vice-chair roles for each Working Group were named by the Council. Support was provided by a professional Task Force facilitator that partnered with the Task Force and Working Groups to accomplish the identified set of objectives.

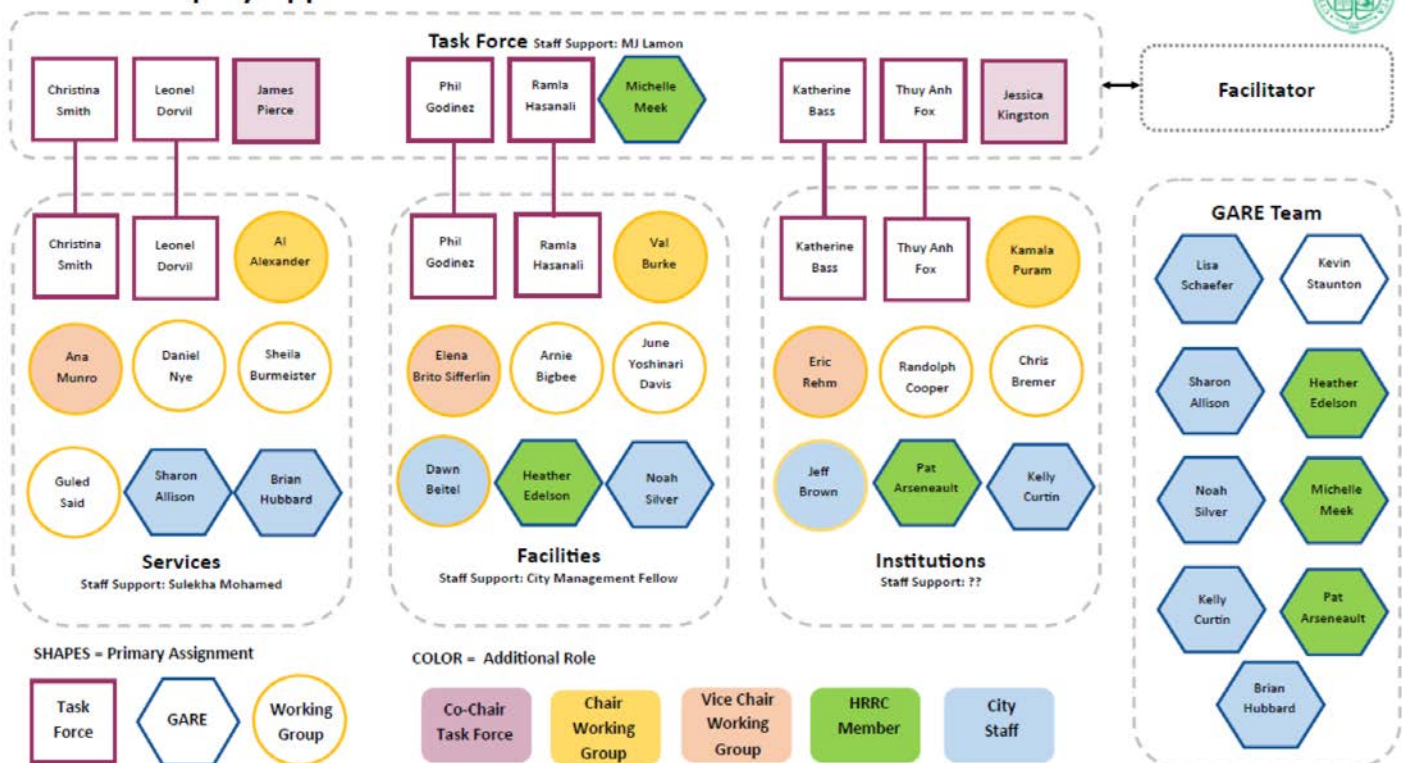


Member Selection

In December of 2016, the Council published an online posting to solicit applications from community members who hoped to contribute in the work of the Task Force, either by participating on the Task Force or one of the Working Groups. As noted above, the Council and City Manager informed the selection process, which was announced in February of 2017. Additionally, the City Manager made his city staff appointments in that month as well.

The following includes those selected to participate in each group:

Race and Equity Appointments



Facilitator Selection

In March of 2017, the city released a request for proposals (RFP) from firms or teams interested in facilitating the initiative (see Appendix C). The RFP was distributed through various channels – it was posted on the city’s public notice webpage, it was included in a press release, and it was directly sent to ten organizations that contacted the city.

The city received four proposals from the following organizations: Citizens League, Ethical Leaders in Action, GrayHall, and YWCA of Minneapolis.

The Task Force and City Manager reviewed and scored the proposals using scoring criteria developed as a team. Subsequently, three of the four organizations were selected to interview for the role: Citizens League, Ethical Leaders in Action, and GrayHall. All interviews took place on April 24, 2017.

Following interviews, the Task Force and City Manager deliberated and decided to recommend Citizens League as the project facilitator team.

The Citizens League facilitator team included named partners: Joi Unlimited and Turnlane in the proposal (see Appendix D). The facilitation team met with the Task Force for the first time in May 2017 to articulate the work plan.



Purpose and Objectives

The purpose of the Task Force was to make recommendations on policies, practices, and strategies for the city of Edina to identify and eliminate race-based disparities in Edina city government facilities, services and institutions. The objective of this initiative is to determine what changes could be made to ensure that Edina is a welcoming community for all people.

The primary Task Force responsibilities include assigning charges to and overseeing the development of the Working Groups, reviewing analysis and recommendations from Working Groups, and developing overall recommendations to the City Council.

Much of the work development occurs at the Working Group level. Each Working Group is responsible for researching, evaluating, and preparing recommendations for ensuring racial equity in their given area of the city department. For example, the Services Working Group focuses on city-delivered services within Edina, such as street & utility maintenance, parks maintenance, recreation programs, police, fire, ambulance, and community health. The Facilities Working Group focuses on facilities (physical spaces), including parks & trails, City Hall, recreation facilities, and other public buildings, while the Institutions Working Group focuses on things such as elected official representation, advisory board and commission representation, employment practices, and communication protocol.

Government Alliance on Race and Equity (GARE)

It is important to note that the city of Edina has taken other steps to address race-based discrimination. Prior to the city initiating the Race & Equity Task Force, Edina joined the Government Alliance on Race and Equity (GARE), which is a national network of governments working to achieve racial equity and advance opportunities for all. GARE brings together jurisdictions across the country seeking to lead racial equity, collaborate across municipalities, and form local and regional coalitions. This work includes leveraging a racial equity framework that identifies individual, institutional, and structural racism. Additionally, GARE provides equity tools for city governments to utilize in redesigning more equitable approaches to governing. The GARE Racial Equity Took Kit can be found in Appendix E.

Although the work of GARE is related to the work of the Race & Equity Task Force, it is a separate body of work with a different scope. There are, however, a number of individuals that serve on Edina's GARE team who also serve on either the Race & Equity Task Force or one of the Working Groups.



The Approach

From the outset of this initiative, the Citizens League facilitation team informed the city of Edina and the Race and Equity Task Force that holding uncomfortable conversations about racial discrimination and inequities were necessary to identify race-based disparities and create solutions to the city government policies and operating practices. These were two goals stated in the city of Edina's Request for Proposal.

The Orange Method

Holding these conversations required creating spaces that emphasize belonging and shared humanity. In selecting the Citizens League team for this ten-month process, the Race and Equity Task Force agreed to use the Orange Method, a process developed by Dr. Joi Lewis, Founder and CEO of Joi Unlimited, www.joiunlimited.com, as a way to convene community members with the framework of using their multiple and intersecting identities and gather input from all people and perspectives.



The Orange Method is an iterative model of community engagement. It helps individuals and institutions to transform against the backdrop of oppression-induced trauma. This is done by creating boundaries at work, committing to self and community, and developing better access to the healthy expression of grief and pain.

- Utilizing the Orange Method, team member Dr. Joi Lewis led facilitated community conversations/gatherings with the objective to:
- Create safe space + self-reflection + establish common ground = provide opportunities to increase trust, Increase sense of belonging through re-connecting with self and others.

This method was used throughout the entirety of the ten-month process, which included the facilitating meetings and conversations with the Task Force, Working Groups, and city staff. Additionally, it was used during the large community convenings, as well as the small group community conversations. More information on The Orange Method can be found in Appendix F.



Dr. Joi Lewis facilitates a Task Force meeting using the Orange Method.

Research Methodologies

To understand the scope of race-based discrimination and feelings of being unwelcome in the Edina community, data was collected from a range of Edina community members during the summer, fall, and winter months of 2017. The data was gathered from many community members through a number of mechanisms, including interviews, group conversations, and an anonymous online survey. All information in this report maintains confidentiality of those who shared their perspectives and experiences. Additionally, the task force, working groups, and community meetings were also critical in creating a variety of entry points for people to share their insights about race based discrimination in the City of Edina.

Across all mechanisms of data collection, four questions were consistently asked in an attempt to acquire information about race-based discrimination occurring within the city of Edina. We were interested in learning about the Faces (people), Places (specific locations) and Spaces (climate and culture) where people did or did not feel a sense of belonging.

The four guiding questions are as follows:

- Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?
- Question 2: If you have experienced, observed, and/or heard race-based discrimination, what did you do or wished that you had done to respond to the incident/situation?
- Question 3: What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?
- Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

Timeline of Community Input & Data



The results in this report are intended to represent survey responses of community members, not formal research. With this community input, we sought to understand what people's experiences are and what they say they know. Since these are responses and not formal research, responses are presented as-is, and may not reflect actual Edina city policy and/or practices.

One-On-One Interviews

One-on-one interviews were conducted by two members of the Citizens League team: Pahoua Yang Hoffman and Alex Clark. This included the city of Edina Executive Leadership Team members, eight Task Force members, nine-teen Working Group members, and Edina's Human Rights and Relations Commission. Interviews took place in the initial stages of the initiative and were conducted in a number of community venues, as well as over the phone.

Large Group Community Gatherings

Two large-group community convenings took place on October 23, 2017 and December 4, 2017 at Southview Middle School. These gatherings were advertised to the community through the city's various communications channels including a press release, social media, paper invitations that were handed out, and listings on city website and calendar as well as word of mouth through the members of the Task Force and Working Groups. The convenings were facilitated by Dr. Joi Lewis from the Citizens League team using the Orange Method. Those attending were deeply engaged in a process that allowed them to use themselves as instruments to examine the difficult notions of race and belonging. Attendees participated in a number of dyad and small group conversations on the topics of community life and race-based discrimination in Edina. The participants recorded their own answers to the four guiding questions in small-groups, which were subsequently collected by the facilitators for inclusion in the broader community data. The process, although unconventional, yielded opportunities for participants to connect with others they may never have before. Many connections across differences were made.



A Large Group Community Gathering discussing community life and race-based discrimination in Edina.

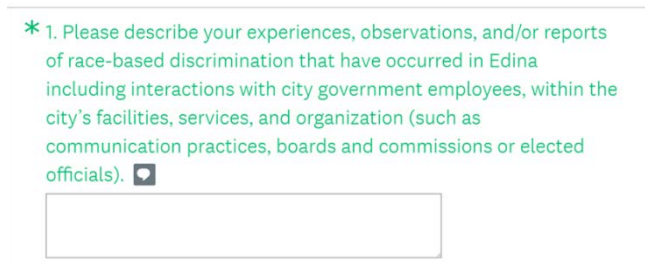
Small Group Community Gatherings

In addition to the large community gatherings, three small community gatherings took place within community spaces or homes during the fall of 2017. These conversations were attended by 5-15 community members and were facilitated by various Task Force and Working Group members. Those

attending had been invited by those who were facilitating. During these conversations, attendees were asked the same four questions that were consistently asked throughout the process.

Online Survey

An anonymous online survey was available to the public from October to December 2017. This survey was created by the Citizens League and developed using the Survey Monkey online tool. The city of Edina posted it on the Race and Equity Task Force web site and was advertised to the community through the city's various communications channels. There were a total of 219 Edina community members whom completed the survey. The same four questions asked of other community members were utilized within the survey. An additional three questions were including in the survey to gather optional demographic information and other comments for the Task Force to consider. The survey largely relied on open-ended text boxes (see below for example) for all questions except for question 6. Due to this survey design with open-ended text boxes, the amount of information shared varied by individual and by question. The questions and number of respondents for each are exhibited below.

A screenshot of a survey question displayed in a SurveyMonkey interface. The question text is in green and reads: "* 1. Please describe your experiences, observations, and/or reports of race-based discrimination that have occurred in Edina including interactions with city government employees, within the city's facilities, services, and organization (such as communication practices, boards and commissions or elected officials)." Below the text is a small icon of a document with a checkmark. Underneath the text is a large, empty rectangular text box for the respondent to provide an answer.

- Q1 Please describe your experiences, observations, and/or reports of race-based discrimination that have occurred in Edina including interactions with city government employees, within the city's facilities, services, and organization (such as communication practices, boards and commissions or elected officials).

Answered: 219 Skipped: 0

- Q2 If you shared an example in the previous question, what did you do or wished that you had done to respond to the incident/situation?

Answered: 162 Skipped: 57

- Q3 Describe which spaces, places, and faces (people) within Edina that give you a sense of belonging and gives you a feeling that you matter.

Answered: 219 Skipped: 0

- Q4 Are there spaces, places, and faces (people) within Edina that make you feel that you do not belong or that you are not welcomed? If yes, please describe the where in the city that occurs and/or the faces. Please include why you feel that way.

Answered: 219 Skipped: 0

- Q5 Is there anything else you would like us to know?

Answered: 185 Skipped: 34

- Q6 Do you live and/or work in the City of Edina?

Answered: 219 Skipped: 0

- Q7 OPTIONAL - Demographics (tell us your gender, race & ethnicity, etc. that you wish us to know)

Answered: 139 Skipped: 80

Summary Findings

Overview of Community Data Collection

Through various interviews, gatherings, and survey responses, experiences and observations of race-based discrimination within the city of Edina were shared and subsequently distilled into themes. These themes are intended to provide insight into the policies and procedures within Edina's city government that could be altered or created as a means to create equitable change.

Demographic Information Collected

Throughout the data collection process, demographic information was obtained using a variety of approaches depending on the mechanism of data collection. The following includes the demographic information obtained during collection. Additionally, a table below summarizes all demographics.

Race and Equity Task Force

The Race and Equity Task Force consists of eight individuals who were selected by the City Council or City Manager. Five of the members are people of color while three of are white. All Task Force members live in Edina, and it is unknown if any of them also work in Edina. The Task Force data summary can be found in Appendix G.

Race and Equity Working Groups

Nineteen of the 21 total members that make up the three Working Groups, of which 13 are white and six are people of color. Women make up 12 of the 19, and seven are men. Thirteen live in Edina and six work in Edina. The Working Group data summary can be found in Appendix H.

City Executive Leadership

The City Executive Leadership Team is comprised of 11 individuals leading departments or management functions within the Edina city government. All team members report to the City Manager and Assistant City Manager. All of the individuals are white and all reside outside Edina. Four of them identify as female and seven as male. Additionally, one key support staff was interviewed who identifies as a white female. The Executive Leadership Team data summary can be found in Appendix I.

Large Group Community Gatherings

There were two large group community gatherings both consisting of 30-50 participants. Although demographic data was not formally recorded, it is estimated from community member-introductions and facilitator observations, that 80% were white and 20% people of color. 60% were female and 40% were male, 80% only live in Edina, only 1% work in Edina, and 19% both live and work in Edina. The Large Group Community Gathering data summary can be found in the Edina Community Data in Appendix J.

Small Group Community Gatherings

Three small-group community gatherings were led by various Working Group and Task Force members between the months of October and November of 2017. These gatherings were comprised of 25 total community members. 64% of the participants were people of color while 36% were white. Women made up 72% of the voices and men 28%. There were 80% Edina residents present, and 20% work in Edina. The Small Group Community Gathering summary data can be found in the Edina Community Data in Appendix J.

Online Survey Collection

Demographic information on the online survey was optional. Only about half of the total 219 participants provided this information. From that information it's gathered that 85% are white, 15% are people of color. 69% are female, and 39% male. 66% of them only live in Edina, 3% only work in Edina, and 30% both live and work in Edina. The online survey data summary can be found in the Edina Community Data in Appendix J, while a link to the survey results can be found in Appendix K.

Demographic Information

Data Source	% White	% People of Color	% Female	% Male	% Only Live in Edina	% Only Work in Edina	% Both Live and Work in Edina
City Executive Leadership [^]	100%	0%	42%	58%	0%	100%	0%
Task Force	37.5%	62.5%	67%	33%	100%	Unknown	Unknown
Working Groups ^{^^}	68.5%	31.5%	63%	37%	68.5%	31.5%	Unknown
Small Group Community Gatherings	36%	64%	72%	18%	80%	20%	Unknown
Large Group Community Gatherings [*]	80%	20%	60%	40%	80%	1%	19%
Online Survey ^{**}	85%	15%	69%	31%	66%	3%	30%

[^] City Executive Leadership consists of 10 Directors within the Edina City Government and City Manager, Scott Neal. One key support staff was also interviewed.

^{^^} Of the 21 Working Group members, 19 were interviewed while two opted out.

^{*} No formal collection of demographics were obtained, these numbers are based off of community member-introductions and facilitator observations.

^{**} Not all survey participants provided demographic information. These numbers are based off of roughly half of the participants who did choose to disclose.

Community Findings

Experiences, Observations, and Awareness of Race-Based Discrimination

Across all interviews, group gatherings, and online survey responses, 20 themes consistently emerged surrounding experiences, observations, and awareness of race-based discrimination.

Facilities

I. Parks

Edina parks are places where community members have experienced racism primarily through racial slurs and race-based vandalism.

Input from community:

- A Working Group member mentioned an incident at Edinborough Park where an employee asked a family of color to move so a white family could have access to the space. The family of color perceived the action of the staff member to be racially motivated.
- While at an Edina playground, a Working Group member heard a child remark that they didn't want to play with brown kids.
- A person of color known to a Task Force member was at a park with a child. When returning to their car, etched in dust on the vehicle was, "F- all you monkeys."

II. Other Facilities

There are observations and experiences of race-based harassment and race-based violence at various city facilities, such as Braemar Arena and the Senior Center.

Input from community:

- A community member shared a story of race-based violence via the online survey: "I was invited to skate in the high school's hockey captain's practices at Braemar Arena. In the locker room after the first practice, some senior guys started calling a younger, black player racial slurs and eventually started punching him and choking him while calling him the n-word."
- When a Working Group member's spouse was dropping off their parent, who is a person of color, at the Senior Center for a community activity, an employee of the Center asked them, "Where are you busing this woman from?" and also remarked, "This isn't a place to dump people (in the lobby)", while many white people sat all around in the lobby during this incident.
- A survey respondent shared, "My African-American family went to open ice skating at Braemar Arena. A young Caucasian male was practicing hockey on the ice shooting a puck at high speeds near us. The Braemar staff made him stop because it was dangerous. He made several racial statements to my family and scraped ice by stopping that sprayed on my son when he fell - he did this twice. We were the only people on the ice. We skated a little while longer, I talked to the young man's parents then we left."

City's current practice/policy on this issue: The city does not currently require organizations or individuals using city facilities to uphold a code of conduct. There are no visible signs around facility conduct at city facilities.

Institutions

III. Lack of Representation/Decision Making

Many observe that there are few to no people of color that represent the city of Edina in government leadership, nor in government-appointed groups. In particular, they noted the city Council and the city's Executive Leadership Team. Additionally, a lack of diversity is also noticed in citizen participation of city-appointed groups, such as boards, task forces, and commissions.

Input from Community:

- A Working Group member shared that they feel it's clear that there is racism in the selection of city-appointed boards, commissions, and task forces, which result in a lack of representation from people of color. As an example, the liquor store Task Force was comprised of all white people.
- One Task Force member shared their feeling that there's a common practice of "color blindness" where decisions are made thinking race isn't a factor in decision-making processes when it absolutely is.
- During one of the large group community gatherings, many people mentioned that having an all-white City Council does not represent the diversity and the lived experiences of others who live in Edina.
- One responded from the online survey shared, "My experience within Edina suggest that the systems, policies and practices are geared toward white families and serve me well. Our government/governing bodies are white and therefore may not have the insight to more actively explore how to dismantle some of those policies UNLESS there is an active, intentional willingness to do so."
- An online survey response stated, "structural inequality exists because government and economic power in the city is controlled by one race and (largely) one economic class (upper income)."

City's current practice/policy on this issue: When appointing positions to city groups, the city does not require demographic information. The City recently conducted a survey on demographics for city-appointed boards and commissions which resulted in similar demographics of the city (see Appendix L).

IV. Hiring Practices and Procedures

There is uneasiness and suspicion around how race plays a role in government hiring practices. There are varying opinions of the city's use, or lack of use, of affirmative action practices.

Input from community and Executive Leadership Team:

- An Executive Leadership Team member pointed out that during the hiring process for a City Hall position, the search committee advised against hiring a candidate, as they did not think the person was a good fit because they had an accent.
- An Executive Leadership Team member and a Working Group member mentioned that a complaint was received from a resident about the choice of a city vendor who was Latino. The resident inquired why the city did not hire someone who represents the community.
- A finalist for a city government position who met the required qualifications was noted by a selection committee member (a member of city staff) as not having good enough eye contact. An Executive Leadership Team member thought this was due cultural differences in eye contact and tried to explain it to the hiring committee
- An online survey participant noted, “I notice that the people of color I see working at the Edina schools are usually janitors, traffic directors, etc., rather than teachers.”
- An online survey respondent shared, “Edina does not need to change ‘faces’ in order for people to feel welcome. This leads to hiring unqualified people in order to show good statistics.”

City’s current practice/policy on this issue: The city government files equal employment opportunity reports (EE0-4) on the representation of its staff on odd numbered years, but does not publish this information.

V. Responsiveness to Race-Based Concerns

Many feel the city responds poorly to reports of race-based discrimination, or that the city does not respond at all.

Input from community:

- A Task Force member mentioned that when race-based incidents are brought to city staff, it seems as though they’re not sure how to respond, if at all.
- A Task Force member pointed out that the delayed response from the Mayor and city officials after the Larnie Thomas incident made people question the integrity of the city government and the unwavering endorsement of police actions.
- An Executive Leadership Team member noted that the efforts from the city government around race and equity seem disingenuous, like a check the box type of feel.
- When a race-based incident was reported to police by a Task Force member, a police officer responded, “That’s the worst you’ve gotten?”

City’s current practice/policy on this issue: The city currently has a five-step protocol for responding to reports of bias offense like race-based discrimination.¹⁶ However, the city does not currently categorize reports of race-based discrimination, nor does the city track the volume of reports.

¹⁶ The City of Edina, [Bias Offense Response Plan.](#), (1997).

Services

VI. Police Department

There is significant concern about police conduct with people of color. Various individuals shared experiences of racial profiling or perceiving there to be a disproportionate number of police situations that involved people of color. Most of the instances were traffic stops, but also includes instances of police following people of color within Edina. Additionally, police suspicion is perceived to be racially motivated in situations where people of color are in high-income neighborhoods and when people of color are in possession of expensive goods.

Input from Community:

- One community member noted in the online survey, “One of my biggest observations is how many people of color are pulled over by police officers in the city. In a two week period of time, I saw five African-American people pulled over and in that same period of time I saw no white people pulled over.”
- After noticing people of color frequently being pulled over, a Working Group member began slowing down to take a tally of cars being pulled over and estimated about 90% of stops involved a person of color.
- One community member mentioned in the online survey, “As a female minority, I notice that police cars follow me when driving. In fact one followed right behind me (about 1 foot from the bumper of my car - which I assume he was trying to be intimidating and to see if I would pull over). I was not speeding, so I kept driving until I got home to and opened my garage door (which is when he quickly sped by me and left). I live in a neighborhood where our houses sell for up to \$3M, so I'm pretty sure he thought I must be a criminal since I was a minority in a nice neighborhood. This has happened more than once.”
- A Task Force member gave an example of cars being parked on the street in the winter. The car belonging to the person of color was ticketed while white individual got a warning.
- After a Task Force member purchased expensive bikes for their nephews who are black, their nephews were pulled over by police who ran their bike tags to see if they were stolen, handcuffed them and brought them to the Task Force member's home in the back of a squad car. After the Task Force member produced bike receipts and packaging, the officer apologized. Asked why they were handcuffed and whether their nephews had committed a crime, the officer said it was their policy to handcuff individuals in a squad car.
- A number of community members shared their experiences with police officers who used condescending approaches and micro-aggressions towards people of color.

City's current practice/policy on this issue: The Edina police department has the capability to collect demographic data for arrests and citations. However, the consistency and processes of collection are not uniform. The police department and the Race & Equity Services Working Group recognize the challenges in determining best practices for this type of data collection, analysis, and impact. There are 53 Edina police officers on the police force, two of which identify as people of color, and specifically African American.¹⁷

VII. City Housing Programs

Perceptions exist that city-based housing programs and policies are contributing to the lack of people of color in Edina.

Input from community:

- A Working Group member noted believing that CommonBond low-income Edina housing projects are not allowed to be developed in the Edina school district.
- A Working Group member pointed out that developers can buy their way out of Section 8 housing requirements, which limits the number of low income residents.
- A Working Group member felt that some housing programs aim to keep people already from Edina to remain in Edina (e.g. Come Home to Edina program) instead of creating pathways for people new to the city to buy home in Edina.

Section 8 Housing:
authorizes the payment of rental housing assistance to private landlords on behalf of low-income households (Center on Budget and Policy Priorities).

VIII. Other Services

There is a perceived lack of inclusion in the process for how city services are designed and delivered.

Input from community:

- A Working Group member of color shared that an arborist showed up to their home to take down a tree. When the Working Group member called the city about this, a city employee said they had received an anonymous tip from a neighbor about a sick tree. The arborist now comes back every year to monitor their property.
- From the online survey, one community member said, "We had troubles with one city inspector during our house renovation process. My husband felt like the inspector was "extra" hard on our house because we are an interracial couple."
- A white school district staff member asked the child (who is black) of a Working Group member if they received free/reduced lunch. The white school district staff member seemed to assume that because the child was black, they were in the A Better Chance program, lived in Minneapolis, and were in need of assistance (in the form of tickets to an event) from the program.
- The large group community gathering collected thoughts that the lack of public transit contributes to a lack of diversity and inclusion in Edina.

¹⁷ The City of Edina, [Edina Police Department](#), (2018).

- A Working Group member has had issues with city codes for things like visible trash cans when other neighbors have visible trash cans. They described it as a form of racial harassment.
- A city employee shared that there have been race-based graffiti offenses which have included offensive language. The most common locations where this has occurred include 50th and France, parking garages, parks, well houses.

City's current practice/policy on this issue: The city currently has a five-step protocol for responding to reports of race-based vandalism.¹⁸

Additional Findings

In addition to the community findings listed above, findings that go beyond the scope of the city government were also captured and synthesized. Many themes revolve around the public-school district, athletic associations, micro-aggressions, otherness, and cultural insensitivity. These findings can be found in Appendix M.

Summary of Community Reactions/Responses to Race-Based Discrimination

In addition to soliciting input on instances of race-based discrimination, community members were also asked about their reactions and responses to such instances. The following includes six recurring themes that emerged from the community's reactions and responses.

I. Does not do anything because they are not directly involved and/or feel it is not their place

Countless community members share this sentiment. Often, there is a feeling that it is not one's place to respond since they are not directly involved in a situation, or they believe that there are already authorities and policies in place that would address the situation.

Input from community (from the online survey):

- "I don't have to do anything about it. Others are."
- "There's nothing I could have done, since I did not witness it myself."
- "It didn't happen to me."
- "I have not been in a position to personally respond to any incident."
- "I wasn't able to do anything and I believe everything was ironed out."
- "I was alone and in no position to handle it."

¹⁸ The City of Edina, [Bias Offense Response Plan](#), (1997).

II. Does not think anything can be done

There are several people from across the community that express a feeling that nothing can be done to resolve race-based discrimination. Some of this stems from the sense that racism is part of our society and cannot be eliminated.

Input from community:

- An online survey respondent's reaction to observed social media racism was, "Unfortunately social media is a necessary part of our culture."
- A Task Force member "felt as though there's nothing that could be done."
- One community shared in the survey, "Stop trying to fix humanity."
- A respondent to the survey shared, "Any discrimination I've seen is more normal, at best. Edina is wasting it's time and resources trying to fix something that isn't broken!"
- The following was mentioned in a survey response: "It's not an issue in Edina, there are so many activities and groups people can belong to. If there are issues in some cases, it stems from one's family or one's own behavior. That's terribly sad, but it's still not an issue that the local government, school administrators, teachers, etc. can really fix. It seems the more people in those positions try to 'fix' things that are really the job of families and parents, the worse that topic tends to get."

III. Does not know what to do/Wishes they knew what to do

Many community members report feeling unsure of how to respond to instances of race-based discrimination, and some express interest in learning how to appropriately respond.

Input from community:

- An online survey participant shared their reaction to observed race-based violence, "Being both new and young, I sat in the locker room in shock. I did not know what to do."
- A community member from the large community gathering stated that they wished they knew how to respond to racist cyber comments.
- A community member from a small group gathering expressed that they didn't know what to say or if it was ok to say something.
- It was shared in a small group community gathering that someone didn't know what to do but wants to learn how to respond.

IV. Wish they had done something

Community members often note reflecting upon an experienced or observed incident and wishing they had confronted the situation or intervened. This includes wishing they had directly intervened or contacted an authority.

Input from community:

- A Task Force member mentioned not having the courage to confront individuals who made discriminatory statements but wishing they had.
- A community member shared in the online survey, "I probably wish I would have been able to contact someone within the city to relay the incident, but frankly I felt that

nothing would happen even if I did, and I might be labeled a "troublemaker" rather than a good citizen."

- A survey respondent shared, "I wish I would have told the (Braemar) staff. We paid our money and are residents of Edina – we have just as much right to use the facility as they do."
- A large group community gathering participant shared that they wished they had stood up for themselves in a race-based incident.

V. Engages on the topic of race within the community

Many people react to observing and/or hearing about race-based discrimination by becoming engaged on the topic of race within the Edina community. This includes talking to their families and friends, educating themselves, and getting involved in the community's efforts to disrupt racism.

Input from community:

- A Task Force member shared that they joined committees and groups to try to make policy and conduct changes and bring broader awareness to the issue of race.
- Another Task Force member noted that they showed up and participated in the hearing in October after the Larnie Thomas incident as a sign to demonstrate that Edina can do better.
- A Working Group member took an inclusion training program at the University of Minnesota and now feels more equipped to acknowledge and respond when observing race-based discrimination.
- A participant in the large community gathering shared that they asked questions to understand the motivations of those who expressed race-based discrimination.

VI. Reports Incident

Many community members who experience and observe race-based discrimination report the situations to authorities. The situational circumstances dictate who the appropriate authority is to contact but some examples provided by community members include the police, city staff, and authorities within the school system.

Input from community:

- A Task Force member reported an instance of race-based discrimination to the Human Rights and Relations Commission.
- A small group gathering participant spoke to a teacher and the administration.
- An Executive Leadership Team member mentioned trying to address hiring practices with the city's human resources department.
- An online survey respondent shared, "I wrote a letter to the Mayor."
- A Task Force member went to the police department with their friend whose car had been vandalized with hateful language.
- Many community members from the large group community gatherings noted that they went to or contacted the police department.

Where Do Community Members Feel and Not Feel a Sense of Belonging in Edina?

Community members voice a range of experiences and perspectives around which places and people within Edina foster a sense of belonging. Additionally, there's a similar range of experiences in the places and people that do not engender a sense of belonging.

There is a significant disparity in how white community members and community members of color perceive being welcome by people and places within Edina. Specifically, in some cases, places where white community members feel like they belong are the very places where community members of color either do not feel a sense of belonging or have experienced race-based discrimination.

White community members don't feel a sense of belonging	White community members feel a sense of belonging	People of color don't feel a sense of belonging	People of color feel a sense of belonging
Southdale	Jerry's	Jerry's	Southdale
	50 th and France	50 th and France	YMCA
	Everywhere	No Where	
Country Clubs	Places of Worship	Country Clubs	Places of worship
Galleria		Galleria	
Schools		Schools	

Input from community:

- A community member shared in the survey, "Jerry's is a great community spot to meet. There are students and community members always there meeting to talk or study and it's a diverse group of people."
- One community member recounted in the survey a particular experience: "I experienced racism at Jerry's by a customer. It was terrifying. She came barreling at us physically, screaming at our 3-year-olds while they held our hands. The customer made comments about this being Trump's time now, "goos" not welcome, etc. Jerry's did nothing, even though we felt unsafe."
- A member of the City Executive Leadership Team stated: "I feel comfortable in all places but I'm a white male. I wouldn't feel comfortable anywhere in the city if I were a person of color."
- A survey respondent shared, "When going to a grocery store like Jerry's at Vernon Avenue, you can see how people stare at you when you are not speaking English. That grocery store has a customer base that is predominantly the "old Edina" residents."
- A Task Force member shared the following: "I feel a sense of belonging because I fit the mainstream profile for the Edina woman - white, homeowner, drive a car, shop at Galleria."
- A survey respondent shared, "As I am white, I feel I belong everywhere. I'm not so sure about people of color."
- A community member mentioned in the survey, "There are no places in Edina that make me feel as if I do not belong."

- I. When asked which places and people within Edina do not create a sense of belonging, many community members of color responded everywhere.

Input from community:

- An online survey respondent shared, “Everywhere in Edina (makes me feel unwelcome).”
- In both of the two large community gatherings, several community members shared not feeling a sense of belonging anywhere in Edina.
- A Task Force member of color answered that there are no places in Edina where they feel welcome or that they belong.

- II. Regardless of race, Edina community members note not feeling welcome or a sense of belonging at more affluent places such as Country Clubs and the Galleria or in specific neighborhoods.

Input from community:

- An online survey participant mentioned that they, “Often don’t feel comfortable around the extreme wealth that exists within the city.”
- An Executive Leadership Team member said, “If there were any places that make me feel unwelcome, it would be the country club neighborhoods like Rolling Green, Hilldale.”
- Another survey response shared, “the country clubs in town have never felt welcoming”
- Multiple small group gatherings noted that they do not feel like they belong at the Galleria.
- One community member noted in the survey, “I don’t feel like I belong in the fanciest subdivisions of the city, particularly around the country club, and in the warren of streets between 44th and 50th. The confusing street layouts seem to communicate “you’re an outsider”, and “you don’t belong here”. Also, when giant homes go up it makes me feel like the community is too wealthy, and I won’t fit in.”

- III. Within the city government, many mention an absence of belonging at the police station or at other city facilities. Additionally, some community members do not feel a sense of belonging in situations that involve Edina police officers.

Input from community:

- An online survey participant shared a place they do not feel welcome as, “City Hall: when we go in with a question, we get looked at as if we are speaking in French!! Police: when you call to report unsafe road conditions, especially when Edina High School had construction and 169 construction and back up on ramp for Gleason, they would simply say that they can’t respond till an accident occurs. This is very disappointing to a concerned Edina citizen who is making an attempt to prevent something bad from happening!! I wish the city officials and phone responders get some training on how to respond better.”
- A Task Force member shared that they no longer feel welcomed in the Galleria shopping center after a white policeman observed them.

- In both large community gatherings, and one of the small group gatherings, the police station was brought up as a place where community members do not feel welcome.
- One community member shared in the survey, “Police officers (make me feel unwelcome).”
- A community member shared in the online survey that, “I don't find Edina to be an especially welcoming community. There are pockets of residents who are open and welcoming but the dominant culture in Edina is not and I think City Hall reflects the dominant culture rather than the open, welcoming and more progressive spirit of many of its residents.”

IV. Regardless of race, Edina community members feel a sense of belonging and that they are welcome in places of worship. From the online survey, churches and places of worship were the second most noted places that make community members feel welcome.

Input from community:

- A respondent to the survey noted, “My church community (makes me feel welcome), because they see me as a multi-faceted contributing member, not just a face.”
- Many survey respondents and a Working Group member shared they feel welcome at Our Lady of Grace church and school.
- Survey respondents mentioned other places of worship including: “Good Samaritan Church, Christ Presbyterian Church”, “Edina Morningside Community Church”, “Edina Community Lutheran Church”
- Church was brought up as a place of feeling welcome and belonging in a large community gathering and a small-group community gathering.

V. Many white community members note not feeling welcome or comfortable at Southdale, especially at night.

Input from community (from the online survey):

- “Yes, I am uncomfortable and on edge at Southdale Mall area, particularly the parking lot as there are many unattached men present in that space. My past experience has been that young unattached men can cause trouble for women or someone traveling alone. I don’t shop at Southdale anymore other than Macy’s because of how I feel unsafe in the Mall.”
- “Sometimes at Southdale gangs of thugs are intimidating and scary.”
- “Southdale can feel unsafe at times. Every mall has predators so it is good to see security available... and when they are not present then it can feel ominous at times if they are larger groups of older youth without any adult supervision.”
- “Southdale mall feels unsafe to me at night. Many gangs of young adult wander around and are intimidating.”
- “Dave and Busters after dark and all of Southdale is slowly becoming as well. Too many unsupervised teens. Disrespectful teens are causing many issues in the schools and public spaces.”

- VI. A great deal of tension within the community exists in how the school system is addressing race.

Input from community (from the online survey):

- "I don't feel that all are equally welcome and respected at the schools based on recent events and the response of the administration."
- "At Edina Public School, staff meeting is where I'd feel least welcome."
- "Edina Schools are making my kids feel guilty for being white"

City Government Findings and Recommendations

The recommendations section was written by the Task Force and Working Groups. The Citizens League team was absent from the development of this section. The full recommendations can be located in the Appendix.

Recommendations Summary

The Task Force compiled a summary of the recommendations which allowed them to fold similar recommendations amongst the working groups together. The recommendation unique identifier(s) are listed next to the recommendations. The summary lists twenty-one recommendations, however, each recommendation has several tasks under the overarching big picture recommendation.

Race and Equity Lens: when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives ([source](#)).

Recommendations Key

- TF = Task Force
- I = Institutions
- F = Facilities
- S = Services

Twenty-One Recommendations

1. Race Equity Accountability Measures (TF-1)

- Hire or identify a Race Equity manager/director, whose accountabilities include oversight of the Racial Equity Implementation Plan, monitoring, assessing and evaluating progress toward goals. This person should be part of the City's Leadership Team.
- Provide an annual report to Council and the public on progress toward established racial equity goals. More frequent reporting can be provided to Boards and Commissions on elements of the plan within their scope of work.
- Include implementation of race equity implementation plan as a formal annual performance goal for all City Executive Leadership.

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

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

3. Complaint Response (I-3)

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

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

- Increase the number of people of color, and people with Multi Language skills within City Departments to more closely reflect the demographics of Hennepin County, including leadership and staff. City goals should reflect the demographics of Hennepin County, as they interact with residents from surrounding communities as well as Edina residents. For example:
 - A.** Participate in the POC (People of Color) Job Fairs.
 - B.** Set measurable goals and develop specific action plans for increase staff of color and staff that speak multiple languages (based on LEP policy) to account for shifting City demographics.
 - C.** Publicly report on the progress of these goals on an annual basis.
 - D.** Assess and revise job descriptions, prioritizing public-facing jobs (e.g., facilities workforce, police department), to include racial equity competencies.
 - E.** Review and adopt inclusive hiring practices to include more racially and culturally diverse outreach, inclusive application questions, recruitment, selection and interview processes.
 - F.** Explore programs like Pathway to Policing and Youth Development Programs to help create opportunities for diverse candidates, and add one FTE for police department to participate in Pathways to Policing Program as soon as possible.
 - G.** Offer additional incentives to diversify recruitment (e.g. offer admission to Edina schools for children).
 - H.** Promote Exchange Programs for police and fire professionals to spend time in Edina.
 - I.** Create pipeline of potential candidates by engaging children of color within the school system to highlight career pathways within City government.
 - J.** Identify specific opportunities to increase racial and cultural diversity on work teams. For example, identify ways to include racially and culturally diverse perspectives for action planning and implementation of these guidelines.

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

- Develop a policy and procedures that includes the city's philosophy about the purpose and value of the city's efforts in community engagement. Create an intentional community engagement plan that outlines the city's community engagement approach and task a city employee with overseeing /directing community engagement work either by revising a current employee's job duties or creating a new position, i.e., a plan/person to:

- A. Oversee building relationships with all residents, paying particular attention to understand experience of communities of color, with time designated to visit neighborhood events, establish relationships with religious leaders, and neighborhood and ethnic associations;
- B. Coordinate volunteer opportunities and public participation when there are decisions for which the city is seeking public feedback and other types of public involvement, such as Boards, Commissions, Task Forces and other appointed positions to ensure that residents of color are included and heard
- Revise the Human Services RFP to include a deliverable around funding community-based organizations lead by communities of color to assist the city with engagement.

6. Records Management (S-1)

- Review Record Management - Data Practices Policy (Data Request) and rewrite this using Obama's Plain Language Initiative Hemingway Application.
- Have the city review all policies for plain language; all new policies should go through a plain language review

7. Budget (I-8)

- Using best available data, disaggregate maps of resident population by race.
- Apply race equity criteria for allocating funds through city budgeting process for Capital Improvement Projects, Pedestrian and Cycling Safety (PACS) Fund and Operating Budget.

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

- The city's communications are an important way we convey answers to the following questions:
 - A. Who are we?
 - B. What are our values?
 - C. What is our past?
 - D. Who are we becoming?
- If it is the city's intention to ensure that all residents feel they are a part of that story, this needs to be strategically and systematically operationalized. This work should be informed by ongoing relationship with residents, residents of color and residents for whom English is a second language – a robust community engagement approach (see Recommendation on Community Engagement).
- Establish a community advisory board for city communications. There is a closed feedback loop for quality improvement of communications tactics and vehicles. When community input is gathered, it is largely through reader surveys (those already consuming the publications). Particular emphasis should be placed on reaching residents of color and those new to the community.
- Apply race and equity lens to the process for developing communications content: Who writes the stories? Whose stories are included? Whose voices are included?
- Formally set and implement plain language targets for city communications.
- Review of the city's Limited English Proficiency (LEP) policy. Is a policy in place? If not, develop an LEP policy and implement.

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

9. Quality of Life Survey (I-7)

- Report of Results of Biennial Quality of Life Survey should include survey results compared by race/ethnicity to determine how well residents of color are served by city programs, services and policies; to identify issues faced by residents of color; and to determine whether residents of color believe they have an opportunity to participate in community and government matters and have their voice heard, so that survey results can be used to better inform the city's race equity goals and to benchmark progress toward those goals. This data should be reviewed by staff and addressed in the staff report to council.
- For the next Biennial Quality of Life Survey, rewrite the module that was added in the 2017 Survey to query race equity work; the module used in 2017 was incomplete/insufficient, and equates this work with "cultural events" and learning about other cultures and traditions. Only one question addresses inclusion or representation. This module was added due to the focus on Race and Equity work, but not a single question uses the word "race" or "equity."
- Add module related to Police and public interaction to the Quality of Life Survey. The current question asks respondents to rate the "quality" of police services. This may or may not be an indicator of satisfaction with experience, visibility or community interactions. Given the amount of attention public interaction with law enforcement receives, it would be very useful to have a more robust understanding of the public's views.

10. Crimes Report (I-9)

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

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

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

12. Public Safety Training Standards (I-11)

- Ensure that police officers and fire department personnel have the knowledge and skills to be racially and culturally responsive and treat each person with dignity and respect.
 - A. Incorporate Best Practice Racial Equity Training to include implicit bias, microaggressions, etc. similar to what the city of Seattle is doing
 - B. Align field training officer processes with 21st Century Policy to ensure that they match up with the guardian culture of policing. (from 21st Century Policing)
 - C. Include community members as trainers – for example in sessions on community perceptions about law enforcement tactics, levels of trust, and areas for dialogue.
 - D. Update performance reviews to ensure racial equity competency requirements are met.

13. Police Department Community Outreach (S-2)

- Place the Department Policy Manual on the Department website for public viewing.
- Develop a strategy to improve Police Department communications. The Work Group feels the department needs to develop an ongoing strategy to publicize and promote the Police Department, including but not limited to the increased aggressive use of social media.
- Evaluate and improve the Department's current community outreach programs.
- Build trust between Police and Community
 - A. Create Resident Oversight Board to review complaints of police misconduct.
 - B. Review current outreach (community involvement) programs, evaluate the efficacy of each of those programs, prioritize department focus to ensure participation of people of color, and introduce new ones as needed.

14. Police Policies (S-3)

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

15. Training (S-4)

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

16. Affordable Housing (I-1)

- Language edit to the Edina Affordable Housing Policy: *The City recognizes the need to provide affordable housing in order to create and maintain a diverse population and to provide housing for those who live or work in the City.*
- Require review of above Policy at a frequency sufficient to address current conditions and needs of constantly changing housing market and City demographics. Review policy with a race and equity lens to include language relating housing to equity and disparities.
- As part of this review, address the significant need for affordable housing of the types desired by families of color who wish to live in Edina, such as single family housing, rental units that that will not become unaffordable after a set period of time, and units within the Edina Public School District boundaries. Use and expand the existing [Come Home 2 Edina](#) program and aggressively advertise available properties and program requirements to families of color who may wish to live in Edina, perhaps starting with families of color whose children are already attending Edina Public Schools or who have applied to attend Edina public schools, as well as employees of the city of Edina and Edina businesses.
- Develop and maintain a database on the number and location of affordable units throughout Edina, including rented and owned, existing and new single and multi-family family homes, condominiums, apartments. Inventory the most vulnerable properties to redevelopment and renter displacement. Include in this database those rental units for which Section 8 vouchers can be used.
- Review the affordable housing policy with a race-equity lens and consider removing the option for the developers to opt-out of building affordable units.
- Apply race and equity lens to the affordable housing funds that the developers pay into if they opt-out and develop a policy to ensure that those funds are deployed with the aim of increasing racially equitable affordable housing.
- There is no incentive for the sellers to take FHA loans resulting in discrimination. The City should develop a policy to address this issue.
- Develop specific goals to increase the number of affordable housing units by “X” and the rental units where section 8 vouchers can be used by “Y”. These goals should be included in the comprehensive plan. The city should work with tenants, property owners and developers to develop a plan to ensure that the affordable housing goals are achieved.

17. Zoning / Code (I-2)

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

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

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

- Conduct regular (at least annual) training for all employees in customer service, racial/cultural awareness and responsiveness, conflict resolution, city-wide procedures and policies, and other training needs as identified to ensure that all facility guests, regardless of race or background, enjoy a consistent welcoming experience.
- Ensure employees are trained on how to support key situations, including first-time guests and users, who may need special support to have a strong first experience.
- Ensure that all Staff, full or part time, are aware of City code of conduct, safety and security procedures and language interpretation services, cost options based on age, family groups for scholarship categories. Ensure all City staff also are aware of current equity and inclusion initiatives. Conduct annual reporting regarding such training and outcomes.
- Ensure each facility has wayfinding signage (to help guests navigate the facility and know where to go) and printed materials in multiple languages (at least top 3 non-English primary languages in the community – example: Spanish, Hmong, Somali).
Ensure digital and printed communications reflects racial and cultural diversity through images, stories and voices.
- If the facility has artwork and décor, ensure that it reflects diversity of race and culture.
- Implement a process and channel by which facilities share and utilize racial equity best practices.

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

- Access to information and opportunity for input: Review web, print and social media materials to ensure they serve a racially and culturally diverse population, and implement translation services for the website and include print materials in appropriate multiple languages (based on top non-English primary languages in Minnesota).
 - A. Implement access to translation services for staff to access when working with guests who speak English as a second language.
 - B. Ensure any and all facility and park plans reflect a racial equity lens by intentionally seeking input from a racially, culturally and geographically diverse group in planning and review (ex: Braemar Master plan, establishing new or expanded facilities, etc.)
 - C. Ensure that City Council presentation (ex: Annual Report) are delivered across multiple locations, to ensure people who live in different parts of the city have access.
- Financial access: Deliver staff training on scholarship fund availability so that all staff are familiar with and know how to speak about them or know where to direct guests for more information. Consider a sliding scale fee structure or identify other ways to ensure consistency and increase affordability for guests.

- Transportation access: Add Metro transit link to website to highlight public transportation options if available to the facility and add printed transit information at facility kiosks or on-site. For those facilities currently difficult to access via public transportation, develop a plan to create new transportation options to address the gap (example: a new shared shuttle service).
- Access to programming: Develop alternate ways to register for programs or use of facility, to accommodate those who do not have ready access to a computer. Establish time for staff to do in-person outreach to areas in the city to reach and welcome new and underserved populations in the community

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

- Parks and recreation programs should collect demographic data about program utilization across all users or participants.
- In partnership with communities of color, identify if barriers to utilization exist and elicit solutions from community members and users. Barriers might include price, programming, location, sense of belonging, language and cultural or religious values.

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

- Require youth sports associations and any association that utilize Edina Park and Rec facilities/parks to operate in accordance with the city's expectation regarding race equity and inclusion.
- Establish policy for use and create enforcement mechanism for abuse or lack of enforcement of such policy.
- Create clear city expectation regarding Race Equity policy and post within all sports facilities. Provide written policy to all associations and organizations using Edina Park and Rec Facilities.
- Establish expectations that all outside vendors will adhere to and established process and procedure for dealing with race-based issues and discriminatory practices.

Next Steps & Conclusion

After the Final Report



Appendix

Appendix Guide

- A. Edina Race & Equity Full Recommendations
- B. City Government Structure and Department Functions
- C. Police Report for October 14th Incident
- D. Facilitator RFP
- E. Citizens League RFP Submission
- F. GARE Racial Equity Tool Kit
- G. Orange Method
- H. Task Force Data Summary
- I. Working Group Data Summary
- J. Executive Leadership Team Data Summary
- K. Edina Community Data Summary
- L. Link to Online Survey Results
- M. Survey of Demographics for City-Appointed Boards and Commissions
- N. Findings Outside of City Government Scope
- O. Facilities Working Group Assessment tool
- P. 2017 Edina Quality of Life Survey
- Q. Next Steps After Final Report
- R. Glossary

F-1, F-2, F-3

Edina Race & Equity Taskforce – Facilities Working Group

Edina Race & Equity Task Force Purpose

The Edina Race & Equity Taskforce's purpose is to make recommendations on policies, practices and strategies for the City of Edina to address, identify and eliminate racial disparities with the project scope of work of:

- Identify race based disparities in Edina's city government, facilities, services and institutions.
- Propose remedies and solution to the city government policies and operating practices that are creating the disparities.
- Encourage stronger connection and sense of belonging to and in the City of Edina to ensure that Edina is a welcoming community for all people.

Race & Equity Facilities Working Group Objectives

The Facilities Working Group objectives were to research, evaluate, and prepare recommendations for ensuring racial equity in City facilities (physical spaces).

The vision of the Facilities Working Group was informed in part by Edina's Vision statement. Our vision is for the experience in facilities across Edina to be **inclusive and connected**...

- welcoming to people of all races, cultures and backgrounds
- delivering a consistent experience across the network of facilities, and
- accessible (in transportation, affordability and opportunity) to all current and future users of Edina facilities

Our Approach: Research and Evaluation

The Facilities Working Group did the following to meet its responsibilities:

- Assessed 10 facilities applying an assessment tool developed by the group.
- Reviewed reports provided by Citizens League for its community input/data collection resources – interviews, community online survey, small community group discussions and large community meetings.
- Reviewed reports provided by the City – Vision Edina, City of Edina Park, Recreation and Trails Strategic Plan, and Human Rights and Relations Commission reports.

- Researched best practices from other cities, including Seattle and St. Paul.

The Facilities Working Group made a decision early to spend the majority of its time focusing on 10 of Edina's facilities, its 9 enterprise facilities and its main public office, City Hall. Time and the limited size of the working group were determining factors as well as the fact that these 10 facilities are staffed by the City of Edina regularly and are open to the public. Liquor stores were not visited. Outdoor parks and trails were not visited and reviewed through its strategic plan and community reporting mentioned above and included in the recommendations.

The 10 facilities reviewed were:

1. Edina Aquatic Center
2. Edina Art Center
3. Centennial Lakes Park
4. City Hall
5. Edinborough Park
6. Braemar Arena
7. Braemar Field
8. Braemar Golf Course & Club House
9. Braemar Golf Dome
10. Edina Senior Center

The Facilities Working Group developed a Facilities Assessment Tool that assessed the following: (A copy of the assessment tool is attached.)

- General Welcoming
- Décor & Artwork
- Diversity of Staff & Management
- Attendees/Participants – who comes
- Accessibility of Location (transportation bus/bike/walk – we did not look at ability accessibility)
- Operating Hours
- Fee Structure
- Signage and Way Finding
- Facility Promotion and Marketing
- Food Choices

At least two team members visited each site and completed assessments that were reviewed at group meetings. Comments from other team members who had visited or used the facilities were also considered.

The above process to research and evaluate facilities led to the Facilities Working Group's recommendations to help ensure racial equity in the City of Edina facilities.

High-Level Overview of Facilities Working Group Recommendations

The Goal: All guests, of all races, ethnicities, cultures and backgrounds, have equitable access and experience a welcoming and inclusive consistent experience at all Edina city facilities, making them feel like it is a place they belong.

How We Propose to Get There:

<p>Recommendation #1:</p> <p>Implement guidelines consistently</p> <p>across all Edina city facilities to create environments where people of all races, ethnicities, cultures and backgrounds feel welcome and included</p>	<p>Recommendation #2:</p> <p>Ensure racially and culturally equitable access</p> <p>to our City facilities and related information and opportunities through 4 key categories of recommendations</p>	<p>Recommendation #3:</p> <p>Increase the racial and cultural diversity of the City facilities workforce,</p> <p>including leadership staff, through 4 key recommended actions</p>
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Recommendation #1:

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

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

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

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

2. Ensure each facility has wayfinding signage (to help guests navigate the facility and know where to go) and printed materials in multiple languages (at least top 3 non-English primary languages in the community – example: Spanish, Hmong, Somali).
3. Ensure digital and printed communications reflects racial and cultural diversity through images, stories and voices.
4. If the facility has artwork and décor, ensure that it reflects diversity of race and culture.
5. Implement a process and channel by which facilities share and utilize racial equity best practices.

Data Supporting Recommendation:

Facilities working group members used an assessment tool to gather data on each of the 10 facilities. This tool was created to evaluate the facilities based on the input gathered from the community meetings and surveys and identify the most significant areas of opportunity.

Criteria Checklist:

	Does the City have decision making authority?	yes
	Is the activity in the scope defined by the City and the Task Force	yes
	What is the community feedback about this recommendation?	Site visits, research and information from Citizens league
	How will the recommendation impact system changes for policies, processes and procedures in the City?	
	Describe how this change impacts racial equity?	
	What are the unintended outcomes of existing practices?	
	Is this a long-term project?	yes
	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Additional staff

Other Working Group Comments:

1. Continue to assess additional facilities within the city including parks and trails.

Recommendation #2:

We strive to ensure racially and culturally equitable access to all of our City facilities. Implement the guidelines below across these categories of access:

1. **Access to information and opportunity for input:** Review web, print and social media materials to ensure they serve a racially and culturally diverse population, and implement translation services for the website and include print materials in appropriate multiple languages (based on top non-English primary languages in Minnesota).

Implement access to translation services for staff to access when working with guests who speak English as a second language.

Ensure any and all facility and park plans reflect a racial equity lens by intentionally seeking input from a racially, culturally and geographically diverse group in planning and review (ex: Braemar Master plan, establishing new or expanded facilities, etc.)

Ensure that City Council presentation (ex: Annual Report) are delivered across multiple locations, to ensure people who live in different parts of the city have access.

2. **Financial access:** Deliver staff training on scholarship fund availability so that all staff are familiar with and know how to speak about them or know where to direct guests for more information. Consider a sliding scale fee structure or identify other ways to ensure consistency and increase affordability for guests.
3. **Transportation access:** Add Metro transit link to website to highlight public transportation options if available to the facility and add printed transit information at facility kiosks or on-site. For those facilities currently difficult to access via public transportation, develop a plan to create new transportation options to address the gap (example: a new shared shuttle service).
4. **Access to programming:** Develop alternate ways to register for programs or use of facility, to accommodate those who do not have ready access to a computer. Establish time for staff to do in-person outreach to areas in the city to reach and welcome new and underserved populations in the community

Data Supporting Recommendation:

Work Group Site visits, website information review, informal information sharing from community members and neighbors and information garnered from the Citizens League reports

Criteria Checklist:

Does the City have decision making authority?

- Yes

Is the activity in scope?

- Yes

What is community feedback?

- Multiple work group assessments, citizens league work & observation

How will recommendation impact system changes etc.?

- It will create better trained & prepared staff. It will enhance staff practices, accountability & impact.

Is this a long-term project?

- yes

Is this an area of the City government that needs more assessment and if so, what resources will be required?

- Yes – it will require a commitment to additional staff resources and perhaps a commitment to contracted services for training and measurement tools to assess progress

Other Working Group Comments:

Actively invite input from more people who live and/or work in Edina in all neighborhoods. We need deeper research into the full range of our community

- People working in Edina, especially in service jobs (labor, restaurant, child care, residential services etc.)
- Our more diverse populations
 - Southdale area Edinborough, Parklawn & Cornelia neighborhoods
 - Early Learning Center families
 - 66 West residents
 - YMCA members
 - Oak Glen Housing residents
 - Cultural Liaison's from Edina Public Schools

Recommendation #3:

Increase the racial and cultural diversity of the City facilities workforce, including leadership staff.

1. Set goals and develop specific action plans to increase staff of color and staff that speak multiple languages, including Spanish, Hmong and Somali and others.
2. Publicly report on the progress of these goals on an annual basis.
3. Review and adopt inclusive hiring practices to include more racially and culturally diverse outreach, inclusive application questions, recruitment, selection and interview processes.

This may overlap with recommendations from other Working Groups and can be consolidated. We recommend identifying someone to be charged with developing an inclusive hiring toolkit and process, including a plan to train all hiring managers on those practices and accountability measures.

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

Data Supporting Recommendation:

Visits to facilities from work group, research of best practices in other cities, information from Citizens League

Criteria Checklist:

Does the City have decision making authority?

- Yes

Is the activity in scope?

- Yes

What is community feedback?

- multiple work group assessments, citizens league work & observation

How will recommendation impact system changes etc.?

- It will create an accountability loop in reaching diversity goals that are set

Is this a long-term project?

- Yes

Is this an area of the City government that needs more assessment and if so, what resources will be required?

- Yes – it will require a commitment to additional staff resources and perhaps a commitment to contracted services for training. Consider hiring an Equity & Inclusion person to monitor, assess and evaluate progress toward goals



City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Institutions
Submitted By: C. Bremer, E. Rehm, J. Brown

Recommendation:

- A. Language edit to the Edina Affordable Housing Policy: *The City recognizes the need to provide affordable housing in order to create and maintain a diverse population and to provide housing for those who live or work in the City.*
- B. Require review of above Policy at a frequency sufficient to address current conditions and needs of constantly changing housing market and City demographics. Review policy with a race and equity lens to include language relating housing to equity and disparities.
- C. As part of this review, address the significant need for affordable housing of the types desired by families of color who wish to live in Edina, such as single family housing, rental units that that will not become unaffordable after a set period of time, and units within the Edina Public School District boundaries. Use and expand the existing [Come Home 2 Edina](#) program and aggressively advertise available properties and program requirements to families of color who may wish to live in Edina, perhaps starting with families of color whose children are already attending Edina Public Schools or who have applied to attend Edina public schools, as well as employees of the city of Edina and Edina businesses. .
- D. Develop and maintain a database on the number and location of affordable units throughout Edina, including rented and owned, existing and new single and multi-family family homes, condominiums, apartments. Inventory the most vulnerable properties to redevelopment and renter displacement. Include in this database those rental units for which Section 8 vouchers can be used..
- E. Review the affordable housing policy and consider removing the option for the developers to opt-out.
- F. Apply race and equity lens to the affordable housing funds that the developers pay into if they opt-out and develop a policy to ensure that those funds are appropriately deployed.
- G. There is no incentive for the sellers to take FHA loans resulting in discrimination. The City should develop a policy to address this issue.
- H. Develop specific goals to increase the number of affordable housing units by “X” and the rental units where section 8 vouchers can be used by “Y”. These goals should be included in the comprehensive plan. The city should work with tenants, property owners and developers to develop a plan to ensure that the affordable housing goals are achieved.

Data Supporting Recommendation:

From Edina Comp. Plan Update 2008: "An inventory of estimated market values of Edina's housing stock reveals that about 20 percent or 3,467 housing units are valued at/or below the Council's affordable home purchase price. The type of housing deemed affordable within the city is overwhelmingly multi-family. One percent of single-family and duplex homes are deemed affordable for purchase by this analysis." (p. 5-3)

[Edina's Racist Past is Focus of Wikipedia "Edit War"](#) Minneapolis StarTribune 02-05-2015

[Edina's Confused Racial History, from Utopian Village to Bleached Suburb](#) City Pages 02-20-2017

[Maggie Yancey's 1881 Geology Book](#) Hennepin History Museum Blog 03-06-2017

[New Research Explores History of Housing Discrimination in Minneapolis](#) Minnesota Daily 03-29-2017

[Discrimination is Not De Facto](#) (Review of the book, "The Color of Law") Slate 05-05-2017

[Come Home 2 Edina](#) Edina Housing Foundation, edinamn.gov

[Map: Predominant racial or ethnic group, U.S. Census Bureau, 2011-2015](#) Minnesota State Demographic Center

[The Racist Housing Policy That Made Your Neighborhood](#) The Atlantic 05-22-2014

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes, the affordable housing policy as an institution of the City.
What is the community feedback about this recommendation?	Some low-income Edina residents of color have expressed a desire for their students to attend Edina schools, but they cannot afford housing within the school district boundaries.
How will the recommendation impact system changes for policies, processes and procedures in the City?	Likely language edits to Affordable Housing Policy and Increase Planning Commission, Community Development, and Housing and Edina Housing Foundation workload.
Describe how this change impacts racial equity?	Explicit language within the City's Housing policy regarding intention to make housing more safe and affordable, which will make it more available to families of color whose incomes are typically lower than those of white families in the region. Making Edina accessible to individuals and families who have been able to consider living in Edina previously will help to build the diversity of Edina into the future.
What are the unintended outcomes of existing practices?	Continued exclusion people of color - especially those who are Black, Hispanic and indigenous - from Edina housing because of high prices and perceptions of being unwelcome based on history..
Is this a long-term project?	Yes, long term change over time .
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Yes, additional assessment and policy development needed. Implementation would require additional staff time from Community Development staff to support regular review of Affordable Housing Policy through Race and Equity lens.

Working Group Comments:

Quality, safe and affordable housing is a fundamental factor in the quality of life for all residents, and inequities in housing contribute to disparities in many other areas including income and health. Planning and zoning regulations around construction and maintenance of the housing stock in Edina are integral to maintaining quality housing for all residents.

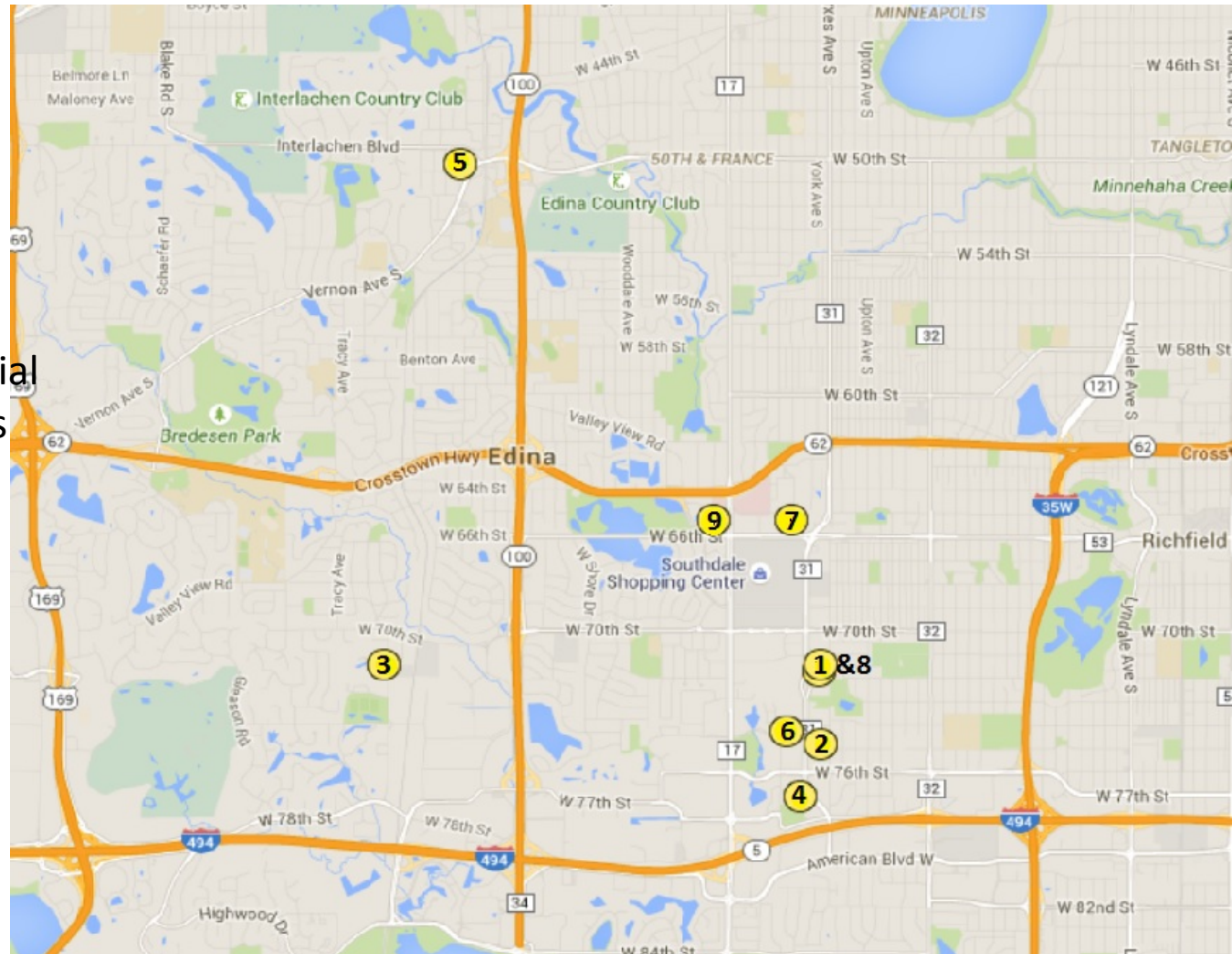
By adding the word "create" in Recommendation A, the Working Group is responding to the history of housing discrimination in Edina and surrounding communities that pushed early black residents out of their Edina homes. Discriminatory policies and practices, while not unique to Edina, had an exceptionally perverse effect in Edina because families of color were denied the ability to build wealth and obtain excellent educations for their children. For those not allowed to live in Edina and other desirable locations much was lost, affecting subsequent generations. We believe that Edina must do more than avoid discrimination going forward. We also need to work to redress inequalities and injustices created in the past that continue to benefit the largely white population of Edina. Our elected representatives and skilled city staff can build on our recommendations to move this intention forward.

Task Force Comments:

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Map of Affordable Housing in Edina

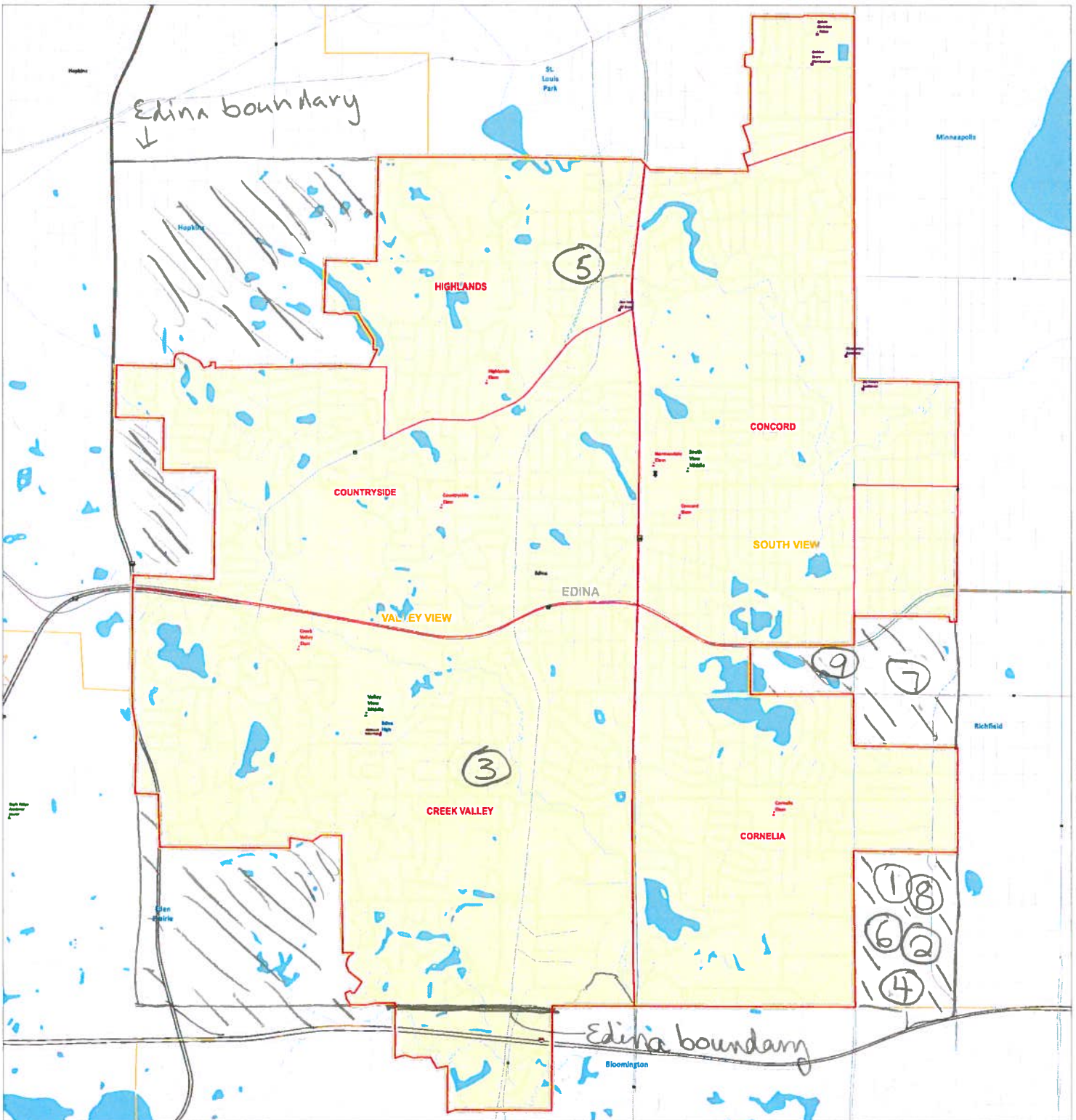
1. Yorktown Continental
2. Yorkdale Townhomes
3. Oak Glen Townhomes
4. Edinborough/Centennial Lakes
5. Summit Point
6. South Haven
7. 66 West
8. Yorktown Gardens
9. 6500 France



Public School District Attendance Areas and Educational Facility Locations

Edina
273

Map 1 of 1



Public Educational Facilities or Programs

- Elementary school
- Middle / Junior High school
- High / Secondary school
- School District Office
- Non-Public school
- Public Charter school
- Other School Program (examples):
 - Area Learning Center (ALC)
 - Area Learning Program (ALP)
 - Targeted Services
 - College/University
 - Continental
 - Secondary Education

Public School Attendance Areas

- Elementary School Attendance Area
- Middle School Attendance Area
- High School Attendance Area

Public School Districts

- School District
- Adjacent School District
- INSET - SEE MAP 2 OF 3 (if applicable)

Other Features

- Interstate Highway
- U.S. Highway
- State Highway
- County Highway
- Road/Street
- Railroad
- Stream
- Water/Pond
- Minor Civil Division
- City, Township and Unorganized areas
- Public Land Survey Township/Range
- Public Land Survey Section

Data Sources:

- Minnesota Department of Education, IT Division, 2015
- Minnesota Census, 2010, Minnesota Department of Transportation, 2004
- Minnesota Geographic Information Office
- U.S. Bureau of the Census, Minnesota Legislative GIS Office (provided to include communities like Eden Township through May 2005)
- Minnesota Department of Natural Resources

Disclaimer:
The school district boundary appearing on this map do not necessarily represent the legal boundary of the district. It is a generalization of boundaries shown on maps in the late 1990s to early 2000s and modified by the U.S. Bureau of the Census. Most recently the Census 2000. Since 2000, school boundaries have been modified by the Dept. of Education based on completed County Parcel Information. Please contact your county auditor or assessor to obtain an accurate legal description of the boundary.

Liability Statement:
The Minnesota Department of Education does not warrant the results may obtain by using this map. This map is provided without express or implied warranties, including representation of accuracy and completeness. It is not intended to be used for any purpose other than general information. It is not intended to be used for any other purpose by any third party.



1 : 9,400

For further assistance with this map, contact:
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Mn. Department of Education
Division of Information Technology
1800 Highway 28 West
Rochester, MN 55912

Minnesota Department of
Education



City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Institutions

Submitted By: Chris Bremer, Jeff Brown, Eric Rehm

Recommendation: Zoning Code
Develop a tool (or adopt one used by another city) to review Edina zoning regulations through a racial equity lens to change or remove language that may contribute to racial disparities. Develop and include language with the intention of reducing inequities. This type of review will be resource intensive, and we recommend contracting with or hiring a racial equity consultant or manager to lead this project and oversee others as needed.
Data Supporting Recommendation:
Racial Origins of Zoning in American Cities book chapter from “Urban Planning and the African American Community” 1997
‘Snob Zoning’ is Racial Housing Segregation by Another Name The Washington Post 09-25-2017

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes, the zoning code, in coordination with the comprehensive plan, is the backbone of land use regulation in the City.
What is the community feedback about this recommendation?	The zoning regulations are so lengthy and complex that the community only becomes aware of them when they are immediately impacted.
How will the recommendation impact system changes for policies, processes and procedures in the City?	Likely language edits to the zoning chapter of City Code, affecting land use, home occupations, and district regulations in the City.
Describe how this change impacts racial equity?	Zoning rules about apartment buildings and lot sizes can limit availability of affordable housing (see ‘Snob Zoning’ link). Also, some items in the zoning regulations, for example those related to loitering and noise, are enforced based on complaints and may be used as means to engage City staff as proxies to harass people of color. Other regulations, such as the requirement to store trash cans out of sight, place unequal burdens on owners of smaller affordable homes in light of today’s larger trash and recycling containers and the smaller garages of older homes.
What are the unintended outcomes of existing practices?	Lower income people and people of color can be harassed using zoning regulations.
Is this a long-term project?	Yes, the zoning chapter is extensive and a comprehensive review would need to be done over time.
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Yes. It is not known whether the zoning code has been reviewed in this way previously. Implementation would require staff and consultant time to review code through a racial equity lens.

Working Group Comments:
The City’s zoning code is lengthy and contains a wide range of regulations regarding land use in the City. Some of these regulations may have unintended consequences for people of color.
Task Force Comments:

I-3



City of Edina Race and Equity Initiative Working Group Recommendation

Working Group: Institutions

Submitted By: Chris Bremer, Jeff Brown, Eric Rehm

Recommendation: Complaint Response

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

Data Supporting Recommendation:

[Website Meant to Connect Neighbors Hears Complaints of Racial Profiling](#) New York Times 05-19-2016

[When Racial Boundaries Are Blurry, Neighbors Take Complaints Straight to 311](#) CityLab 08-24-2015

Criteria Checklist:

	Does the City have decision making authority?	Yes
	Is the activity in the scope defined by the City and the Task Force?	Yes, complaint response is a function in many departments.
	What is the community feedback about this recommendation?	Staff members have said that this problem exists. It is commonly reported elsewhere (see linked articles).
	How will the recommendation impact system changes for policies, processes and procedures in the City?	A uniform policy or language must be developed and distributed to all staff who respond to complaints, providing direction for how to respond to complaints that seem to be based on discrimination.
	Describe how this change impacts racial equity?	By having direction and support, City staff will be able to avoid being used as proxy harassers and can follow up on complaints appropriately without fearing they will run afoul of City policy or practice.
	What are the unintended outcomes of existing practices?	Currently, complainants can remain anonymous and use City staff to harass neighbors with repeated complaint investigations.
	Is this a long-term project?	No, policy and philosophy can be evaluated and determined in the short term.
	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	No.

Working Group Comments:

The City has received feedback regarding the use of the City's response to complaints to harass people of color. Multiple departments in the City, including the Community Development Department, respond to resident complaints on a wide variety of issues. In some cases, residents of color have felt targeted by the City while the identity of the complainant is protected by data privacy rules.

Task Force Comments:



City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Institutions
Submitted By: K. Puram, R. Cooper, T. Fox

Recommendation: City Department Demographic Representation

Increase the number of people of color, and people with Multi Language skills within City Departments to more closely reflect the demographics of Hennepin County. City goals should reflect the demographics of Hennepin County, as they interact with residents from surrounding communities as well as Edina residents. For example:

- a) Participate in the POC (People of Color) Job Fairs.
- b) Set measurable goals for diversifying workforce to account for shifting City demographics.
- c) Assess and revise job descriptions, prioritizing public-facing jobs, to include racial equity competencies.
- d) Explore programs like Pathway to Policing and Youth Development Programs to help create opportunities for diverse candidates, and add one FTE for police department to participate in Pathways to Policing Program as soon as possible.
- e) Offer additional incentives to diversify recruitment (e.g. offer admission to Edina schools for children).
- f) Promote Exchange Programs for police and fire professionals to spend time in Edina.
- g) Create pipeline of potential candidates by engaging children of color within the school system to highlight career pathways within City government.

Data Supporting Recommendation:

1. Fire Department does not have any people of color, and only one woman serving (and she is not Full-Time)
2. Police Department has two people of color, and seven women serving.
3. Survey respondents feel the city poorly responds to reports of race-based discrimination.
4. Survey respondents express concern about police conduct with non-white community members.
5. Survey respondents feel that there is uneasiness and suspicion around how race plays a role in government hiring practices.

Criteria Checklist:

	Does the City have decision making authority?	Yes
	Is the activity in the scope defined by the City and the Task Force	Yes
	What is the community feedback about this recommendation?	See Above
	How will the recommendation impact system changes for policies, processes and procedures in the City?	Hiring guidelines will change by requiring the city to expand its channels for reaching out. The scoring process of the current state-mandated point system (Veterans Preference) for hiring should include race and equity considerations.
	Describe how this change impacts racial equity?	More people of color and women will make it into the talent pool.
	What are the unintended outcomes of existing practices?	No racial and gender balance in the Police and Fire departments.
	Is this a long-term project?	Yes
	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	HR Department needs to assess the Police and Fire Department's hiring practices.

Working Group Comments:

We know the budget for 2018 includes the funding of three new hires within the Police Department. Based on our recommendations, one person of color should be hired.



City of Edina Race and Equity Initiative
Working Group Recommendations

Working Group: Institutions
Submitted By: K. Puram, R. Cooper, T. Fox, K. Bass, P. Arsenault

I-5

Recommendation: Community Engagement Plan and Staffing

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

Data Supporting Recommendation:

- (1) 2017 Quality of Life Survey data
Edina is becoming more diverse. Police need to adapt and be sensitive to the cultural diversity. There is a perception of police racism, driving while brown/black, privacy violations through Google searches by police. About half of respondents felt that expanding cultural events, enhancing promotion and awareness of cultural events and providing educational opportunities about different cultures and customs locally and around the world.
- (2) Community Data (Collected as part of Race Equity Initiative)
Many observe that there are few or no people of color /American Indian that represent the city in government leadership or government-appointed groups.
- (3) HRRC Community Conversations December 2015 Report included the following comments:
"Resident who are not citizens feel like they have no voice in Edina."
"My language and culture make me feel like there are barriers to participating."
"There is no art from my culture in the Edina art events or fairs."

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes
What is the community feedback about this recommendation?	See Above

	How will the recommendation impact system changes for policies, processes and procedures in the City?	Good community outreach and successful community engagement with all voices heard leads to better understanding of what policies, processes and procedures need to be improved to ensure people of color participate in government appointed groups and feel welcome in all areas of the community.
	Describe how this change impacts racial equity?	Government makes decisions without knowing how they impact communities of color.
	What are the unintended outcomes of existing practices?	Few people of color are in government leadership and appointed taskforces/boards/commissions. Lack of effective community outreach and inclusion lead to distrust in the government, and decisions that do not serve people of color well because their voice is not included in the decision making process.
	Is this a long-term project?	Yes
	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Funding a community engagement division / position. Recommend city review all RFPs for the past 3 years to identify public dollars spent on community engagement efforts by consultants. This may be a revenue neutral decision if resources are deployed differently. How are we spending these dollars and what value are we getting in return?

Working Group Comments:
<p>What VALUE (beyond input) do our community engagement efforts bring to the city? Other decision making including policies, quality of city services and relevance of city programming flows from the intention, skill and racial equity competence in the city's community engagement practice. Do we aspire to be in relationship with residents to improve services and meet needs? Then we must consider the infrastructure, resources and skills attendant to building those relationships.</p> <p>Developing a community engagement philosophy, approach and infrastructure to support will take time to implement. Review models and best practices from other communities. In the interim, considering revising the Human Services RFP to include a deliverable around funding community-based organizations with relationships in communities of color to assist the city with engagement.</p>
Task Force Comments:



City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Institutions
Submitted By:

Recommendation:

City Communications and Technology Services

The city's communications are an important way we convey answers to the following questions:

Who are we?

What are our values?

What is our past?

Who are we becoming?

1. If it is the city's intention to ensure that all residents feel they are a part of that story, this needs to be and systematically operationalized. This work should be informed by ongoing relationship with residents of color and residents for whom English is a second language – a robust engagement approach (see Recommendation on Community Engagement).
2. Establish a community advisory board for city communications. There is a closed feedback loop for quality improvement of communications tactics and vehicles. When community input is gathered, it is largely from older surveys (those already consuming the publications). Particular emphasis should be placed on reaching residents of color and those new to the community.
3. Apply race and equity lens to the process for developing communications content: Who writes the stories? Whose stories are included? Whose voices are included?
4. Formally set and implement plain language targets for city communications.
5. Review of the city's Limited English Proficiency (LEP) policy. Is a policy in place? If not, develop an LEP policy and implement.

Data Supporting Recommendation:

2017 Quality of Life Survey collects demographic data on race of respondents; whether respondents are Spanish, Hispanic or Latino; and whether a language other than English is spoken at home; however, the report does not differentiate responses by Race/ethnicity. For example:

- The 2017 Report highlights that three quarters of residents evaluated “sense of community” as “excellent” or “good” however, when that response is disaggregated by race, there is a statistically significant difference in the answer - only 59% of respondents who identified as Hispanic and / or not white evaluated “sense of community” as “excellent” or “good.”
- The job Edina does at welcoming resident involvement was rated as “excellent” or “good” by 65% of respondents overall and 48% of Hispanic and/or not white respondents. Communications is an important tool for conveying a sense of welcome to all residents.
- Similarly, 83% of respondents overall evaluated “value of services for taxes paid” as “excellent” or “good” and only 66% of respondents who identified as Hispanic and / or not white agreed (again, statistically significant difference in evaluation).
- “Opportunities to participate in community matters” was evaluated as “excellent” or “good” by 78% of respondents who identified as white/not Hispanic, but by only 67% by Hispanic and / or not white respondents.

HRRC Community Conversations December 2015 Report included the following participant observations:

- “Edina feels like a close knit and superior group that doesn’t let others in.”
- “Residents who are not citizens feel like they have no voice in Edina.”
- “My language and culture make me feel like there are barriers to participating.”
- “Sometimes the city is not responsive to citizen issues.”

“About Town [doesn’t] reflect the diversity of Edina.”

Criteria Checklist:

	Does the City have decision making authority?	Yes
	Is the activity in the scope defined by the City and the Task Force	?
	What is the community feedback about this recommendation?	Through the Race Equity survey and focus groups, there is a pervasive sense of not feeling welcome. City Communications are an important vehicle to address this finding.
	How will the recommendation impact system changes for policies, processes and procedures in the City?	Expanding the range of community voices contributing to our communications strategies, tactics and methods will ensure that communications services are effective and of value for all residents. Changes will include: --Selection of communications methods we deploy; --Increasing the effectiveness and value of printed materials; --Ensuring all residents’ experiences and history are represented in the stories we tell.
	Describe how this change impacts racial equity?	City communications ensure that all residents experience the same level of service.
	What are the unintended outcomes of existing practices?	City fails to effectively reach all residents with important communications, and is limited in its ability to create a sense of belonging and welcome via communications
	Is this a long-term project?	No

	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	
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Working Group Comments:
<p>Re Rec 1: Review comp city Bellevue, WA example: https://www.bellevuewa.gov/discover-bellevue/about-us/</p> <p>Re Rec 2: Message Matters: Inclusive Communications in a Diverse World https://www.lmc.org/page/1/MessageMattersMarApr2017.jsp</p> <p>Re Rec 3: Example: Review Hometown Heroes feature on city’s website. How are these individuals identified? What is the process? What are the criteria? Who chooses them?</p> <p>Re Rec 4: A free online software tool that calculates readability https://www.online-utility.org/english/readability_test_and_improve.jsp</p> <p>Re Rec 5: A request can be made to translate materials, but the city’s ability to do so is written in English and difficult to locate on the city’s website. The ability to translate materials should be clearly stated in the top 3-4 languages (guided by LEP policy) of the city prominently on our website and in printed materials.</p>
Task Force Comments:



City of Edina Race and Equity Initiative
Working Group Recommendation
K. Curtin

Working Group: Institutions
Submitted By: K. Bass, P. Arseneault,

Recommendation: Data – Quality of Life Survey

Biennial Quality of Life Survey:

1. Report of Results of Biennial Quality of Life Survey should include survey results compared by race/ethnicity to determine how well residents of color are served by city programs, services and policies; to identify issues faced by residents of color; and to determine whether residents of color believe they have an opportunity to participate in community and government matters and have their voice heard, so that survey results can be used to better inform the city's race equity goals and to benchmark progress toward those goals. This data should be reviewed by staff and addressed in the staff report to council.
2. For the next Biennial Quality of Life Survey, rewrite the module that was added in the 2017 Survey to query race equity work; the module used in 2017 was incomplete/insufficient, and equates this work with "cultural events" and learning about other cultures and traditions. Only one question addresses inclusion or representation. This module was added due to the focus on Race and Equity work, but not a single question uses the word "race" or "equity."
3. Add module related to Police and public interaction to the Quality of Life Survey. The current question asks respondents to rate the "quality" of police services. This may or may not be an indicator of satisfaction with experience, visibility or community interactions. Given the amount of attention public interaction with law enforcement receives, it would be very useful to have a more robust understanding of the public's views.

Data Supporting Recommendation:

2017 Quality of Life Survey collects demographic data on race of respondents; whether respondents are Spanish, Hispanic or Latino; and whether a language other than English is spoken at home; however, the report does not differentiate responses by Race/ethnicity. For example:

- The 2017 Report highlights that three quarters of residents evaluated "sense of community" as "excellent" or "good" however, when that response is disaggregated by race, there is a statistically significant difference in the answer - only 59% of respondents who identified as Hispanic and / or not white evaluated "sense of community" as "excellent" or "good."
- Similarly, 79% of respondents overall evaluated "opportunities to volunteer" as "excellent" or "good" and only 63% of respondents who identified as Hispanic and / or not white agreed (again, statistically significant difference in evaluation).
- "Opportunities to participate in community matters was evaluated as "excellent" or "good" by 78% of respondents who identified as white/not Hispanic, but by only 67% by Hispanic and / or not white respondents.
- 67% of Hispanic and / or not white respondents said it was "essential" or "very important" to promote and provide opportunities for diverse representation in local leadership, advisory and policy making roles, versus only 55% of white respondents rating the importance as "essential" or "very."

Criteria Checklist:

	Does the City have decision making authority?	yes
	Is the activity in the scope defined by the City and the Task Force	?

	What is the community feedback about this recommendation?	Many observe there are few or no people of color in Government leadership and appointed groups
	How will the recommendation impact system changes for policies, processes and procedures in the City?	Data on disparate impact can be used to recognize need for Change and can support changes in policies, processes and Procedures e.g.: When survey responses on quality of Edina services are disaggregated by race, there is a statistically significant difference in answers

		<p>-- 92% of respondents overall evaluated "snow removal" as "excellent" or "good" and only 78% of respondents who identified as Hispanic and / or not white evaluated "snow removal" as "excellent" or "good";</p> <p>--75% % of respondents overall evaluated "sidewalk maintenance" as "excellent" or "good" and only 62% of respondents who identified as Hispanic and / or not white evaluated "sidewalk maintenance" as "excellent" or "good"</p> <p>--81% of respondents overall evaluated "value of services for taxes paid" as "excellent" or "good" and only 66% of respondents who identified as Hispanic and / or not white evaluated "value of services for taxes paid" as "excellent" or "good."</p>
	Describe how this change impacts racial equity?	Data can be used to benchmark progress towards race equity goals
	What are the unintended outcomes of existing practices?	City fails to recognize that race can determine how well the city is serving its residents
	Is this a long-term project?	no
	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	?

Working Group Comments:
The working group has questions about whether the current Quality of Life survey vendor is comfortable discussing issues of race and equity.
Task Force Comments:

I-8

City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Institutions
Submitted by: K. Bass

Recommendation:

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

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

Data Supporting Recommendation

In 2011, Bloomington Public Health completed an environmental scan, inventory and focus groups of residents of the Parklawn neighborhood in Edina to assess barriers to physical activity and access to nutritious foods. This area is racially and ethnically diverse (36.7% in the 240.03 Census Tract) and lower income (18% lives under 200% of the Federal Poverty level) compared to other parts of the City. The assessment found that the area, home to many families and children, is bounded by busy streets with few sidewalks and trails. Further, there are no amenities in the neighborhood park. This finding, "Lake Edina Park, near the Fred Richards Golf Course, is an open space that many of the children, parents, school staff, program directors and apartment complex managers mentioned as a desirable location for a park with amenities."

In 2012-13, community organizers from the do.town project, funded by Blue Cross and Blue Shield of Minnesota, again worked with Parklawn neighbors to advocate for a play structure or other amenities in Lake Edina Park. Funding for the planning of a play structure was proposed in the 2013 Capital Improvement Plan budget.

As of 2018, however, children in the Parklawn neighborhood still lack a play structure in their neighborhood park while upgrades and investments in park facilities have been made across the city in the intervening years.

From the City Quality of Life Survey, 79% of white residents evaluated sidewalk maintenance as "excellent" or "good" compared to 62% of respondents who identified as Hispanic and/or not white. This is a statistically significant difference.

83% of respondents overall evaluated "value of services for taxes paid" as "excellent" or "good" and only 66% of respondents who identified as Hispanic and/or not white agreed. Again, a statistically significant difference.

<http://voicesforracialjustice.org/from-colorblind-to-race-conscious-two-very-different-sets-of-metrics/>

Criteria checklist:

Does the city have decision-making authority?	Yes
Is the activity in the scope defined by the City and the Task Force?	Yes
What is the community feedback about this recommendation?	

How will the recommendation impact system changes for policies, processes and procedures in the City?	Different criteria will need to be developed and applied to develop budgets
Describe how this change impacts racial equity	Distribution of public dollars in a race conscious way acknowledges the disparities in living conditions and takes into disinvestment in neighborhoods of color over generations
What are the unintended outcomes of existing practices?	We perpetuate the idea that the distribution of public resources and public policy has been "colorblind." A colorblind framework pretends as if race has not been a determining factor when making investments and setting public policy. A colorblind approach does not see the dramatic disparities in living conditions between white, affluent residents and communities of color and low wealth European Americans.
Is this a long-term project?	No

Working Group Comments:

The Edina Transportation Commission has done some work already to develop equity based criteria for the PACS fund. An example is attached to this recommendation.

Task Force Comments:

PROPOSED Pedestrian and Cyclist Safety Fund (PACS) Fund Equity Scoring Criteria

BACKGROUND

In the November 2016 ETC packet, staff proposed a set of projects for the PACS Fund. An excerpt from the staff cover letter discuss the current criteria:

“In recommending sidewalk construction projects, staff considers a number of criteria. Several factors can affect if and how each criterion is applied and the relative weight given to each. Often, opportunities such as planned road construction projects and outside funding present themselves, and the sometimes fluid nature of these opportunities can affect if and when sidewalk projects are recommended and constructed. Below are some of the key criteria staff considers, generally listed in descending order of relative weight.

- Part of neighborhood street reconstruction project (up to 50 percent cost savings)
- Part of state-aid reconstruction project (state-aid funds pay up to 80 percent of construction)
- Active Routes to School Sidewalk (recommended in the ARTS Plan)
- Included in the Comprehensive Plan (on the sidewalk facilities map)
- Estimated cost of project relative to remaining PACS Fund budget
- Additional funding/grant opportunities
- Surveys and/or design documents completed
- Petition for a sidewalk submitted by residents”

Nearly all criteria focus on cost. There is an assumption inherent in current budgeting that all residents and all neighborhoods have the same relationship to public dollars. An equity lens says that we make decisions about the distribution of resources based on need and equal outcomes.

RECOMMENDATION

In selecting projects to be funded by the PACS fund, the ETC recommends a set of equity-based criteria for prioritizing capital investment in pedestrian and bicycling facilities. This effort is meant to quantifiably evaluate neighborhoods, and ensure that investments are equitably targeted and support [Policy Basis – community vision, comprehensive plan, policy goals]. The criteria are a combination of community, neighborhood, infrastructure and cost characteristics using multiple data sources. Infrastructure projects that rank high are prioritized for investment.

Questions to consider:

Are there criteria missing?

What points should be assigned? (This conveys community values)

What data sources should be referenced?

Community Characteristics

- Concentration of race/ethnicity other than white
- Density of transit riders in the neighborhood
- Population density in the neighborhood
- Youth density of the neighborhood



Neighborhood Characteristics

- Proportionality of investment
- Active Routes to School Sidewalk
- Proximity to other facilities (park, commercial, etc.)
- Resident petition
- Neighborhood safety (history of crashes or crime)



Cost Characteristics

- Asset lifespan
- Asset condition
- Part of neighborhood reconstruction project
- Part of state-aid reconstruction project
- Estimated cost of project relative to remaining PACS Fund budget
- Additional funding/grant opportunities
- Surveys and/or design documents completed



PACS Fund
Capital
Project
Selection

Community Characteristics

1. Neighborhood concentration of race/ethnicity other than white
2. Density of transit riders in the neighborhood
3. Population density in the neighborhood where the facility is proposed (2 possible points).
The more densely populated neighborhoods will be a higher priority. This metric takes into account extra wear and tear on infrastructure in high density areas and the proportional value of public investment dollars per person in those areas.
4. Youth density of the neighborhood where the park is located (3 possible points). The higher the youth density of the neighborhood, the higher it is scored and it is moved up the list for priority. Same logic as the above metric applies with an extra focus on the needs of families and the needs of children who are dependent on sidewalk and bicycle facilities for independent mobility.

Neighborhood Characteristics

1. Proportionality of investment (3 possible points if no other facility was constructed in this quadrant in the last year). Referring to the amount of capital invested in each quadrant.
2. Neighborhood safety – history of crashes or crime (2 possible points). Neighborhood crime statistics are looked at to determine need, with more crashes or crime in an area resulting in a higher score and increased priority for capital investment. This is a public health and racial equity approach to crash and crime reduction, grounded in the understanding that these are outcomes of disinvestment.
3. Active Routes to School Sidewalk
4. Indicated in the Comprehensive Plan (Sidewalk Facilities Map or Master Bicycle Plan)
5. Resident petition – petition for sidewalk submitted by residents

Cost Characteristics

6. Asset lifespan (3 possible points). Facilities are evaluated and higher points are given to infrastructure more than five years past its lifespan.
7. Asset condition (5 possible points). Assets in worse condition receive higher priority for rehab.
8. Part of neighborhood reconstruction project
9. Part of state-aid reconstruction project
10. Estimated cost of project relative to remaining PACS Fund budget
11. Additional funding/grant opportunities
12. Surveys and/or design documents completed

I-9



City of Edina Race and Equity Initiative Working Group Recommendations

Working Group: Institutions

Submitted By: P. Arsenault,
K. Bass, K. Curtin

Recommendation:
Review Police Department policy for posting individual names on the department website's "Crimes Report"; revise to balance public safety with protection of due process through a racial equity lens.
Data Supporting Recommendation:
It is likely that the department data follows national trends where people of color are disproportionately arrested by police. https://www.vanityfair.com/news/2016/07/data-police-racial-bias Thus, the publication of individuals' names are likely to disproportionately impact people of color who live and visit the city.

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes
What is the community feedback about this recommendation?	See Above
How will the recommendation impact system changes for policies, processes and procedures in the City?	EPD process for posting individual's names with Crime Report may change
Describe how this change impacts racial equity?	This will help the Department build a culture of trust and respect with the community
What are the unintended outcomes of existing practices?	Bringing public shame on community members without due process; violating privacy of individuals who may never be convicted of a crime; may have long-lasting effect such as impeding individuals from gaining employment
Is this a long-term project?	Yes
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Yes

Working Group Comments:

Including the names of individuals in online arrest reports can bring public judgment and scrutiny, before due process and may bring shame and have long lasting effects on individuals who may never be convicted of a crime. It is likely that this practice has a disproportionate impact on people of color who live in and visit Edina. The EPD posting policy should weigh the impact on an individual's due process and risk to community trust with the benefit to public safety and transparency. Could arrest type and location be posted without naming individuals? Could individual names be posted and removed in 7 days?

Task Force Comments:



Recommendation: PD Data Collection and Management

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

- a. Collect data regularly on community attitudes and perceptions about local law enforcement through an anonymous survey, including race data.
- b. Collect and analyze demographic data, including but not limited to race, on all stops (with outcome, by race), searches and seizures (all detentions) in accordance with 21st Century Policing's best practices
- c. Collect data about non-criminal tickets to create transparency.
- d. Analyze the data on a regular basis and share the information with the public. Put actions in place when adjustments to policy or practices are needed.

Data Supporting Recommendation:

1. Based on feedback from community survey, there is a perception of racial bias in traffic stops and other interactions with the police. Here are some examples of the survey responses:
 - a) One of my biggest observations is how many people of color are pulled over by police officers in the City. In a two week period of time I saw five African-American people pulled over and in that same period of time I saw no white people pulled over.
 - b) Various experiences of police officers using condescending approaches and micro aggressions towards people of color.
 - c) Neighbors call police for suspicious behavior of people of color in their neighborhoods.
 - d) A person of color in the community gets pulled over by police frequently.
 - e) As a person of color, a community member is always concerned about being pulled over.
2. When a racial incident happens, there is no data to confirm or to deny that these incidents are happening in isolation, or if there is a pattern.

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes
What is the community feedback about this recommendation?	See Above
How will the recommendation impact system changes for policies, processes and procedures in the City?	Based on data collected, there may be a need for changes in all three.
Describe how this change impacts racial equity?	If the data shows a pattern of racial bias, policy and procedural changes will bring about racial equity.
What are the unintended outcomes of existing practices?	Lack of trust between the community and police.
Is this a long-term project?	Yes
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Once data is collected, an independent body must analyze the data and provide recommendations based on the outcome. This may require additional resources.



City of Edina Race and Equity
Initiative Working Group
Recommendation

Working Group: **Services**

Submitted By: **S. Allison**

S-1

Recommendation:

Step One: Review Record Management - Data Practices Policy (Data Request) and rewrite this using Obama's Plain Language Initiative Hemingway Application.

Step Two: Have the city review all policies for plain language; all new policies should go through a plain language review.

Data Supporting Recommendation:

In a bubble chart survey conducted by the group, Record Management rose to the top as an area for the group to examine. Daily filing and maintenance of City records do not appear to be an area that would negatively impact people of color. Data Practices Policy (part of Record Management) that explains how to make a Data Request to the City, is difficult to read. It is a "Legalese" style of writing which is necessary to some degree because it is governed by State Statute; however, it could be Written in plain language. This is an area that could impact people of color.

Criteria Checklist:

	Does the City have decision making authority?	Yes
	Is the activity in the scope defined by the City and the Task Force	Yes
	What is the community feedback about this recommendation?	None.
	How will the recommendation impact system changes for policies, processes and procedures in the City?	We see this as a starting point to review all city policies for Plain language purposes.
	Describe how this change impacts racial equity?	Plain language will help everyone but especially people of Color for whom English is a 2nd language.
	What are the unintended outcomes of existing practices?	An individual who struggles with English will have difficulty understanding the process for requesting data and may not complete forms correctly, or may simply give up requesting the data.
	Is this a long-term project?	No
	Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Not necessarily. There is a Records Management Committee that could add this to their agenda.

Working Group Comments:

Task Force Comments:



City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Services

Submitted By: E. Allenberg, B. Hubbard, D. Nye

Recommendation: **Police Community Engagement**

1. *Place the Department Policy Manual on the Department website for public viewing.*
2. *Develop a strategy to improve Police Department communications.* The Work Group feels the department needs to develop an ongoing strategy to publicize and promote the Police Department, including but not limited to the increased aggressive use of social media.
3. *Evaluate and improve the Department's current community outreach programs.* Review current outreach (community involvement) programs, evaluate the efficacy of each of those programs, prioritize department focus to ensure participation of people of color, and introduce new ones as needed.
4. *Build trust between Police and Community.* Create Resident Oversight Board to review complaints of police misconduct.

Data Supporting Recommendation:

*2017 Race & Equity Community Survey information

-Some respondents mentioned that some people of color do not feel welcome in situations that involve Edina police officers.

*"President's Task Force on 21st Century Policing" (2015)

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes
What is the community feedback about this recommendation?	Communities traditionally want a high level of transparency And community engagement with law enforcement. This increases community trust and legitimacy.
How will the recommendation impact system changes for policies, processes and procedures in the City?	See Above.
Describe how this change impacts racial equity?	See Above.
What are the unintended outcomes of existing practices?	Specific communities (communities of color) feeling disengaged and distrustful.
Is this a long-term project?	Yes – Short-Term & Long-Term
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	Yes, this requires more assessment. Depending on the outcome of the analysis, additional resources may be needed to facilitate these recommendations.

Working Group Comments:

Community engagement is key to police accountability, police legitimacy, positive community relationships and crime fighting. The Work Group is hopeful more positive marketing and public relations and giving officers more opportunities to interact with the Edina community will serve these purposes. The Work Group's recommendations are rooted in the following:

Recommendation 1 : Specific sections of the manual include sensitive tactical and operational information that should not



City of Edina Race and Equity Initiative
Working Group Recommendation

Working Group: Services.

Submitted By: E. Allenberg, B. Hubbard, D. Nye

be generally distributed. Placing other non-sensitive policies on the website provides a simple, but meaningful, exercise that shows the community the department is completely transparent about their policies related to officer conduct and performance. It also creates ease for the department and city if someone is looking for a policy. Optimally the manual would be available in multiple languages.

Recommendation 2: Developing a positive message for the police department not only will increase the accountability, transparency and great goodwill, but this goodwill allows the police department to fight crime more effectively through partnership with the community. The Work Group feels it is key for this marketing strategy to acknowledge the different segments and demographics within the Edina community and tailor both outreach and messages for such communities. The Work Group is concerned the current marketing capability is inadequate from a focus perspective for the unique needs of the police department in its important work of connecting with the community. The Work Group also feel this messaging must include interaction with someone who has expertise in policing in general and community policing.

Recommendation 3: The Work Group feels the department could see significant benefit from a strategic, well-executed and consistent community outreach program. The Work Group understands there are many ways the department already engages the community and those efforts are appreciated, but feels these measures could be greatly increased. The Work Group feels a strategy and format should be developed for regular forums, meetings, and other types of public engagement throughout the community. Through this engagement, community members and residents can positively interact with law enforcement, assist in the identification of problem areas and solutions, and influence department programs, services, and policies. The Work Group also feels there is a need to identify communities that are traditionally underserved by current programs and develop outreach programs for these communities.

Task Force Comments:



City of Edina Race and Equity Services
Working Group Recommendation

Working Group: Services

Submitted By: E. Allenberg, B. Hubbard, D. Nye

Recommendation: Police Department Policies

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

Data Supporting Recommendation:

- *2017 Race & Equity Community Survey information
 - Some respondents mentioned a perception that people of color are stopped and/or arrested more often by Edina Police.
 - Some respondents mentioned that some people of color do not feel welcome in situations that involve Edina police officers.
- *"President's Task Force on 21st Century Policing" (2015)

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes
What is the community feedback about this recommendation?	See Above.
How will the recommendation impact system changes for policies, processes and procedures in the City?	After adequate review, these changes would have direct impact on Police Department policies.
Describe how this change impacts racial equity?	If it is determined that any current policies would have a disparaging effect on communities of color, changes to these policies would have a significant impact for racial equity.
What are the unintended outcomes of existing practices?	If policies are not equitable, communities of color could be significantly impacted by Police Department policies.
Is this a long-term project?	Yes – Short-term and Long-term
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	The listed policies should be assessed however, this should not require significant additional resources to complete.



City of Edina Race and Equity Services
Working Group Recommendation

Working Group: Services.

Submitted By: E. Allenberg, B. Hubbard, D. Nye

Working Group Comments:

The department has a very thorough and comprehensive policy manual. When reviewing the manual through the lens of equity and community policing opportunities, the Work Group identified key areas where the department could review policies for possible improvements and to ensure the current policies encourage inclusiveness for all.

Recommendation 1 - External and independent criminal investigations of these incidents is current department practice. However, a review of these policies would be beneficial to ensure transparency.

Recommendation 2 – The Work Group felt that all police departments should periodically review their use of force policies and it would be a good time to make sure the Edina Police Department's Use of Force policy has been reviewed.

Recommendation 3 - Although this is current practice, the Work Group felt requiring this information would provide for transparency and would also serve to protect both the citizens of Edina and arresting officers if there were discrepancies about stop/arrest reasons.

Task Force Comments:



City of Edina Race and Equity
Initiative Services Working Group
Recommendation

Working Group: Services

Submitted By: E. Allenberg, B. Hubbard, D. Nye

Recommendation: Police Department Training Recommendation

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

Data Supporting Recommendation:

- *2017 Race & Equity Community Survey information - some respondents mentioned that some people of color do not feel welcome in situations that involve Edina police officers.
- *"President's Task Force on 21st Century Policing" (2015)
- *Review best practices from the cities, including cities of Seattle and St. Paul.

Criteria Checklist:

Does the City have decision making authority?	Yes
Is the activity in the scope defined by the City and the Task Force	Yes
What is the community feedback about this recommendation?	See Above.
How will the recommendation impact system changes for policies, processes and procedures in the City?	Ensuring that all police officers are properly trained will ensure that all processes and procedures are being correctly implemented.
Describe how this change impacts racial equity?	Ensuring that all police officers are properly trained will ensure that all people of all races are treated equitably.
What are the unintended outcomes of existing practices?	Incidents of police officer implicit bias and a lack of police legitimacy in the eyes of some, or more, members of the community.
Is this a long-term project?	Yes – Short-Term and Long-Term
Is this an area of the City government that needs more assessment and if so, what additional resources will be required?	The Police Department currently puts resources towards successful officer training. Any changes in this area may require additional resources to properly facilitate.

Working Group Comments:

The Department currently takes great pride in having robust and varied opportunities for officers to be well-trained in various aspects of law enforcement. This time and commitment is very valued by the Department, but the Working Group feels it is very important to ensure that there is specific training offered on various subjects dealing with race and equity. This view is rooted in a feeling that the city or Department only get better with more knowledge.

The Working Group suggests any training recommendations are done jointly between department and non-police personnel with recognition that neither entity controls this issue completely.



City of Edina Race and Equity
Initiative Services Working Group
Recommendation

Working Group: Services.

Submitted By: E. Allenberg, B. Hubbard, D. Nye

Task Force Comments:

S-5, S-6, S-7, S-8, S-9

S-5 Parks and Recreation Recommendation One: Parks and recreation programs should start collecting demographic data about program utilization to ensure their programs are being utilized across all Edina residents.

Data Supporting Recommendation: There is currently no data tracking to know if our parks and rec programs utilization and participation are representative of Edina city demographics.

Criteria Checklist:

Does the City have decision making authority? Yes

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many community members of color during the community conversations mention not feeling comfortable at various youth sports programs and recreation programs in Edina.

How will the recommendation impact system changes for policies, processes and procedures in the City? It will depend on the data that is tracked. It could potentially change park and recreation offerings and communications of offerings, but it would depend on analysis of data.

Describe how this change impact racial equality? This is merely the first step in understanding in our park and recreation utilization and making sure it is responsive to all community members.

What are the unintended consequences of existing practices? Certain Edina community members feeling unwelcome at parks and recreation programs, having parks and recreation programs that are not of interest to certain community members, certain programs being cost-prohibitive.

Is this a long term-project? Short and long term.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? Yes, this is purely an assessment request. Additional resources are required from the perspective of setting up accurate data collection processes and back end data analysis.

Working Group Comments:

Task Force Comments:

S-6 Parks and Recreation Recommendation Two: City staff currently oversee certain city associations and city associations utilize city parks and recreation facilities in partnership with the city (Braemar Ice Arena, domed facility, fields, etc...), but do not have any enforcement power or mechanism in place currently to assure that associations are operating in accordance with the city's expectation regarding race equity and inclusion. The city also contracts with outside vendors for parks and recreation programs and needs to establish expectations that all outside vendors will adhere to and established process and procedure for dealing with race based issues and discriminatory practices.

Data Supporting Recommendation: Anecdotal feedback from community surveys: community members of color during the community conversations mention not feeling comfortable at various youth sports programs and recreation programs in Edina.

Criteria Checklist:

Does the City have decision making authority? Maybe

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many community members of color during the community conversations mention not feeling comfortable at various youth sports programs and recreation programs in Edina.

How will the recommendation impact system changes for policies, processes and procedures in the City? It would require a process to be established between the city and sports associations if there are issues involving race based discrimination or equity issues.

Describe how this change impact racial equality? It would allow for an established process to ensure the city has established oversight over the associations under its purview and that utilize its facilities. It would give show Edina residents the city is serious about taking racial discrimination complaints seriously by offering a transparent process.

What are the unintended consequences of existing practices? That there is no oversight and racial biased events could happen without consequence.

Is this a long term-project? Mid to long term. Goal is to improve oversight of internal associations programs and outside vendors management to assure that all activities meet or exceed city goals for race, equity and inclusion.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? The city would need to assess the existing relationship with city associations, where they have existing relationships and oversight and where they don't and if there are opportunities to establish processes. The city needs to review and understand how

their partnerships with city associations in utilization of city facilities give them an opportunity to establish oversight in this area.

Working Group Comments:

Task Force Comments:

S-7 Parks and Recreation Recommendation Three: Improve marketing and communication about parks and recreation programs to different audiences/demographics within Edina (also see marketing recommendations). Intentionally target underrepresented groups. Are current communications effective for underrepresented populations: Channel? Need translation services? This recommendation includes reviewing the parks and rec webpage to ensure it is user-friendly for all audiences.

Data Supporting Recommendation: See data recommendation #1 and marketing data collection recommendation #1. There is little data collected other than anecdotal data

Criteria Checklist:

Does the City have decision making authority? Yes

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many community members of color during the community conversations mention not feeling comfortable at various youth sports programs and recreation programs in Edina.

How will the recommendation impact system changes for policies, processes and procedures in the City? This does not require a change in policy, but potentially a change in marketing and communication practices to identify segments within the community and market/communicate to them based on how they are receptive to communication.

Describe how this change impact racial equality? It could potentially have a very positive impact if community members that are underrepresented in programs feel like they are being more welcomed into the programs and are better educated on what programs exist in the city. The first step is to better understand what barriers there are to utilization of programs and what communication barriers exist.

What are the unintended consequences of existing practices? Under-representation of persons of color in parks and recreation programs, feelings of not belonging.

Is this a long term-project? Short and long term.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? Yes, this would be a two step process in conjunction with our marketing and communications recommendation. One, to better assess and understand how we can communicate better with underrepresented populations and then to change communications practices accordingly.

Working Group Comments:

S-8 Parks and Recreation Recommendation Four: Review price points of park and recreational programs, determine if this is a barrier to utilization and if so, come up with programs to reduce this barrier.

Data Supporting Recommendation: See data recommendation #1.

Criteria Checklist:

Does the City have decision making authority? Yes

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many community members of color during the community conversations mention not feeling comfortable at various youth sports programs and recreation programs in Edina.

How will the recommendation impact system changes for policies, processes and procedures in the City? It could potentially impact pricing structure or the city can look into actively partnering with programs like Edina Give and Go. Highlighting how to give access to programs instead of pricing feeling like a barrier to entry.

Describe how this change impact racial equality? In Edina people of color have a higher rate of poverty than the rest of the population. Pricing structures can greatly impact the ability to utilize programs and the city need to review these structures to ensure that all citizens can access our programs.

What are the unintended consequences of existing practices? Under-representation of persons of color in parks and recreation programs, feelings of not belonging.

Is this a long term-project? Short and long term.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? Yes, this would be a two step process. One, to better assess if pricing is a barrier to utilization of parks and recreation programs and then how does the city affect change accordingly.

Working Group Comments:

Task Force Comments:

S-9 Parks and Recreation Recommendation Five: Recognize the evolving demographics of our community and develop new programming to meet the needs of all community members. Develop new programming for underrepresented community members.

Data Supporting Recommendation: See data recommendation #1.

Criteria Checklist:

Does the City have decision making authority? Yes

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many community members of color during the community conversations mention not feeling comfortable at various youth sports programs and recreation programs in Edina.

How will the recommendation impact system changes for policies, processes and procedures in the City? It could potentially impact pricing structure or the city can look into actively partnering with programs like Edina Give and Go. Highlighting how to give access to programs instead of pricing feeling like a barrier to entry.

Describe how this change impact racial equality? In Edina people of color have a higher rate of poverty than the rest of the population. Pricing structures can greatly impact the ability to utilize programs and the city need to review these structures to ensure that all citizens can access our programs.

What are the unintended consequences of existing practices? Under-representation of persons of color in parks and recreation programs, feelings of not belonging.

Is this a long term-project? Short and long term.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? Yes, this would be a two step process. One, to better assess if pricing is a barrier to utilization of parks and recreation programs and then how does the city affect change accordingly.

Working Group Comments:

Task Force Comments:

S-10

City of Edina Race and Equity Initiative

Services Group - Marketing and Communications Recommendations

Submitted by Chris Smith

Recommendation One: Collect data to determine if media is reaching and whether message pertains to POC in Edina. We feel this is an area the city needs more surveying and a media assessment to understand who reads specific publications/channels and if city publications are not reaching/resonating with POC, this can be a barrier to feeling welcome in the city and to accessing programs and institutions.

Data Supporting Recommendation: There is currently no data tracking to know if the current marketing and communications from the city effectively communication with all demographics within the city.

Criteria Checklist:

Does the City have decision making authority? Yes

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many persons of color report not feeling welcome at many places within the city, nor do they utilize programs within the city. While working on the institutions and services themselves is important, how we message and communicate to persons of color is also an important aspect of city services.

How will the recommendation impact system changes for policies, processes and procedures in the City? It will depend on the data that is tracked. It could potentially change city communication processes.

Describe how this change impact racial equality? Proactive inclusion.

What are the unintended consequences of existing practices? Continued perception that POC are not supported or encouraged by the community.

Is this a long term-project? Continuous.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? Yes, this is purely an assessment request. Additional resources are required from the perspective of setting up accurate data collection processes and back end data analysis.

Working Group Comments: Part of the recommendation of the initiative should be marketing so that the whole community understands the goal of inclusivity. Would be nice for the city to host community cultural events and market them via city communications; spotlight minority owned businesses in city publications, etc...

Task Force Comments:

S-11

Recommendation Two: Create a holistic communications strategy with a racial equity lens in mind.

1. Make sure all demographics within the city are communicate to via appropriate channels and messaging. Review if translation services are needed.
2. Share best practices within other city departments to determine overall best practices from a communications perspective.
3. Find new ways to communicate with POC in our community.
4. Highlight POC, cultural events and more in city publications = are our publications truly a reflection of the demographics of our city?

Data Supporting Recommendation: There is currently no data tracking to know if the current marketing and communications from the city effectively communication with all demographics within the city. But many persons of color report not feeling welcome at many places within the city, nor do they utilize programs within the city. There could be a correlation between these two things.

Criteria Checklist:

Does the City have decision making authority? Yes

Is the activity in the scope defined by the City and the Task Force? Yes

What is the community feedback about this recommendation? Many persons of color report not feeling welcome at many places within the city, nor do they utilize programs within the city. While working on the institutions and services themselves is important, how we message and communicate to persons of color is also an important aspect of city services.

How will the recommendation impact system changes for policies, processes and procedures in the City? It will change how we communicate to being more inclusive and strategic.

Describe how this change impact racial equality? Proactive inclusion.

What are the unintended consequences of existing practices? Continued perception that POC are not supported or encouraged by the community.

Is this a long term-project? Continuous.

Is this an area of the City government that needs more assessment and if so, what additional resources will be required? Potentially more communications/marketing resources; this will

require a more strategic approach to communication, potentially creating new channels for communication, translation services, reviewing current best practices, etc...

Working Group Comments: Part of the recommendation of the initiative should be marketing so that the whole community understands the goal of inclusivity. Would be nice for the city to host community cultural events and market them via city communications; spotlight minority owned businesses in city publications, etc...

Task Force Comments:

TASK FORCE RECOMMENDATION:

City of Edina Race and Equity Initiative

Submitted by: Task Force

TF – 1 Recommendation: Racial Equity Accountability Measures

1. Hire or identify a Race Equity manager/director, whose accountabilities include oversight of the Racial Equity Implementation Plan, monitoring, assessing and evaluating progress toward goals. This person should be part of the City's Leadership Team.
2. Create an ordinance that staff shall provide an annual report to Council and the public on progress toward established racial equity goals. Provide quarterly/interim progress reports to the City Manager and HRRC. Reporting can be provided to other Boards and Commissions on elements of the plan within their scope of work at least annually.
3. Include execution of race equity implementation plan as a formal annual performance goal for all City Executive Leadership.
4. Include the implementation of recommendations on each department's workplan on an annual basis.
5. Develop communications plan, including an asset-based narrative about the focus of this work that reflects community voice.
6. Keep the Race Equity Task Force in place through the development of the operational plan to provide a community feedback loop. Staff could utilize the task force and working groups to answer questions and offer feedback, May – August 2018. RETF would also review implementation report and offer community comment (similar to an Advisory Communication) on the implementation report in Oct. 2018.

Data Supporting Recommendation

The comparison city of Bellevue, WA, "Diversity Advantage Initiative" provided 60 recommendations for the City and the community to fulfill. It includes a robust staffing model, stated commitments, website presence including regular progress updates to the public, guiding principles and other elements.

The comparison city of Appleton, WI, has a full-time Diversity and Inclusion coordinator in the Mayor's Office. <https://www.appleton.org/government/mayor-s-office/diversity-inclusion>

Criteria checklist:

Does the city have decision-making authority?	Yes
Is the activity in the scope defined by the City and the Task Force?	Yes

What is the community feedback about this recommendation?	The task force and working groups want to ensure that there are a comprehensive set of accountability measures to ensure implementation of the recommendations.
How will the recommendation impact system changes for policies, processes and procedures in the City?	This recommendation works to integrate and embed racial equity into decision-making structures of the city and creates the infrastructure, staffing and support to ensure the effort is broad and sustained.
Describe how this change impacts racial equity	This recommendation is about integrating racial equity across work streams, departments and leadership accountabilities.
What are the unintended outcomes of existing practices?	If these accountability mechanisms are not enacted, we risk making little progress on the recommendations.
Is this a long-term project?	No

Working Group Comments:

Task Force Comments:

This is one of the most important recommendations to implement early, as it sets the framework for decision-making chains and direction for leadership and staff.

TF-2

City of Edina Race and Equity Initiative

Working Group: Institutions

Working Group Recommendation

Submitted by: K. Bass

Recommendation:

Attribution for historically significant contribution of Yancey Family to Edina's history

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

Data Supporting Recommendation

Beverly Claiborne (BC) Yancey was a Union soldier in the Civil War, a farmer, a founding member of the local Grange and the recorder for the 1888 vote that created the Village of Edina. In fact, the decision to name the city "Edina" was not without controversy. Yancey appeared to have served something of a peacemaker and mediator role in the debate. "Meeting was somewhat boisterous for a few minutes until, through the efforts of Mr. Yancy, order was restored. "

<https://edinamn.gov/1016/Edinas-Name>

The whole family played a prominent role in Edina's early days. BC served on the Village Council. The Yancey berry and potato farm was located at present day Hwy 100 and Eden Ave, where city hall now sits. His wife, Ellen Maria Bruce Yancey, founded the first PTA in Edina.

BC is described as "industrious" with an interest in self-improvement. He was trusted, serving as a "gatekeeper" of the Grange, which at the time operated as a "secret society."

The Yanceys were one of at least 17 Black families that lived in Edina between the Civil War and the 1930s. The reasons for the families' departure from the city in the early part of the 20th century has been a subject of study and speculation, but may be linked to the racial covenants introduced during the development the Country Club neighborhood in the 1920s and increasing white racial animus of post-Civil War Reconstruction.

<http://www.startribune.com/edina-s-historical-mystery-black-flight/184985461/>

<https://hennepinhistorymuseumblog.wordpress.com/2017/03/06/maggie-yanceys-1881-geology-book/>

<http://yanceyfamilygenealogy.org/edina.htm>

Criteria checklist:

Does the city have decision-making authority?	Yes
Is the activity in the scope defined by the City and the Task Force?	Yes
What is the community feedback about this recommendation?	According to the 1-1-13 Star Tribune article, "With city redevelopment plans for the nearby Grandview area advancing, some residents have suggested that the Yancey name should be used somewhere to salute the prominent role the family played in Edina's early days."
How will the recommendation impact system changes for policies, processes and procedures in the City?	It will not. This is largely symbolic.
Describe how this change impacts racial equity	The acknowledgement of the important contributions of a Black family in the very establishment of the City would signal inclusion and belonging of residents of color.
What are the unintended outcomes of existing practices?	The omission of the Yanceys from public discourse and spaces has hidden the contribution of Black families to the early years of the Village, while many white City leaders are acknowledged in street names, public parks and

	on the walls of City Hall. This erasure serves to perpetuate the idea that Edina “has always” been a white enclave. That is not the case.
Is this a long-term project?	No

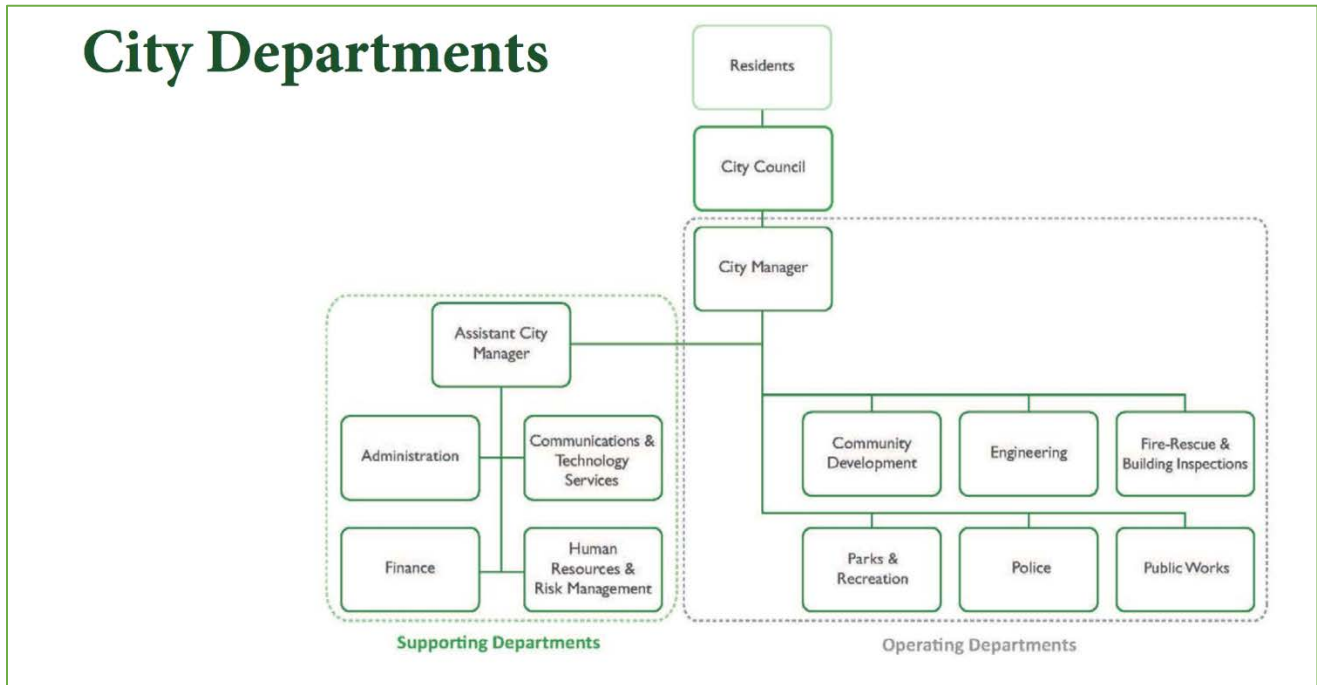
Working Group Comments:


BC and Ellen Yancey were a founding family of Edina, have been deceased for 100+ years and influenced Edina’s history.

Task Force Comments:

Appendix A

City Government Structure and Departments Functions



Department Functions		Administration	
		 The CITY of	
		<div>City Manager</div> <div>Assistant City Manager</div>	
<ul style="list-style-type: none"> Backup to City Manager Boards & Commissions 		<ul style="list-style-type: none"> Economic Development Neighborhood Associations 	<ul style="list-style-type: none"> Elections Records Licenses
<ul style="list-style-type: none"> Liquor Store Operations Sustainability 			
Supporting Departments		Operating Departments	
<div>Human Resources</div> <ul style="list-style-type: none"> Recruitment & Selection Compensation & Benefits Employee & Labor Relations Employment Policies Performance Management Training & Development Risk Mgmt, Safety & Worker's Comp Payroll 		<div>Police</div> <ul style="list-style-type: none"> Patrol Investigations Dispatch Records Community Health 	<div>Fire</div> <ul style="list-style-type: none"> Fire Suppression & Prevention Emergency Medical (ALS) Emergency Preparedness Building Plan Review Building Permits Building Inspections South Metro Training Facility
<div>Communications & Technology</div> <ul style="list-style-type: none"> Media & Publications Marketing Print Media and Video Web Site & Social Media Network Management Telecommunications End-user Support & Training GIS 		<div>Engineering</div> <ul style="list-style-type: none"> Design Project Management Environmental Services 	<div>Parks & Recreation</div> <ul style="list-style-type: none"> Recreation Programs Parks Maintenance Braemar Golf Braemar Arena & Field Edinborough Park Centennial Lakes Aquatics Center Arts Center
<div>Finance</div> <ul style="list-style-type: none"> Budget Investments Accounts Payable Accounts Receivable 		<div>Public Works</div> <ul style="list-style-type: none"> Street Maintenance Utility Operations Fleet Maintenance Facilities Management Electrical HVAC 	<div>Community Development</div> <ul style="list-style-type: none"> Planning Zoning Heritage Preservation Sign Permits Residential Redevelopment Residential Appraisal Commercial Appraisal

Appendix B

Police Report for October 14th, 2016 Incident

Full Report: [Click Here](#)

I N C I D E N T D A T A	Agency Name <i>Edina Police Department</i>		INCIDENT/INVESTIGATION REPORT				Case# <i>16-003134</i>	
	ORI <i>MN0270600</i>						Date / Time Reported <i>10/12/2016 11:46 Wed</i>	
	Location of Incident <i>5900 Xerxes Ave S - BLK, Edina MN 55410-</i>		Premise Type		Zone/Tract <i>B1</i>		Last Known Secure <i>10/12/2016 11:46 Wed</i>	
							At Found <i>10/12/2016 11:46 Wed</i>	
D E T A I L M O	#1	Crime Incident(s) <i>Disturb Peace-disorderly Conduct</i>	(Com) <i>M</i>	Weapon / Tools <i>NONE</i>		Entry		Exit
								Security
	#2	Crime Incident <i>Traf-pedestrian-fail To Obey Traffic Signal -</i>	(Com) <i>M</i>	Weapon / Tools		Entry		Exit
								Security
	#3	Crime Incident	()	Weapon / Tools		Entry		Exit
								Security
V I C T I M	# of Victims <i>1</i>		Type: SOCIETY/PUBLIC		Injury:			
	Victim/Business Name (Last, First, Middle) <i>State Of Minnesota</i>		Victim of Crime # <i>1</i>		DOB <i>Age</i>		Race Sex Relationship To Offender Resident Status Military Branch/Status	
	Home Address						Home Phone	
	Employer Name/Address				Business Phone		Mobile Phone	
	VYR	Make	Model	Style	Color	Lic/Lis	VIN	
	CODES: V- Victim (Denote V2, V3) O = Owner (if other than victim) R = Reporting Person (if other than victim)							
O T H E R I N V O L V E D	Type: INDIVIDUAL/ NOT LAW ENFORCEMENT		Injury:					
	Code <i>MO</i>	Name (Last, First, Middle) <i>BAKER, THERESA</i>	Victim of Crime #		DOB <i>Age 30</i>		Race Sex Relationship To Offender Resident Status Military Branch/Status	
	Home Address						Home Phone	
	Employer Name/Address <i>Municipal Building Commission</i>				Business Phone		Mobile Phone	
	Type:		Injury:					
	Code	Name (Last, First, Middle)	Victim of Crime #		DOB <i>Age</i>		Race Sex Relationship To Offender Resident Status Military Branch/Status	
P R O P E R T Y	Home Address						Home Phone	
	Employer Name/Address				Business Phone		Mobile Phone	
	1 = None 2 = Burned 3 = Counterfeit / Forged 4 = Damaged / Vandalized 5 = Recovered 6 = Seized 7 = Stolen 8 = Unknown (“OJ” = Recovered for Other Jurisdiction)							
	VI #	Code	Status Pmt/Id	Value	OJ	QTY	Property Description	Make/Model
								Serial Number
Officer/ID# <i>OLSON, T. F. (142)</i>								
Invest ID# <i>(0)</i>		Supervisor <i>(0)</i>						
Status	Complainant Signature		Case Status <i>Cleared By Arrest</i>		<i>10/12/2016</i>		Case Disposition: <i>Page 1</i>	
<i>R_CS11BR</i>		Printed By: <i>LOLSON, 4011</i>		<i>Sys#: 239176</i>		<i>10/20/2016 12:01</i>		

Appendix C
Facilitator RFP



City of Edina Race & Equity Request for Proposal

RFP PROCESS

TIMELINE

Proposal Submittal Deadline: April 14, 2017

Interviews for Selected Deadline Consultants: Week of April 24,

2017 City Council Approval of Consultant Contract: May 2, 2017

LIMITATION

The Request for Proposal does not commit the City of Edina (City) to award a contract or pay any cost incurred in the preparation of the proposal. The City reserves the right to reject any of all proposals or portions thereof, to accept a proposal or portion thereof, and to waive any informality.

QUESTIONS

All questions regarding this request for proposal should be directed to Project Coordinator, MJ Lamon by April 5.

MJ Lamon
Project Coordinator
mlamon@edinamn.go
[v 952.826.0360](tel:952.826.0360)

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Project Introduction	2
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Submission Contents.....	7
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City of Edina Race & Equity Request for Proposal

PROJECT INTRODUCTION

SITUATION

The City of Edina wants to be known as a welcoming community that values the diverse communal contributions and quality of life for all residents, employees, and visitors within our community. Incidents within our community have created an opportunity to look at policy and procedures that have in the past and could in the future provide unequal treatment of our community members. Our goal is to take a proactive approach to identify, repair and prevent future disparate outcomes within our community through city policies and procedures. Trust by all our community members that our policies and operating practices are equitable to our diverse community's needs will improve the quality of life for our community members and provide a trusting environment to live, work and play.

The City of Edina is seeking a firm or team to facilitate a community task force and working groups to accomplish the following objectives.

PROJECT OBJECTIVES

- Identify race-based disparities in Edina's city government facilities, services, and institutions.
- Propose remedies and solutions to the city government policies and operating practices that are creating the disparities.

WORK FLOW

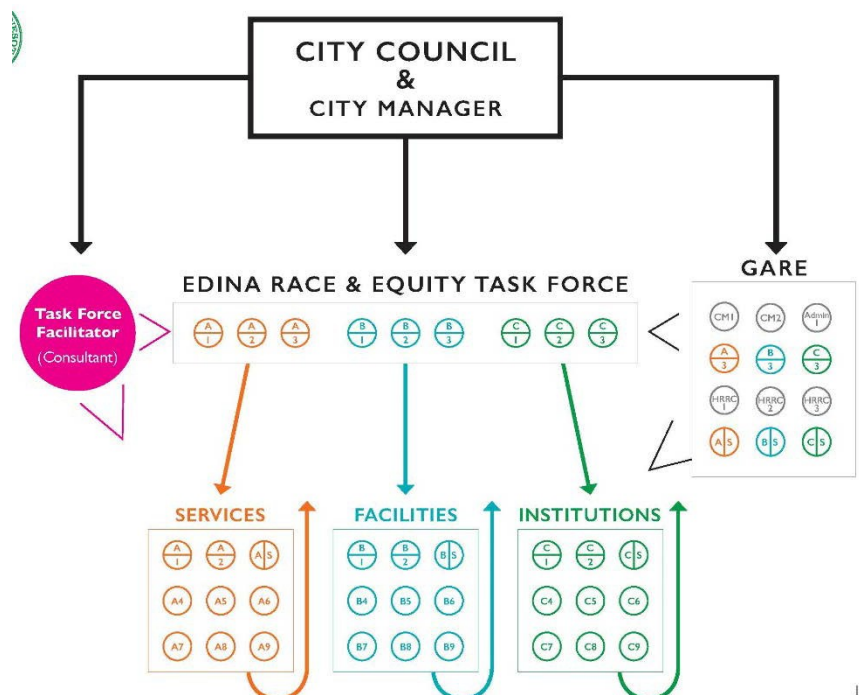
The firm or team will work directly with the Race and Equity Task Force and report to the City Manager.

TASK FORCE

The City of Edina has convened an Ad Hoc Task Force to ultimately make a recommendation on policies, practices and strategies for the City of Edina to address, identify and eliminate disparities.

WORKING GROUPS (WG)

The City also created civilian working groups who will focus on one of the three following areas: Facilities, Services, and Institutions. The working groups will advise and report to the Race and Equity Task Force.





City of Edina Race & Equity Request for Proposal

GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE) TEAM

GARE is a national network of governments working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are: making a commitment to achieve racial equity; focusing on the power and influence of their own institutions; and working in partnership with others.

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

Edina has nine representatives in the 2017 GARE Minnesota cohort comprised of City staff, an elected official, and Human Rights and Relation Commissioners. These representatives are also involved in the Task Force and Working Groups and will bring their learnings to help those groups achieve optimal outcomes.

ORGANIZATION BACKGROUND

The City of Edina is home to more than 50,000 residents. It is a first-ring suburb located in Hennepin County and bisected by major highways, making it highly accessible to all within the metro area. From its incorporation in 1888 as a milling area on the banks of Minnehaha Creek, Edina has evolved to be a model among municipalities in the Twin Cities metropolitan area. The City offers high quality single and multifamily housing along with successful commercial and retail centers in Southdale and its thriving downtown area at 50th and France, among others.

The City of Edina employs over 250 people and more than 300 seasonal workers, many of whom serve at its seven enterprise facilities. Three school districts serve Edina families: Edina, Richfield, and Hopkins. The City of Edina is known for excellent city services and sound fiscal management.

VISION EDINA

The City completed a visioning process in 2015. Vision Edina is a long-term strategic framework that informs the community and our decision-making to remain a relevant, competitive, resilient and progressive city. Five feature areas emerged through the Vision Edina process and now define the future of the community.

- 1) Inclusive and Connected
- 2) Built-To-Scale Development
- 3) Sustainable Environment
- 4) Community of Learning
- 5) Future-Orientated

"Edina holds a well-earned reputation as a city of choice. It is the model of a successful, mature, and progressive urban community, that strives to lead in a modern and evolving world. We maintain our heritage and attractiveness, and afford our residents the highest quality of life, while actively embracing the future."



City of Edina Race & Equity Request for Proposal

EDINA'S MISSION

"Our mission is to provide effective and valued public services, maintain a sound public infrastructure, offer premier public facilities and guide the development and redevelopment of lands, all in a manner that sustains and improves the health and uncommonly high quality of life enjoyed by our residents and businesses."

DEMOGRAPHICS

- | | |
|---------------------------------|--|
| □ Population = 50,138 | □ Population under age 18 = 18.2% |
| □ 45 Neighborhoods | □ Population over age 65 = 20.3% |
| □ Ownership Rate = 73.5% | □ Median Age = 44.7 years of age |
| □ Median Home Value = \$466,500 | □ 16 Square Miles |
| □ 208 miles of city streets | □ 77 miles of sidewalks |
| □ 43 Parks and open spaces | □ 285 FT City employees |
| □ 15 City Facilities | □ 300-700 PT and seasonal City employees |

SCOPE OF WORK

The consultant will take a lead role in all public forums, workshops, meetings, and hearings. City staff shall be available to the consultant in a supporting role, consisting of scheduling and meeting arrangements for meetings, during this period. The consultant will work closely with the appointed Task Force and report to the City Manager.

PURPOSE

The purpose of this initiative has not been designed to investigate and remedy any specific city government employee group, department, function, activity or program. It has been designed to examine our entire array of policies and operations. The project is limited to the policies and operations that are under the control of the Edina city government and its elected leaders so that Edina city government could, at Council discretion, modify the project to achieve the desired outcomes.

METHODOLOGY

The suggested methodology for the process is "Assess-Plan-Act-Evaluate", or APAE. The consultant should use this methodology when presenting their proposal.



City of Edina Race & Equity Request for Proposal

Phase 1 - Assess – This is the discovery stage where more questions are asked than answered. For example, what are examples of racial disparities in city services? Or, is there evidence that institutional bias is repressing people of color from participating on City boards and commissions? At the end of this stage, we have narrowed our planning focus and identified priorities and opportunities. This phase of the process is characterized by inquiry processes such as public meetings, community conversations, web-based forums, personal testimony, etc.

Phase 2 - Plan – During the planning stage, the task force and working groups are researching and proposing potential solutions to the problems and opportunities identified during the Assess stage of the process. At the end of this stage, the task force will present its prioritized list of important actions, accompanied by a timeline and a description of desired outcomes and results.

Phase 3 - Act – The Act stage begins to shift the process from the task force to City Council and staff. Task force members and working groups remain engaged during the Act stage to assist in supporting the plans and recommendations, and to serve as an agent of accountability.

Phase 4 - Evaluate – The final stage of the APAE process is evaluation. The evaluation stage makes heavy use of the task force to measure and report the outcomes and results of the City's planning and acting efforts. The task force reports its findings directly to the City Council. The consultant will support the Task Force to identify outcomes and measures that can be tracked over time as part of ongoing continuous improvement and accountability. If necessary, the Evaluate stage of the process can lead directly into a new round of APAE process with a new Assess stage.

EXPECTATIONS

The City expects the facilitator to demonstrate their comfort and experience holding and applying a racial equity lens while completing the following tasks.

Analyze the current state of Edina's facilities, services, and institutions

- Assist with inventory procurement process.
- Initial meeting with City staff and Task Force to review the project scope, work program, overall schedule, and to set dates for significant public meetings/workshops.
- Obtain and review existing documents relevant to the project.

Facilitate the community engagement efforts

- Create and lead a public engagement process to obtain input, guidance, and opinions on the areas of potential change, and build consensus on the future of these areas of change and develop goals for future programs.
- Develop innovative ways to engage the community.
- Develop partnerships with community organizations.



City of Edina Race & Equity Request for Proposal

Develop proposals and ideas based on the input received for the task force to review

- Conduct weekly review meetings and/or phone conferences with City staff to discuss project progress.
- Conduct meetings with key elected and appointed officials.
- Make periodic presentations to the Human Rights and Relations Commission and to City Council to update them on project progress. Some of these sessions may be joint meetings.
- Conduct monthly review meetings with the Task Force to discuss project progress.

Assist the Task Force with creating a recommendation to Council

- Develop goals and objectives.
- Create presentations and reports to support the recommendations.
- Assist the Task Force in understanding community input and developing recommendations.

Provide an implementation plan around the recommendations

- Develop implementation strategies

PROPOSED TIMELINE

May 2, 2017	City Council approves facilitator contract
May 2, 2017	Task force, WG begin formal meetings; Phase 1 begins
June 16, 2017	Phase 1 ends; report prepared for Council review
June 20, 2017	Council reviews Phase 1 Report and provides direction for Phase 2
June 26, 2017	Phase 2 begins
August 30, 2017	Phase 2 ends; report prepared for Council review
September 6, 2017	Council reviews Phase 2 Report and provides direction for Phase 3
December 12, 2017	Phase 3 ends; report prepared for Council review
December 19, 2017	Council reviews Phase 3 Report; provides direction for Phase 4
December 20, 2017	Phase 4 begins
February 27, 2018	Phase 4 ends; report prepared for Council review
March 6, 2018	Council reviews Phase 4 Report; provides direction for the future

BUDGET

This project is budgeted at \$60,000.

DELIVERABLES

At the end of this project the City of Edina will be able to:

- Identify areas where change is needed and implement policies and procedures that provide for equal treatment of our community members. This project will also



City of Edina Race & Equity Request for Proposal

- Create the ability to make continuous improvements in the areas which could have a potential for unequal treatment in our diverse and every changing population, services, facilities and institutions.
- Attach research, verifiable data and public opinion as to Edina's current and future needs.

SUBMISSION CONTENTS

The Proposal response should be fully self-contained, and display clearly and accurately the capabilities, knowledge, experience, and capacity of the respondent to meet the expectations the project.

REQUIRED CONTENT

At a minimum, the proposal should include the following information:

A. Overview & Qualifications:

- Firm Description
- Types of service(s) provided
- Community partnerships or collaborations
- Achievements, strengths and specialty of the proposer
- Philosophy and experience providing services like this project
- Project Team (and sub-consultants, if applicable) by expertise including education and training

B. Project Examples

- Provide past examples of similar projects or assignments completed by the proposer (and sub-consultants, if applicable)
- Describe how the team has performed
- Explain final outcomes of the past projects or assignments
- Provide professional references and contact information

C. Approach & Ability

- Describe in detail the proposers approach to fulfilling the scope of work
- Describe how the team has performed in the past on projects or similar assignments
- Provide a community engagement plan using a variety of techniques and approaches in addition to traditional methods
- Provide a meeting schedule for the following groups: Task Force and Working Groups (monthly), City Council (minimum 5), City Staff (monthly), and the Human Rights and Relations Commission (minimum 3).

D. Price

- Provide the total cost to complete the project
- Include a rate schedule breakdown by professional service



City of Edina Race & Equity Request for Proposal

SUBMISSION INSTRUCTIONS

The proposer should submit:

- Twelve (12) bound copies
- One electronic copy on a flash drive

Submit copies and the flash drive to:

City of Edina Administration Department / MJ
Lamon 4801 West 50th Street
Edina, MN 55424

Submittal Deadline: Friday, April 14 no later than 4:00 pm.

Interviews with the most qualified firms will be held on the week of April 24, 2017.

To be considered, all requested information below and above shall be submitted. The City will not be responsible for proposals delivered to a person/location other than that specified above.

EVALUATION CRITERIA AND PROCEDURES

SELECTION TEAM

The Race & Equity Task Force will rate prospective consultants for this work using only objective criteria based upon the information obtained from the proposal.

The consultants with the highest ranking based on experience and qualifications as described in the proposal will be invited for interviews. The proposed project manager and personnel will be requested to represent the firm at the interviews.

SELECTION CRITERIA

The task force will evaluate the applicant's proposal answers to the questions below.

- A. *Explain why your organization can do this work.*** Rated on background, services provided, strengths, experience, and technical qualifications of the organization and personnel. (20 points)
- B. *Provide examples of similar projects.*** How has the organization and the personnel proposed for this project, performed in the past on similar assignments? Provide detailed case studies. Provide professional references for organization and sub-contractors, if applicable. (30 points)
- C. *In detail, describe how your organization will approach this work?*** Outline the proposed approach to the project incorporating the recommended methodology. This section should demonstrate the organizations ability to meet tasks outlined in the Expectations section. (40 points)
- D. *Price.*** Provide the total cost to complete the project and the breakdown of each professional's rate schedule. (10 points)



City of Edina Race & Equity Request for Proposal

SELECTION PROCEDURES

Consideration of a prospective consultant's (firm's) proposal will be made only if the prospective consultant meets all the minimum requirements of this RFP.

Request for Supplemental Information

The City reserves the right to require, from any or all consultants (firms), supplemental information that clarifies submitted materials.

Questions

All questions regarding this solicitation should be directed to the City representative listed in this RFP. Do not attempt to contact other City staff members regarding your submittal or any related proposal submittal.

Incomplete Proposals

Incomplete and/or unsigned submissions will not be considered. However, if a submission is incomplete, and if it appears that the omission can be corrected promptly, the affected firm may be contacted and offered the opportunity to complete the proposal and provide the required information within a prescribed period, which will not be extended. If a firm does not respond within the time stated, the Proposal will not be considered.

Rejection of Submitted RFP

Proposals that are not current, accurate, and/or completed accurately in accordance with the prescribed format shall be considered non-responsive and eliminated from further consideration.

Selection Process Termination

The City reserves the right to terminate the selection process, at any time, without making an award to any or all consultants.

Disqualification

Factors such as, but not limited to, any of the following may be considered just cause to disqualify a proposal without further consideration:

- ❑ Any attempt to improperly influence any member of the selection staff;
- ❑ Existence of any lawsuit, unresolved contractual claim or dispute between consultant and the City;
- ❑ Evidence of consultant's inability to successfully complete the responsibilities and obligations of the proposal; and
- ❑ Consultant's default under any agreement, which results in termination of the agreement.

Appendix D

Citizens League RFP Submission

SUBMISSION TO CITY OF EDINA RACE & EQUITY REQUEST FOR PROPOSAL

The Citizens League and its partners (sub-consultants) are submitting this proposal in response to the City of Edina's Race & Equity Request for Proposal (RFP). The City of Edina has articulated the following objectives for the project, which we believe we can meet:

- Identify race-based disparities in Edina's city government facilities, services, and institutions.
- Propose remedies and solutions to the city government policies and operating practices that are creating the disparities.

Through our process of one-on-one meetings and facilitated convenings, we will be able to assist the City of Edina:

- Identify areas where change is needed and implement policies and procedures that provide for equal treatment of our community members.
- Create the ability to make continuous improvements in the areas which could have a potential for unequal treatment in our diverse and every changing population, services, facilities and institutions.
- Provided written reports based on research with verifiable data and public opinion as to Edina's current and future needs.

A. PROJECT TEAM: QUALIFICATIONS AND SERVICES PROVIDED

The Citizens League rarely completes a project alone. Since most of the problems the Citizens League wants to solve are large and complex, we subscribe to a collective impact model, relying heavily on collaborations with partners who bring in their expertise, experience, and their networks so that a project can succeed. The Citizens League's point of difference is our constant and unwavering focus on politically viable recommendations. While we are skilled community facilitators—able to engage stakeholders at all levels—where we excel is taking insights from facilitated conversations and research and advancing these towards recommendations and final implementation. Our ability to collaborate and effectively share resources has earned us the badge of being a trusted partner. Below is the team we have assembled for this project.

CITIZENS LEAGUE

Since 1952, the Citizens League has created common ground across parties and ideologies to solve some of the biggest challenges facing Minnesota. From charter schools to the "MN Miracle" to the Metropolitan Council, the League's tradition of informing and engaging Minnesotans has resulted in real and lasting innovations in public policy and improvements in Minnesota's quality of life. The Citizens League is non-partisan and multi-issue.

The Citizens League's mission is to champion the role of all Minnesotans to govern for the common good and promote democracy. We do this by developing civic leaders in all generations so that they can effectively organize and cultivate the individuals and institutional relationships necessary to achieve these goals. In so doing, we help to create the sustaining civic infrastructure needed to govern and solve problems for the common good in and across all institutions.

Services Provided:

- Serve a primary contact to City of Edina. This will include but not limited to:
 - Monitoring and report on progress on project.
 - Deliver written reports on time.
- Manage sub-consultants
 - Each partner will adhere to Citizens League principles and values. (See attached Citizens League Governing document.)

For this project, the Citizens League will be bringing on two sub-consultants as partners:

JOI UNLIMITED

Dr. Joi Lewis is the founder of Joi Unlimited, a crisis, conflict and change management firm specializing in transformation of systems and self for collective and individual liberation, www.joiunlimited.com

Joi Unlimited's niche is holding space for communities, cities, non-profits, faith-based and educational organizations to build connections across differences and navigate challenging situations in professional and personal journeys. Joi Unlimited is unique in its approach because of its **coaching and consulting team is comprised of those most affected by structural inequality and/or those most committed to transforming those structures.** Joi Unlimited values those experiences and commitments as high

intellectual, cultural and economic capital. Joi Unlimited values content experts who possess a high degree of emotional intelligence to fulfill a growing need for skilled cultural brokers and interpreters of community, organizations, government, and private agency culture. Joi Unlimited is often called to use their strengths in facilitation and communications around issues of mindful leadership, creating a sense of belonging, building authentic relationships across difference, holding space for courageous conversations and social justice for self and systems change.

The coaching and consulting team of Joi Unlimited is skilled at interrupting the notion of monolithic leadership in an effort to increase public trust for organizations, institutions, and cities to address crisis, conflict and change. The firm is in the business of transformation of self and systems through the theoretical framework of The Orange Method (OM), which includes the principles and practices of: radical-self-care (healing justice), radical hospitality (diversity, inclusion and equity/social justice) and radical leadership (creating a sense of belonging) as pathways to building effective and well organizations, communities and cities. OM is grounded in the values of personal and collective responsibility. OM ensures that people of color, women, young people and their allies are at the core of the work. The Orange Method is built on principles and practices of restorative social justice, mindful leadership, and building a sense of belonging. The process of transformation is accessed through coaching and consulting sessions, workshops, guided meditation, healing circles, retreats, and community gatherings. The firm provides organizational consultation and executive/leadership coaching as both architects and developers of capacity building for organizations and leaders to not only manage, but deeply engage with conflict, crisis and change.

Services Provided:

- Key facilitator for race-based discussions.
- Review and synthesize finding from discussions.
- Provide input on reports.

TURNLANE

Founded on the idea that vibrant, diverse communities are only built and rebuilt upon authentic human connection, turnlane was created to support relational capacity building at a community level. In this work, turnlane partners with the courageous leaders, teams, and organizations that serve community change efforts in the health, aging, and social justice arenas.

The sweet spot of turnlane's competency set is in the development and facilitation of community process toward social progress. This work includes collective trust building, shared agenda creation, stakeholder value mapping, assessment and analysis of the current state, implementation of shared priorities and initiatives, and evaluation of interventions and initiatives. The result is sustainable, collective progress on the most pressing needs of a given community.

Services Provided:

- Lead the current state assessment and analysis of Edina's facilities, services, and institutions. This may include but is not limited to:
 - A series of one-on-one meetings with both Edina city employees and Edina residents.
 - Facilitate smaller convenings (example: convene separate conversations for each workgroup, etc.)
- Provide facilitation support to Dr. Joi Lewis.
- Design an action plan based on the shared priorities and desired outcomes that will support lasting community change, specifically in the areas identified where change is most needed.
- Lead in drafting and publishing written reports to support action planning and implementation (including phase reports and final report).

B. PROJECT EXAMPLES

City of Minneapolis Dialogue and Action Convening (Joi Unlimited)

Since 2015, Joi Unlimited has been the lead facilitator holding space for strategic and meaningful conversations in the city of Minneapolis, between city leaders (mayor's office, city attorney, Minneapolis police department, the Police Oversight Committee, leaders of Black Lives Matter, NAACP and Neighborhoods Organizing for Change. Dr. Joi Lewis has also been a lead facilitator nationally for the National Initiative for Building Trust and Justice in Communities, sponsored by the Department of Justice.

This work began in the summer of 2015, before the shooting of Mike Brown in Ferguson and has continued after the shooting of Jamar Clark in Minneapolis. Dr. Joi continues to lead this work with key leaders from the entities named above as well as

broader community conversations. This work has been extremely successful as evidenced by the city and community leaders remaining committed to coming to the table at least monthly to address the on-going challenges experienced in the city, particularly after civil unrest.

Outcomes and On-going Work

Despite the fact that challenging situations have persisted in the city of Minneapolis, much progress has been made through these unlikely relationships being built between community and city leaders. The work is sponsored by the Minneapolis Foundation and the focus now is on what does “Safety Beyond Policing” look like. A city-wide convening is being planned with national thought leaders on this subject for the summer 2017.

References for this work:

1. Nicole Archbold- City of Minneapolis Mary Betsy Hodges Office
612.558.1622, Nicole.archbold@minneapolismn.gov
2. Medaria “Rondo” Arradondo, Deputy Police Chief, City of Minneapolis
612.673.3550, medaria.arradondo@minneapolismn.gov
3. Lena Gardner, Black Lives Matter- Minneapolis and BLUU,
612.747.2324, lenakatherine@gmail.com
4. Luz Maria Frias, CEO- YWCA Minneapolis
612.215.4135, lfrias@ywcamppls.org

The Mill City Kids Initiative (turnlane)

Given the ongoing educational and socioeconomic disparities that persist among populations of children across the state of Minnesota, a coalition of cross-sector stakeholders convened in the fall of 2015 to explore ways to foster needed community and systems change.

Through months of intentional trust-building and shared agenda creation that was co-led by Alex Clark, the Mill City Kids Initiative was born to address the impacts of structural racism and historical trauma on children (ages prenatal to five) within African American and Native American communities. The process identified the following Theory of Change elements:

- **Frame** child (prenatal to age 5) well-being within the context of historical trauma and structural racism
- **See** each individual’s stake in the issues surrounding these children and the responsibility to respond differently
- **Mobilize** leaders across systems to foster needed short-term change
- **Adopt/Invest In** child, family, and community-centered approaches

This process included broad engagement from various stakeholders, which included: people and families within the African-American and Native American communities, government leaders (city, county, and state), health care, child protection, housing, social services, education, and early childhood development.

Outcomes and On-going Work

Today, the Mill City Kids Initiative is engaging with communities and systems to foster a deeper understanding of trauma and inequities, equip and activate parents and families to better support child development, and affect multi-system change for child and family well-being. Community healing and dialogue is being pursued while system changes are being explored across a number of sectors.

References for this work:

1. Dr. Helen Kim – Mother-Baby Program Director, Hennepin County Medical Center (HCMC)
612.702.4410, kimxx237@umn.edu
2. Christine Smith, Health Equity/Tribal Grants Supervisor, Minnesota Department of Health
651.201.5813, christine.smith@state.mn.us
3. Daniel Gumnit – CEO of People Serving People
612.332.4500, dgumnit@peopleservingpeople.org

Metropolitan Council Task Force (Citizens League)

In 2015, the Citizens League convened a study committee to examine the concerns and criticisms around the Metropolitan Council (Council). The Council plays a key in transportation, housing, parks and trails,

and issues of equity in the region and the state. Because of these important responsibilities and its large budget to accomplish its goals, it has always been a political target by both the left and the right.

Anticipating that Council reforms would play a role in the 2016 legislative discussions, the Citizens League assembled a diverse task force representing different sectors, ideologies, geographic locations, and experience. Some members had direct experience with the Council while others had none. The goal was to ensure that the committee's conversations and deliberations reflected the conversations and disagreements that were taking place in the larger community. This task force or study committee started with a strong foundation of data from community experts and staff research. Next, the study committee developed consensus about the facts in order to arrive at conclusions. The committee then developed recommendations. From beginning to end, the Citizens League work impacted legislators, Council leadership, the Governor's office, lobbyists/special interest groups, and of course citizens. We were quoted in numerous articles and legislative hearings as having an inclusive process that resulted in a balance set of policy solutions. Many were adopted in legislative bills.

References for this work:

1. Senator Scott Dibble – Transportation Finance and Policy, Ranking Minority Member
651.296.4191, scottd@senate.mn
2. Susan Arntz, City Administrator, City of Waconia (Dakota County)
952.442.3100, sarntz@waconia.org
3. Peter Bell, former Chair, Metropolitan Council
pbell51@gmail.com

C. APPROACH AND METHODOLOGY

Phase 1 – Assess

Fact-Finding and other Discovery Activities

During this discovery stage, Citizens League staff and the turnlane team will hold a series of one-on-one meetings and small group discussions with City Council members, the City Manager, members of the Race & Equity Task Force, the various working groups that serve Facilities, Services, and Institutions, as well as members from the Government Alliance on Race and Equity Team (GARE). Additionally, members of the broader Edina community will be engaged in these initial conversations.

The goal of this work is to learn about possible racial disparities that might exist in city services and/or whether there is evidence that institutional bias is repressing people of color from participating on City boards and commissions. The careful handling of this highly sensitive topic is critical. We will make clear to participants that we do not have priori conclusions and therefore are not looking for evidence to support presumptions. Instead, we are looking to understand the questions they may have. The surfacing of questions and insights will help to inform later facilitated discussions.

At the end of this stage, we will report out what we have heard and learned from these various community stakeholders. They will have the opportunity to confirm their input was included in the synthesis of this phase. If necessary, we will facilitate a prioritization exercise to narrow the planning focus and opportunities for action. This phase of the process may also include public meetings, community conversations, and web-based forums.

Schedule: May –August 2017

Phase 2 – Plan

Community Conversation Design, Strategy, and Methodology

In Phase 2, we will use what we learned in Phase 1 to inform a series of facilitated race-based discussions led by Dr. Joi Lewis. For the facilitated discussions, we recommend the use of the Orange Method (OM) created by Dr. Joi Lewis along with the Citizens League's governing principles (see attached Citizens League Governing Document).

The Orange Method (OM) is an iterative process of crowd sourcing in the field and community engagement. Joi Unlimited

applies it with clients in coaching and consulting through intergenerational practices from our ancestors, elders, and young people in the context of present day opportunities and challenges. These offer a meaningful approach for fully reclaiming humanity and building authentic relationships across differences. This method of facilitation, consultation, and coaching is grounded in the principles of, Radical Leadership, Radical Hospitality, Radical Self-Care and energy management as strategies for self and system transformation.

Dr. Joi Lewis will lead in the facilitated discussions with the City Council (including city manager), the Edina Race & Equity Task Force, the various Working Groups, and GARE to accomplish the following objectives:

- Encourage stronger connection and sense of belonging to and in the City of Edina (particularly in light of an intense political terrain in the U.S. and around the world)
- Create safe spaces to heal from historic and present day trauma and an emphasis on Radical Self-Care in community.
- Agreement on desired next steps and outcomes.

To meet these objectives, we will create and facilitate a meaningful and engaging dialogue experience leading to a stronger grounding for the community to build capacity and deepen the commitment and approach toward social justice/healing justice and liberation. The work would be guided by the context of the City of Edina, our state, the country and the world more broadly.

We view the facilitated dialogue as a prime opportunity to increase capacity for understanding and engaging with the shifts in the organizational culture in the context of the history and current day reality of the community and the larger society at the individual and group level. Therefore, we recommend these overall objectives for the community conversations/gatherings:

- Create safe space + self-reflection + establish common ground = provide opportunities to increase trust,
- Re-affirm the City's commitment to social justice and liberation in the context of organizational structure and change, and
- Increase sense of belonging through re-connecting with self and others.

Mix-Method Model

The intent is to employ a mix-method model approach grounded in the context of the history and contemporary narrative of the City of Edina and the U.S. in the context of world. This kind of approach will build on the strong foundation, while at the same time build capacity for success as a more “culturally responsive” internal and external organization.

The space holding and facilitation methods will be engaging and delivered through a variety of learning and development methods, modes, and take-away practices and tools. Some of the techniques we employ are: the use of circle, narrative as liberatory pedagogy, movement, mindfulness and meditation, concentric circles, writing and reflection, and other active and passive learning modalities.

Learning Outcomes

We will provide facilitation that is designed to deepen capacity of four key areas:

1. Self-Awareness
2. Awareness of Others
3. Courageous Action
4. Collaboration

Required Pre-work

1. Confirm goals and objectives in RFP with City of Edina.
2. Complete Phase 1 Assessment.
3. Community Conversation Design: The consultants will custom design the workshops in partnership with the City of Edina to meet goals and outcomes. (During the design process, we will also decide together how many facilitated discussions are appropriate.)
4. Material Development: The consultants will develop materials for participant use and work with the City of Edina for material duplication or reimbursement.
5. Self-awareness: The consultants will use the Orange Method process to create opportunities for self-awareness.

Schedule: July–August 2017

Phase 3 – Act

Creating Action for Impact

After the series of facilitated discussions, we will assist the City of Edina in facilitating and leading a process to compile the prioritized list of desired outcomes—a deliverable from the discussions—and begin to work closer with the City Council and staff in designing an action plan based on shared priorities and those desired outcomes that will support lasting community change. During this stage of the work, ongoing stakeholder engagement (across groups) will be key to fostering the necessary support for the plans and recommendations and maintaining a level of trust needed for widespread implementation. As such, it will be critical to continue working with the Task Force members and the various Working Groups, especially as any major decisions or activities are being considered. This Phase will require ongoing coordination with City Council and staff.

The final work product of this Phase will be a fully developed action plan that is supported by the various stakeholders engaged in the process. This plan will include clear steps to be taken and accountabilities.

Scheduled: *September – November 2017*

Phase 4 – Evaluate and Final Report

Fostering activities to sustain lasting change

While the RFP lists evaluation only in the last stage (Phase 4), we would employ continuous evaluation activities after each phase of this project to assess progress on stated goals of the project. Specific to this final Phase, we see Phase 4 as the formal compiling and review of all evaluation activities, which would gauge progress in achieving various process and outcomes measures that have been identified within the RFP. Additionally, our project team will support the Task Force in identifying long-term outcomes and measures that can be tracked over time as part of ongoing continuous improvement and accountability efforts for the city.

Finally, during this Phase, a final report that highlights the City’s process and action plan will be delivered to inform future implementation activities and to guide ongoing work the city may undertake in ensuring Edina is a welcoming community for all.

Schedule: *December 2017 – March 2018*

D. PRICE

CITIZENS LEAGUE

Overall Project Management

- Key liaison between consultants and City of Edina
- Overall project management
- Administrative support to sub-consultants
- Assist in project design
- Meetings and debriefs

\$15,000

JOI UNLIMITED

Race-Based Facilitated Discussions

- Pre-meetings (consultation time)
- Project design (prep and consulting time)
- Material preparation
- Dialogues and community gatherings
- Debrief meetings and report prep/review

\$20,000

TURNLANE

Planning and Documentation

- Identify goals and outcomes for project
- Establish targeted meetings and small forums
- Design questions, plan agendas, and create evaluation methods for meetings and discussions
- Assist in the consultation with project team
- Provide synthesis of key take-aways from meetings and discussions that can be shared with City Council and other stakeholders
- Work with project team and City of Edina to identify follow up interviewees and shape next steps
- Lead in the development of final evaluations and report

\$25,000

Contact information for any questions or concerns related to this proposal:

Pahoua Yang Hoffman, Policy Director, Citizens League
651.289.1071, phoffman@citizensleague.org

Citizens League's Governing Document

June 1, 2016

An internal document for Citizens League Board, staff, members and key partners that describes who we are, how we do our work, and how we measure success.

Mission. The Citizens League is a member-supported nonpartisan nonprofit organization that champions the role of all Minnesotans to govern for the common good and promote democracy.

Vision Statement. Through our work:

- Minnesotans of all backgrounds, parties and ideologies are engaged, inspired and empowered to see the role they play in public policy and act on it, reigniting Minnesota's ability to implement innovative and effective policy solutions for the 21st Century; and
- The Citizens League is a relevant and respected policy resource, leveraging the strength of our 60-year legacy with a focus on solving tomorrow's problems, and earning the ongoing support of our members, board, leadership and staff.

Operating Guidelines. We are unique in our ability to address how policy happens. We do this by:

- **Bringing diverse perspectives and people together.** We serve as a rare neutral convener – true “common ground for the common good” – in a fractured political and policy landscape.
 - Standard: People impacted by a problem should help to define it in light of their own self-interest and the common interest of all Minnesotans. Bringing people together across boundaries of ideology, backgrounds, race/ethnicity, geography, sectors and parties produces a better definition of the problem. Ideally, this process should help clarify the role that individuals and organizations can and should play in policy questions.
- **Advancing policy solutions in collaboration with a broad base of support.** Engaging diverse stakeholders creates the breadth of resources necessary to impact policy.
 - Standard: Transparency and good governance are critical to building trust between all parties involved in the process, and evaluation is critical at every stage. If people trust the process, they are more likely to trust the outcome.
- **Reframing the conversation.** People look to the Citizens League for objectivity: weighing short-term self-interests of all parties involved and long-term needs of Minnesota. We work with all types of Minnesotans to understand important public policy issues and the role citizens can play in contributing to solutions.
 - Standard: Data and evidence-based research should be the foundation for decision-making, and policy statements of all types must be accessible and connect the larger systemic policy issues to the real stories of Minnesotans impacted by these policies.
- **Considering political pragmatism along with policy idealism.** The goal is not just to promote a set of ideas or proposals, but to have a real and sustained impact on the policies and systems that impact the quality of life and economic health of Minnesotans.
 - Standard: Our proposals should be politically achievable and plausible inside a variety of organizations and sectors, including but not limited to government, without sacrificing the long-term interests of Minnesotans.

Appendix E
GARE Racial Equity Tool Kit



Racial Equity Toolkit

An Opportunity to Operationalize Equity



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

[RACIALEQUITYALLIANCE.ORG](https://racialequityalliance.org)



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

This toolkit is published by the
Government Alliance on Race and Equity,
a national network of government working to
achieve racial equity and advance opportunities for all.

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GARE IS A JOINT PROJECT OF



RACIALEQUITYALLIANCE.ORG

UPDATED DEC 2016

ABOUT THE GOVERNMENT ALLIANCE ON RACE & EQUITY



The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are:

- making a commitment to achieving racial equity;
- focusing on the power and influence of their own institutions; and,
- working in partnership with others.

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

GARE provides a multi-layered approach for maximum impact by:

- supporting jurisdictions that are at the forefront of work to achieve racial equity. A few jurisdictions have already done substantive work and are poised to be a model for others. Supporting and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity;
- developing a “pathway for entry” into racial equity work for new jurisdictions from across the country. Many jurisdictions lack the leadership and/or infrastructure to address issues of racial inequity. Using the learnings and resources from jurisdictions at the forefront will create pathways for the increased engagement of more jurisdictions; and,
- supporting and building local and regional collaborations that are broadly inclusive and focused on achieving racial equity. To eliminate racial inequities in our communities, developing a “collective impact” approach firmly grounded in inclusion and equity is necessary. Government can play a key role in collaborations for achieving racial equity, centering community, and leveraging institutional partnerships.

To find out more about GARE, visit www.racialequityalliance.org.

TOOLKIT

Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

I. What is a Racial Equity Tool?

Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups.

Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

A racial equity tool:

- proactively seeks to eliminate racial inequities and advance equity;
- identifies clear goals, objectives and measurable outcomes;
- engages community in decision-making processes;
- identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences; and,
- develops mechanisms for successful implementation and evaluation of impact.

Use of a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

For more information on the work of government to advance racial equity, check out GARE's "Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action" on our website. The Resource Guide provides a comprehensive and holistic approach to advancing racial equity within government. In addition, an overview of key racial equity definitions is contained in Appendix A.

II. Why should government use this Racial Equity Tool?

From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequality. A wide range of laws and policies were passed, including everything from who could vote, who could be a citizen, who could own property, who was property, where one could live, whose land was whose and more. With the Civil Rights movement, laws and policies were passed that helped to create positive changes, including making acts of discrimination illegal. However, despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region.

Many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Institutions and structures have continued to create and perpetuate inequities, despite the lack of explicit intention. Without intentional intervention, institutions and structures will continue to perpetuate racial inequities. Government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Routine use of a racial equity tool explicitly integrates racial equity into governmental operations.

Local and regional governmental jurisdictions that are a part of the GARE are using a racial equity tool. Some, such as the city of Seattle in Washington, Multnomah County in Oregon, and

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Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government
Alliance on
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the city of Madison in Wisconsin have been doing so for many years:

- The Seattle Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in City government. The Initiative was launched in 2004. RSJI includes training to all City employees, annual work plans, and change teams in every city department. RSJI first started using its Racial Equity Tool during the budget process in 2007. The following year, in recognition of the fact that the budget process was just the “tip of the ice berg,” use of the tool was expanded to be used in policy and program decisions. In 2009, Seattle City Council included the use of the Racial Equity Tool in budget, program and policy decisions, including review of existing programs and policies, in a resolution (Resolution 31164) affirming the City’s Race and Social Justice Initiative. In 2015, newly elected Mayor Ed Murray issued an Executive Order directing expanded use of the Racial Equity Tool, and requiring measurable outcomes and greater accountability.

See Appendix B for examples of how Seattle has used its Racial Equity Tool, including legislation that offers protections for women who are breastfeeding and use of criminal background checks in employment decisions.

Multnomah County’s Equity and Empowerment Lens is used to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. At its core, it is a set of principles, reflective questions, and processes that focuses at the individual, institutional, and systemic levels by:

- deconstructing what is not working around racial equity;
- reconstructing and supporting what is working;
- shifting the way we make decisions and think about this work; and,
- healing and transforming our structures, our environments, and ourselves.

Numerous Multnomah County departments have made commitments to utilizing the Lens, including a health department administrative policy and within strategic plans of specific departments. Tools within the Lens are used both to provide analysis and to train employers and partners on how Multnomah County conducts equity analysis.

Madison, Wisconsin is implementing a racial equity tool, including both a short version and a more in-depth analysis. See Appendix D for a list of the types of projects on which the city of Madison has used their racial equity tool.

For jurisdictions that are considering implementation of a racial equity tool, these jurisdictions examples are powerful. Other great examples of racial equity tools are from the Annie E. Casey Foundation and Race Forward.

In recognition of the similar ways in which institutional and structural racism have evolved across the country, GARE has developed this Toolkit that captures the field of practice and commonalities across tools. We encourage jurisdictions to begin using our Racial Equity Tool. Based on experience, customization can take place if needed to ensure that it is most relevant to local conditions. Otherwise, there is too great of a likelihood that there will be a significant investment of time, and potentially money, in a lengthy process of customization without experience. It is through the implementation and the experience of learning that leaders and staff will gain experience with use of a tool. After a pilot project trying out this tool, jurisdictions will have a better understanding of how and why it might make sense to customize a tool.

For examples of completed racial equity analyses, check out Appendix B and Appendix D, which includes two examples from the city of Seattle, as well as a list of the topics on which the city of Madison has used their racial equity tool.

Please note: In this Resource Guide, we include some data from reports that focused on whites and African Americans, but otherwise, provide data for all racial groups analyzed in the research. For consistency, we refer to African Americans and Latinos, although in some of the original research, these groups were referred to as Blacks and Hispanics.

TOOLKIT

Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government
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Race and Equity

I. Who should use a racial equity tool?

A racial equity tool can be used at multiple levels, and in fact, doing so, will increase effectiveness.

- **Government staff:** The routine use of a racial equity tool by staff provides the opportunity to integrate racial equity across the breadth, meaning all governmental functions, and depth, meaning across hierarchy. For example, policy analysts integrating racial equity into policy development and implementation, and budget analysts integrating racial equity into budget proposals at the earliest possible phase, increases the likelihood of impact. Employees are the ones who know their jobs best and will be best equipped to integrate racial equity into practice and routine operations.
- **Elected officials:** Elected officials have the opportunity to use a racial equity tool to set broad priorities, bringing consistency between values and practice. When our elected officials are integrating racial equity into their jobs, it will be reflected in the priorities of the jurisdiction, in direction provided to department directors, and in the questions asked of staff. By asking simple racial equity tool questions, such as “How does this decision help or hinder racial equity?” or “Who benefits from or is burdened by this decision?” on a routine basis, elected officials have the ability to put theory into action.
- **Community based organizations:** Community based organizations can ask questions of government about use of racial equity tool to ensure accountability. Elected officials and government staff should be easily able to describe the results of their use of a racial equity tool, and should make that information readily available to community members. In addition, community based organizations can use a similar or aligned racial equity tool within their own organizations to also advance racial equity.



Government staff



Elected officials



Community

II. When should you use a racial equity tool?

The earlier you use a racial equity tool, the better. When racial equity is left off the table and not addressed until the last minute, the use of a racial equity tool is less likely to be fruitful. Using a racial equity tool early means that individual decisions can be aligned with organizational racial equity goals and desired outcomes. Using a racial equity tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

III. The Racial Equity Tool

The Racial Equity Tool is a simple set of questions:

1. **Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?
2. **Data:** What's the data? What does the data tell us?
3. **Community engagement:** How have communities been engaged? Are there opportunities to expand engagement?
4. **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
5. **Implementation:** What is your plan for implementation?

TOOLKIT

Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government
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Race and Equity

1. **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?

The following sections provide a description of the overall questions. Once you are ready to jump into action, please check out the worksheet that can be found in Appendix C.

STEP #1

What is your proposal and the desired results and outcomes?

While it might sound obvious, having a clear description of the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps) at hand is critical.

We should also be vigilant in our focus on impact.

The terminology for results and outcomes is informed by our relationship with Results Based Accountability™. This approach to measurement clearly delineates between community conditions / population accountability and performance accountability / outcomes. These levels share a common systematic approach to measurement. This approach emphasizes the importance of beginning with a focus on the desired “end” condition.

- Results are at the community level are the end conditions we are aiming to impact. Community indicators are the means by which we can measure impact in the community. Community indicators should be disaggregated by race.
- Outcomes are at the jurisdiction, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels:
 - a. Quantity—how much did we do?
 - b. Quality—how well did we do it?
 - c. Is anyone better off?

We encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence. When you align community indicators, government strategies, and performance measures, you maximize the likelihood for impact. To ultimately impact community conditions, government must partner with other institutions and the community.

You should be able to answer the following questions:

1. Describe the policy, program, practice, or budget decision under consideration?
2. What are the intended results (in the community) and outcomes (within your organization)?
3. What does this proposal have an ability to impact?
 - Children and youth
 - Community engagement
 - Contracting equity
 - Criminal justice
 - Economic development
 - Education
 - Environment
 - Food access and affordability
 - Government practices
 - Health
 - Housing
 - Human services
 - Jobs
 - Planning and development
 - Transportation
 - Utilities
 - Workforce equity

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STEP #2

What's the data? What does the data tell us?

Measurement matters. When organizations are committed to racial equity, it is not just an aspiration, but there is a clear understanding of racial inequities, and strategies and actions are developed and implemented that align between community conditions, strategies, and actions. Using data appropriately will allow you to assess whether you are achieving desired impacts.

Too often data might be available, but is not actually used to inform strategies and track results. The enormity of racial inequities can sometimes feel overwhelming. For us to have impact in the community, we must partner with others for cumulative impact. The work of government to advance racial equity is necessary, but not sufficient. Nevertheless, alignment and clarity will increase potential impact. We must use data at both levels; that is data that clearly states 1) community indicators and desired results, and 2) our specific program or policy outcomes and performance measures.

Performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. As indicated in Step 1, performance measures respond to three different levels:

Quantity—how much did we do?

Quality—how well did we do it?

Is anyone better off?

Although measuring whether anyone is actually better off as a result of a decision is highly desired, we also know there are inherent measurement challenges. You should assess and collect the best types of performance measures so that you are able to track your progress.

In analyzing data, you should think not only about quantitative data, but also qualitative data. Remember that sometimes missing data can speak to the fact that certain communities, issues or inequities have historically been overlooked. Sometimes data sets treat communities as a monolithic group without respect to subpopulations with differing socioeconomic and cultural experience. Using this data could perpetuate historic inequities. Using the knowledge and expertise of a diverse set of voices, along with quantitative data is necessary (see Step #3).

You should be able to answer the following questions about data:

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

Data Resources

Federal

- **American FactFinder:** The US Census Bureau's main site for online access to population, housing, economic and geographic data. <http://factfinder.census.gov>
- **US Census Quick Facts:** <http://quickfacts.census.gov/qfd/index.html>
- **Center for Disease Control (CDC)** <http://wonder.cdc.gov>

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State

- **American FactFinder** and the **US Census** website also have state data.
<http://factfinder.census.gov>
- Other sources of data vary by state. Many states offer data through the Office of Financial Management. Other places to find data include specific departments and divisions.

Local

- **American FactFinder** and the **US Census** website also have local data.
<http://factfinder.census.gov>
- Many jurisdictions have lots of city and county data available. Other places to find data include specific departments and divisions, service providers, community partners, and research literature.

STEP #3

How have communities been engaged?

Are there opportunities to expand engagement?

It is not enough to consult data or literature to assume how a proposal might impact a community. Involving communities impacted by a topic, engaging community throughout all phases of a project, and maintaining clear and transparent communication as the policy or program is implemented will help produce more racially equitable results.

It is especially critical to engage communities of color. Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that communities of color do not always have much trust in government. In addition, there is a likelihood that other barriers exist, such as language, perception of being welcome, and lack of public transportation, or childcare. For communities with limited English language skills, appropriate language materials and translation must be provided.

Government sometimes has legal requirements on the holding of public meetings. These are often structured as public hearings, with a limited time for each person to speak and little opportunity for interaction. It is important to go beyond these minimum requirements by using community meetings, focus groups, and consultations with commissions, advisory boards, and community-based organizations. A few suggestions that are helpful:

- When you use smaller groups to feed into a larger process, be transparent about the recommendations and/or thoughts that come out of the small groups (e.g. Have a list of all the groups you met with and a summary of the recommendations from each. That way you have documentation of what came up in each one, and it is easier to demonstrate the process).
- When you use large group meetings, provide a mix of different ways for people to engage, such as the hand-held voting devices, written comments that you collect, small groups, etc. It is typical, both because of structure and process, for large group discussions to lead to the participation of fewer voices. Another approach is to use dyads where people “interview” each other, and then report on what their partner shared. Sometimes people are more comfortable sharing other people’s information.
- Use trusted advocates/outreach and engagement liaisons to collect information from communities that you know are typically underrepresented in public processes. Again, sharing and reporting that information in a transparent way allows you to share it with

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others. For communities that have concerns about documentation status and interaction with government in general, this can be a particularly useful strategy.

Here are a few examples of good resources for community engagement:

- The City of Seattle Inclusive Outreach and Public Engagement Guide
- The City of Portland's Public Engagement Guide

You should be able to answer the following questions about community engagement and involving stakeholders:

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

STEP #4

Who benefits from or will be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

Based on your data and stakeholder input, you should step back and assess your proposal and think about complementary strategies that will help to advance racial equity.

Governmental decisions are often complex and nuanced with both intended and unintended impacts. For example, when cities and counties face the necessity of making budget cuts due to revenue shortfalls, the goal is to balance the budget and the unintended consequence is that people and communities suffer the consequences of cut programs. In a situation like this, it is important to explicitly consider the unintended consequences so that impacts can be mitigated to the maximum extent possible.

We often tend to view policies, programs, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will provide additional leverage to maximize the impact on racial inequity in the community. Expanding your proposal to integrate policy and program strategies and broad partnerships will help to increase the likelihood of community impact. Here are some examples:

- Many excellent programs have been developed or are being supported through health programs and social services. Good programs and services should continue to be supported, however, programs will never be sufficient to ultimately achieve racial equity in the community. If you are working on a program, think about policy and practice changes that can decrease the need for programs.
- Many jurisdictions have passed "Ban-the-Box" legislation, putting limitations on the use of criminal background checks in employment and/or housing decisions. While this is a policy that is designed to increase the likelihood of success for people coming out of incarceration, it is not a singular solution to racial inequities in the criminal justice system. To advance racial equity in the criminal justice system, we need comprehensive strategies that build upon good programs, policies, and partnerships.

You should be able to answer the following questions about strategies to advance racial equity:

1. Given what you have learned from the data and stakeholder involvement, how will the

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proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?

1. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
2. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
3. Are the impacts aligned with the your community outcomes defined in Step #1?

STEP #5

What is your plan for implementation?

Now that you know what the unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate unintended consequences or expand impact, it is important to focus on thoughtful implementation.

You should be able to answer the following about implementation:

1. Describe your plan for implementation.
2. Is your plan:
 - realistic?
 - adequately funded?
 - adequately resourced with personnel?;
 - adequately resourced with mechanisms to ensure successful implementation and enforcement?
 - adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

STEP #6

How will you ensure accountability, communicate, and evaluate results?

Just as data was critical in analyzing potential impacts of the program or policy, data will be important in seeing whether the program or policy has worked. Developing mechanisms for collecting data and evaluating progress will help measure whether racial equity is being advanced.

Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented.

How you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, often times unintentionally. Use a communications tool, such as the Center for Social Inclusion's [Talking About Race Right Toolkit](#) to develop messages and a communications strategy.

Racial equity tools should be used on an ongoing basis. Using a racial equity tool at different phases of a project will allow new opportunities for advancing racial equity to be identified and implemented. Evaluating results means that you will be able to make any adjustments to maximize impact.

You should be able to answer the following questions about accountability and implementation:

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1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?

I. What if you don't have enough time?

The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. We suggest that the following questions should be answered for “quick turn around” decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?
- Are there strategies to mitigate the unintended consequences?

II. How can you address barriers to successful implementation?

You may have heard the phrase, “the system is perfectly designed to get the outcomes it does.” For us to get to racially equitable outcomes, we need to work at the institutional and structural levels. As a part of institutions and systems, it is often a challenge to re-design systems, let alone our own individual jobs. One of the biggest challenges is often a skills gap. Use of a racial equity tool requires skill and competency, so it will be important for jurisdictions to provide training, mentoring, and support for managers and staff who are using the tool. GARE has a training curriculum that supports this Toolkit, as well as a “train-the-trainer” program to increase the capacity of racial equity advocates using the Toolkit.

Other barriers to implementation that some jurisdictions have experienced include:

- a lack of support from leadership;
- a tool being used in isolation;
- a lack of support for implementing changes; and,
- perfection (which can be the enemy of good).

Strategies for addressing these barriers include:

- building the capacity of racial equity teams. Training is not just to cultivate skills for individual employees, but is also to build the skill of teams to create support for group implementation and to create a learning culture;
- systematizing the use of the Racial Equity Tool. If the Racial Equity Tool is integrated into routine operations, such as budget proposal forms or policy briefing forms, then management and staff will know that it is an important priority;
- recognizing complexity. In most cases, public policy decisions are complex, and there are numerous pros, cons and trade-offs to be considered. When the Racial Equity Tool is used on an iterative basis, complex nuances can be addressed over time; and,

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- maintaining accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool into job descriptions or performance agreements.

Institutionalizing use of a racial equity tool provides the opportunity to develop thoughtful, realistic strategies and timelines that advance racial equity and help to build long-term commitment and momentum.

I. How does use of a racial equity tool fit with other racial equity strategies?

Using a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

GARE is seeing more and more jurisdictions that are making a commitment to achieving racial equity, by focusing on the power and influence of their own institutions, and working in partnership across sectors and with the community to maximize impact. We urge you to join with others on this work. If you are interested in using a racial equity tool and/or joining local and regional government from across the country to advance racial equity, please let us know.

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Appendix F

Orange Method

The **Orange Method (OM)** Practice of Radical Self-Care & Radical Hospitality

Our process offers hope and practical application in challenging time. Yes, really awful things, like oppression and trauma, keep getting in the way of us getting to fully have each other, to get to reclaim our full humanity and to see the humanity of others. The Orange Method expects no DEMANDS, that we interrupt and end cycles of OPPRESSION in our lifetime! We need for folks from our communities to get to be the thought leaders and healers in this work.

Dr. Joi Lewis, Founder and CEO of Joi Unlimited, www.joiunlimited.com developed a process of TRANSFORMATION & HEALING called the **Orange Method (OM)**; it reminds us of our inherent goodness, to help us build a strong sense of belonging, to promote personal and communal liberation, and to help us reclaim our full humanity. **OM** is a sacred sound meaning self within and the entirety of the universe. I was reminded of the deep powerful meaning of OM during my yoga teacher training and I return to it again and again, in my healing practices; these are legacies from my ancestors and yours.

“Dr. Joi” Lewis, incorporated the energy of OM into the creation of the **Orange Method (OM)**. It is a process of transformation and liberation that mirrors the yoga tradition of knowing your limitations. Like yoga, the Orange Method encompasses the need for therapeutic spaces, healthy eating, conscious movement, and emotional liberation. **OM** is grounded in the deep concept of **Healing Justice**. The **Orange Method** helps individuals and institutions to transform against the backdrop of oppression-induced trauma. We do this by creating boundaries at work, falling in love with self and community again or perhaps for the first time, and developing better access to the healthy expression of grief and pain. Similarly, yoga asks the student to detach, find self-acceptance, and face their emotions with honesty. Transformation lies in getting at the core of your symptoms. The **Orange Method**, combined with radical self-care strategies, offers us a start, one that is accessible to every human being who truly believes in transformation and liberation, particularly those of us who have been historically left out.

The **Orange Method(OM)** invites us to walk the journey of liberation and building a sense of belonging together, we then become co-conspirators in making our world better for all. **OM** invites us to bring our wholeselves to this process: every part of you is welcome, the joy and the pain.

OM is a both a kind and rigorous progress it requires much of us, because healing is serious business. Sometimes the process may cause you to feel overwhelmed. Take a minute to breathe deeply. **OM** ask a lot of us in the process,, please know it is because you are that important and this work is that important. This is indeed part of the process of healing justice, personal and collective liberation. As Cara Page and Susan Raffo wrote in a healing justice document for the 2014 U.S. Social Forum, “We are choosing to define a **healer** as someone who works with both the individual body and the collective body towards shifting patterns that cause disconnection.”

What We Do

The firm provides facilitation, consultation and executive/leadership and community coaching as curators, architects and developers of capacity building for organizations, foundations, cities, communities and leaders to not only manage, but deeply engage with **conflict, crisis and change**. We approach our work as coaches and curators as healers (body workers) for the individual and the collective body, identifying the tension points that



are causing disconnection and finding ways to release that energy in the service of system and self-transformation. **Joi Unlimited** has operated as a coaching and consulting firm specializing in crisis, conflict and change. We are now transitioning to a tech-enabled firm to further our mission and reach to put "healing in the hands of anyone, anywhere". We do our work grounded in our theoretical framework, the **Orange Method** of **Radical Self-Care** and **Radical Hospitality** as liberation for us all. We are transforming lives and healing communities. We are trusted facilitators and space holders between city enterprises, activists, community organizers, civic leadership and communities on such issues as racial justice, healing, safety beyond policing, trauma and public policy.

Our Commitment to Make an Impact

The **Orange Method** is a process for those most affected by structural inequality and those most committed to transforming those structures. We value those experiences and commitments as high intellectual, cultural and economic capital to fulfill a growing market need of skilled cultural brokers and interpreters of community, organizations, government, and private agency culture. Our team are experts in nuance and obvious matters in the same space. We draw from a broad network of local and global artist, healers, space holders, lightworkers, community organizers and leaders as partners to do this important work. Our coaches and consultants are called **Orange Methodologist/OMies**.

Methodology: The Orange Method

Application of the Orange Method

1. **M**editations: Practices and tools on how to get grounded.
2. **M**indfulness: Practices and tools on how to get present.
3. conscious **M**ovement- practices and tools on how to get up/unstuck.
4. e-**M**otional liberation- practices and tools on how to get free from past and present toxic stress and trauma.

Supporting Principles

- Creating a sense of belonging
- Understanding ACES and healing from trauma
- Racial justice reconciliation
- Circle as a critical praxis
- Narrative as liberatory pedagogy
- Self as instrument
- Community Cultural Wealth and Cultural Capital
- Building well and connected communities

The Context

We live in an ever-changing local and global community and workforce impacted by abundance, injustice, opportunities, and trauma all at once. Joi Unlimited works with visionary leaders, exhausted executives, healing communities, isolated transplants, hopeful humanitarians, seeking sojourners, and progressive organizations. Joi Unlimited's niche is holding space for individuals in the context of community, government, corporate, faith-based and educational organizations, and we build connections across differences and navigate challenging



situations in professional and personal journey. We **believe** people when they share they have experienced trauma and we **believe** that you can heal from it.

At **Joi Unlimited** we partner with communities to assist institutions and organizations to build well-connected communities that honor multiple and intersecting identities while transforming systems. We support individuals and organizations who are transitioning to new (or changing) environments, positions, and experiences and understand that leadership has to be met with the life we live. We **value** individuals in the context of the collective community. We **believe** that mental and emotional challenges are not the fault of the individual but rather steeped in systems of oppression that manufactures trauma. We **honor** the healing power of emotional liberation grounded in the **Orange Method**. **Should you want to work with Joi Unlimited as a potential partner or collaborator, please see our interest form below. If you have further interest in launching or participating in an OM Community Coach Cohort, please send us an e-mail and we can set up a time to discuss.**

Contact Information

Joi Unlimited, Coaching and Consulting

info@joiunlimited.com www.joiunlimited.com

[651.564.4665](tel:651.564.4665)

Interest form

<https://goo.gl/forms/wA75BYBdDNFNPS0s2>



Dr. Joi Lewis, CEO and Founder

"Dr. Joi" is the **CEO and Founder** of **Joi Unlimited Coaching & Consulting** www.joiunlimited.com and the **Orange Method**. Her work is deeply grounded in healing justice as a "body worker" of the collective body (systems) and individual bodies (self), holding space for discovering critical pressure points for transformation, particularly in terms of trauma. Dr. Joi completed her doctoral work at the University of Pennsylvania, was a Bush Fellow, conducted research in South Africa, had a 20-year career in higher education, and engaged in a year of radical self-care practice through yoga meditation and community healing circles. She is a social entrepreneur, facilitator, coach, healer, space holder, lightworker, yogi and "joy" instigator, who believes in interrupting her own oppressor patterns with loving kindness to have more access to humanity and encourages others to do the same. She recently launched the OM Community Coach Certification Program in Healing Justice. "Dr. Joi" uses the four principles of the **Orange Method: Mindfulness, Meditation, conscious Movement, eMotional liberation**, to hold space for transformation of systems and self. She offers her gifts of holding space, posing tough questions, inspiring accountability and the next right action. She encourages us to embrace the heartbreak and "joy" as we reach for more of our own humanity and each other's. Dr. Joi helps us make connections across differences and navigate challenging and tense situations in professional and personal journeys.

She offers a practice of Radical Self-Care to be "awake" that requires our ultimate health not just our ultimate sacrifice. She believes that when individuals, institutions and organizations "practice" compassion, loving kindness and radical self-care it becomes simple to do well and do good and build sustainable and reciprocal relationships in local and global communities.

Appendix G
Task Force Data Summary

Edina Race & Equity Task Force

Synthesis of One-On-One Interviews with Task Force Members
September, 2017

Phase 1: Assess

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

When asked this question, Task Force members articulated a wide range of experiences with race-based discrimination. During these interviews, members often referenced instances of race-based both within and outside of Edina's city government.

To best understand what is happening within the community, capturing all information—even those instances of race-based discrimination outside of the city government—is an important way to assess how and where race-based discrimination is showing up in Edina.

Notably, Task Force members expressed varying levels of proximity to race-based discrimination (see right).

Experienced Race-Based Discrimination

Some members had directly experienced with race-based discrimination

Observed Race-Based Discrimination

A few members had observed race-based discrimination

Heard About Race-Based Discrimination

Most members had heard about instances of race-based discrimination

Phase 1: Assess

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

The following includes examples of race-based discrimination within the Edina city government

City Hall

Decision-making

- Assumption is that everyone has equal access to the city, but that's not the case. Outcomes are not equal in part because the input and process are not equal.
- There's a common practice of "color blindness" where decisions are made thinking race isn't a factor in decision-making processes when it absolutely is.

Responsiveness

- When race-based incidents are brought to city staff, it seems as though they're not sure how to respond, if at all.
- The delayed response from the mayor and city officials after the Larnie Thomas incident made people question the integrity of the city government and the unwavering endorsement of police actions.

A Sense of Being Welcome

- The immigrant community largely goes unnoticed by the city. If you're an immigrant family, you won't know what exists and what's provided by the city. The city does not formally welcome new families in any way.

Parks & Rec

Parks

- A person of color known to a task force member was at a park with a child. When returning to their car, etched in dust on the vehicle was, "F- all you monkeys."

Pool

- The pool does not accommodate different cultures (e.g. holding men-only or women-only swim times)

Facilities

Practices of Inclusion

- Facilities does not acknowledge other holidays beyond Christian and Jewish ones.
- Even after the City Council passed a change to the qualification for a "family membership" to include same sex families, there are still some facilities who do not know about the new definition.

Policing

Traffic Stops

- A task force member was pulled over and questioned about going 42 mph in a 50 mph zone.
- A task force member observes traffic stops at a much higher rate around Section 8 housing.
- After a task force member purchased expensive bikes for their nephews who are black, their nephews were pulled over by police who ran their bike tags to see if they were stolen, handcuffed them and brought them to the task force member's house in the back of a squad car. After the task force member produced bike receipts and packaging, the officer apologized. Asked why they were handcuffed and whether their nephews had committed a crime, the officer said it was their policy to handcuff individuals in a squad car.
- A task force member had expired tabs on their car for months and never got pulled over. When their brother-in-law who is multiracial came to town and used the car, they were stopped twice in one single day in residential areas. The police were very impolite to him on both occasions and one suggested they should impound the car for this offense.
- A task force member has heard that many male youths of color receive traffic tickets whereas white individuals get off with warnings. People they know get repeatedly pulled over. Some friends refuse to come to Edina because of this.

Responsiveness

- When a race-based incident was reported to police by a task force member, a police responded, "That's the worst you've gotten?"
- When two young black kids were playing Nerf Wars in a mall parking lot, they were confronted by a white couple and the man took out his loaded gun. Later, the black youth were seen in the back of a squad car but it is unclear what happened to the white man who drew the gun. The City Council has not provided a response to this incident.

Phase 1: Assess

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

The following includes examples of race-based discrimination outside of the Edina city government

Neighbors, Neighborhoods, and Housing

- When walking in the neighborhood, a task force member is careful to bring their license with them. Their spouse does the same.
- What appeared to look like nooses were found in a yard.
- A realtor told a task force member they would not feel comfortable in the Indian Hills area of Edina, which also happened to be where realtor lived.
- A task force member tried buying a home in Edina but after losing to two legitimate bids and also being told by realtors they would not belong, they decided to rent.
- People assume a task force member is an NFL player, as though that's the only reason a person of color can afford to live in Edina.
- A task force member gets questions from people living in Edina about her friend who is a person of color. Weird questions they believe to be racially-motivated such as, "What does your friend's husband do?", and, "What hours does your friend come to your house?"

Education

- When a task force member's child was deemed ineligible for a school program, they noticed their child had mistakenly been listed as white on a form. When they called the school to let them know their child had been mistakenly described as white (they are black), she was then made eligible for the program.
- Early education: Generally caters to native English speakers (who tend to be white) and neglect to consider the burgeoning immigrant community
- Teacher conduct in schools: Teachers tend to react more and discipline more harshly the "aggressive" boys of color and are less forgiving, while it seems that many equally aggressive white kids are treated more favorably
- In an incident involving a task force member's child at school, a teacher read aloud a story that had offensive words such as the N-word. Their child was upset that the teacher read out loud each word in front of the class. The task force member met with the principal and felt there was good closure.
- Disciplinary consequences for students seem to sometimes be inequitable. An example of a fight that involved two girls: an African-American girl and a white girl. Only the African-American girl was suspended. In another example, a Muslim student was expelled and not the white student even though it seemed both used terroristic threats.
- A former Edina School superintendent was described as racist and was once heard saying that most of the problems in Edina schools are caused by a small group of black boys.

Other examples within the city of Edina or about the city of Edina

- There has been disturbing and offensive graffiti at Town Hall Station and South View Middle School.
- Examples of discrimination via Facebook include use of pictures, the use of XXX, N-word, and phrases like "Muslims should go back."
- A member mentioned that he feels there are unsafe rules. He described a time he was signing up his child for a community program. After he registered and paid for it, he was told it was already full. He questioned why the system would allow registration and payment if it was already full. They offered to make exception for him. He explained he did not like being an exception to the rules. He just wants the rules to be clear so he can follow them like everyone else. He did not like how the process seemed opaque.
- A task force member mentioned a situation at a restaurant when someone made an accusation that they took \$20 when they had not.
- While returning an item to a mall department store, a task force member was asked by the clerk if they had originally paid for the item in cash or debit - never assuming they would have a credit card.

Phase 1: Assess

Question 2: If you have experienced, observed, and/or heard race-based discrimination, what did you do or wished that you had done to respond to the incident/situation?

Answers to the second question indicate that task force members have differing experiences in responding to and taking action on instances of race-based discrimination. Some approached the city or other entities of authority, while others noted feeling as though there was nothing that could be done.

Generally, white task force members were less likely to have responded to the extent people of color did, which could be related to the varying levels of proximity to race-based discrimination (white members were more likely to have heard about discrimination versus experiencing or observing it).

Reporting Incidents

- Took pictures of graffiti and shared them with city staff
- Brought an instance of racially-based discrimination to the Chief of Police, who reiterated the policy that had originally been mentioned by the police officer involved. The individual asked to see the policy but it was never provided.
- Posted an instance of race-based discrimination on Next Door to let their neighbors know.
- Reported instance of race-based discrimination to the Human Rights and Relations Commission.
- A task force member went to the police department with their friend whose car had been vandalized with hateful language.

Other Forms of Responding

- Joined committees and groups to try to make policy and conduct changes and bring broader awareness to these issues
- Showed up and participated in the hearing in October after the Larnie Thomas incident as a sign to demonstrate that Edina can do better.
- A task force member mentioned not having the courage to confront individuals who made ignorant or discriminatory statements but wishing they had.

Phase 1: Assess

Question 3: What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?

The third question is intended to understand where people feel most welcome and comfortable in Edina. One theme from answers to this question is that white task force members largely felt welcome everywhere in Edina. Exceptions to that theme were largely around places that felt unwelcoming from a socioeconomic perspective.

Conversely, one task member shared that as a person of color, they don't feel welcomed anywhere.



Indoor play structure at Edinborough Center

Spaces & Places

Members of color felt welcomed at these locations:

- Some Edina parks
- Edinborough Community Center and other family centers
- In their neighborhood and around their neighbors.
- Restaurants like Patisserie Margo.
- Centennial Lakes area
- Community centers

White members felt welcomed at these locations:

- Most places
- Schools, one cited specifically Creek Valley Elementary School



City Hall where various groups meet

Faces

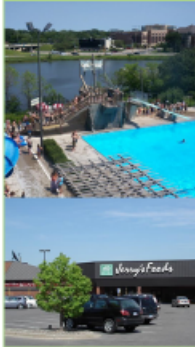
- City groups: R&E Task Force, GARE, City Council, Human Rights & Relations Commission
- Facebook group Edina Families for Diversity and Inclusion

Phase 1: Assess

Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

A number of spaces, places, and faces were mentioned when discussing where task force members *do not* feel welcomed or a sense of belonging. Largely, these were shared by people of color.

Voicing a different perspective, one individual shared that as a white person, there isn't anyplace they don't feel they belong.



Spaces & Places

Members of color on the Task Force did not feel welcomed at these locations:

- Edina pool
- Buffalo Wild Wings
- Country clubs
- Jerry's Foods
- City Hall
- Schools
- Walking in Edina at night

White members acknowledged that their sense of not belonging was more class than race. Some did not feel welcomed at these locations:

- Country clubs: Edina Country Club, Interlachen Country Club
- The Galleria shopping center or other higher end establishments

Faces

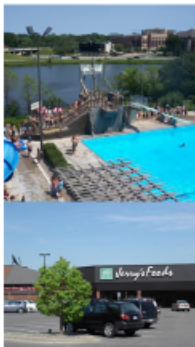
- Civic groups: DFL Edina and the Women League of Voters, Edina Rotary, Edina Federated Women's Club
- In the presence of people who have little experience outside of the Edina bubble.

Phase 1: Assess

Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

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Spaces & Places

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- In the presence of people who have little experience outside of the Edina bubble.

Appendix H

Working Group Data Summary

Edina Race & Equity Task Force

Synthesis of Interviews with Working Groups Members

September, 2017

Phase 1: Assess - Facilities Working Group

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Examples of race-based discrimination within the Edina city government

Facilities

- Heard city employees use phrases such as "those people" instead of "we," or "If only those kids would..." or "If those families."
- Observed and heard city employees make comments about the difficulty in pronouncing residents of color's name at facilities and also things such as "why do they have so many kids?"
- At Edinborough Park, an employee asked a family of color to move so a family (white) could have access to the space. The family of color perceived the action of the staff member to be racially motivated.
- The schedules of activities at some facilities seem to be designed for stay-at-home schedule, with many of them during the working hours.

Policing

- Heard that police did not want to do race training.
- After noticing people of color frequently being pulled over, a Working Group member began slowing down to take a tally of cars being pulled over and estimated about 90% of stops involved a person of color.
- Heard people of color being stopped and ticketed for things like tinted windows.
- Saw a woman of color getting stopped for walking on the sidewalk.

Examples of race-based discrimination outside of the Edina city government

Neighbors, Neighborhoods, and Housing

- Learned that CommonBond low income Edina housing projects are not allowed to be developed in the Edina school district

Other examples within the city of Edina or about the city of Edina

- Sees white people treating people of color differently in stores. Observed that people of color working at stores are often not given any respect or consideration. And when a person of color is on the other side being served, it seems they have to wait longer for service.
- Heard from a friend who is white and has an African-American spouse that they are nervous when family comes to visit from North Minneapolis.

Education

- When a Working Group member had school age children, she heard things that seemed race-based such as "go back home."
- People of color live in the community but they are not represented within the Edina school populations.
- Edina schools only seem to focus on four-year colleges and does not let students know about other options such as MCTC or Normandale community colleges. This demonstrates the lack of the school's sense of inclusion and responsiveness to students with different needs/interests.

Phase 1: Assess – Institutions Working Group

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Examples of race-based discrimination within the Edina city government

Institutions

Decision-making

- It's clear that there is racism in the form of how boards, commissions, task forces, etc. lack representation from all community perspectives. As an example, the liquor store task force was comprised of all white men.
- A Working Group member shared that they feel the city makes excuses about school-based changes by saying they don't have control over school decisions.

Executive Leadership

- A Working Group member mentioned that they heard a city staff member say that they do not see GARE and the Task Force as high priorities for their work.
- A Working Group member mentioned that the issue of race and equity does not bring about a lot of emotions like it does for others.

Facilities

Library

- At the library, a Working Group member was asked why they would let their child wear the shirt of "a druggie" (referring to Bob Marley).
- When a Working Group member's spouse was dropping off their parent at the Senior Center for a community activity, an employee of the Center asked them, "Where are you busing this woman from?" and also remarked, "This isn't a place to dump people (in the lobby)" as many white people were sitting in the lobby.

Parks & Rec

Parks

- While at an Edina playground, a Working Group member heard a child remark that they didn't want to play with brown kids.

Policing

Responsiveness

- When a Working Group member asked for thoughts from an officer about an man of color who was sent to court because he possessed an international driver's license, the officer said, "The license could've been expired" and never offered the possibility there could have been wrongdoing.

Examples of race-based discrimination outside of the Edina city government

Neighbors, Neighborhoods, and Housing

- Developers can buy their way out of Section 8 housing requirement.
- Some housing programs aim to keep people from Edina in Edina (e.g. Come Home to Edina program) instead of creating affordability for anyone to live here.
- The house next door to a Working Group member was not well maintained and happened to be rented out to an African American family. A neighbor negatively commented about the messiness of the yard and there being cars in the driveway.
- Neighbors of a Working Group member assume that people of color using the park basketball court aren't from the neighborhood, whereas white people are assumed to be from Edina.

Education

- When a Working Group member had school age children, she heard things that seemed race-based such as "go back home."

Other examples within the city of Edina or about the city of Edina

- The young child of a Working Group member brushed against a car in a parking lot and the car owner yelled the n-word at her.
- The spouse of a Working Group member (who is white) has been asked if their children are foster kids.
- Heard that a family including their children were required to walk through the lobby of their apartment building rather than a more convenient entrance to their unit because of perception they were breaking in.
- Heard about a person of color who was stopped by the police and forced to go to court because he possessed an international driver's license.
- At a book club, a Working Group member was speaking to the group about the Justine Damond incident and when Philando Castile came up, a woman said, "You don't know that he wasn't reaching for his gun."
- A Working Group member overheard a story about a resident complaint regarding the choice of a city vendor who was Hispanic. They inquired why the city did not hire someone who "represents the community."

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Phase 1: Assess – Services Working Group

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Examples of race-based discrimination within the Edina city government

Services

Code enforcement

- A member has had issue with city codes for things like visible trash cans when other neighbors have visible trash cans. She described it as a form of racial harassment.

Programs & Services

- After an arborist showed up to a member's home noting a tree to be taken down, they called the city and an employee said they had received an anonymous tip about a sick tree. The arborist now comes back every year.
- A white city staff member asked the child (who is black) of a Working Group member if they received free/reduced lunch. The white staff member seemed to assume that because the child was black, they were in the A Better Chance program, lived in Minneapolis, and were in need of assistance (in the form of tickets to event) from the program.

City Council

- A member thought the City Council needs to stand up more.

Facilities

- A member mentioned possible barriers to accessing activities such as online forms in just one language. She also mentioned some people might not have computers.
- Male friends of a member's children were laughed at the pool for their long hair.

Parks & Rec

- A member noted that there's quite a bit of drinking associated with some activities such as hockey events, which may prevent cultures that do not drink from participating.

Policing

- A member gave an example of cars being parked on the street in winter. The car belonging to the person of color was ticketed while white individual got a warning.
- An individual close to a member was followed by police after transporting a basketball hoop they had bought.
- Related to being on the Services Working Group, a member said they wanted to provide a common sense view; didn't want the October event to be the defining thing on race in Edina. Felt police are already trained on many things.
- There have been disturbance calls that involved Somali youths. These calls may create an image of a group and this could activate implicit bias that exists in everyone.
- While in high school, the children of a Working Group member were frequently pulled over.
- Before the October incident, the police already had a perception problem due to other police-related events in the country.
- A member believed the Oct incident did not start out as a racially-motivated but the way the incident unfolded and the comment captured on video, "that's not allowed here" suggested a bias.
- When first moving to Edina, a member was followed by police for months as were their relatives when visiting for holidays.
- A member thought providing more data on police stop might alleviate some concerns.

Examples of race-based discrimination outside of the Edina city government

Neighborhoods

- When signs "You are welcomed here," started showing up, the member didn't know why that was necessary. "We do not need that."

Education

- She has heard things, even from people she knows say things such as, "Somalis are going to bring down the public schools," or "The schools were better before diversification."
- The teacher of a member's child tried to limit their learning on black history and prohibited any focus on Malcolm X.
- When applying for AP courses, a member's child was forced to retake all tests after initially passing.
- High school only focuses on traditional four-year post-secondary institutions and does not promote 2-year schools. Students need options.

Other examples within the city of Edina or about the city of Edina

- A member noted that he has lived in Edina for many years and has not experienced or observed any racial discrimination. The member also mentioned reverse discrimination.

Phase 1: Assess

Question 2: If you have experienced, observed, and/or heard race-based discrimination, what did you do or wished that you had done to respond to the incident/situation?

Answers to the second question indicate that Working Group members have differing experiences in responding to and taking action on instances of race-based discrimination. Some approached the city or other entities of authority, while others noted feeling as though there was nothing that could be done.

Generally, white Working Group members were less likely to have responded to the extent people of color did, which could be related to the varying levels of proximity to race-based discrimination (white members were more likely to have heard about discrimination versus experiencing or observing it).

- Took an inclusion training program at the U of MN and now feels more equipped to acknowledge and respond when things happen.
- As a person of color, largely prioritizes the safety of their kids and family and withdraws from instances of discrimination
- Requested better representation on city-appointed groups given that the city does not currently track race/ethnicity data for city-appointed groups.
- Inquired with the school to see what they would do about an instance of race-based discrimination
- Discourages phrases jokingly describing an ethnic group, which can feed a bias.
- Educate, explain cultural differences noting some behavior stems from fear/mistrust from lack of information.
- A member mentioned the Courageous Conversation report.
- Raised the racism in home deeds to the city staff
- Encourages friends to attend events where the topic of race is discussed
- When observed or heard certain language used, they have challenged it but only with those they trust. Also gently tries to understand motivation.
- Talks about things with family, but no longer reports things to the schools given experiences of reporting things without any change or discipline.
- Encouraged a city employee to be sensitive to customers and always express a friendly attitude and be professional.
- Encourages the hiring of staff that reflect the people who use the facilities.
- Called the city to ask why an arborist had showed up to their house to take down a tree
- When encountering a person of color in Edina or elsewhere, attempts to lighten the mood and make interactions friendly.
- Talks about issues in GARE.
- Encourages Edina to look to Brooklyn Park as a good example of inclusive policies.

Phase 1: Assess- Working Groups

Question 3: What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?

The third question is intended to understand where people feel most welcome and comfortable in Edina. One theme from answers to this question is that white Working Group members largely felt welcome everywhere in Edina. Exceptions to that theme were largely around places that felt unwelcoming from a socioeconomic perspective. One member of color responded that “for most places, I assume I am not welcomed.”



Southdale Library

Spaces & Places

Members of color felt welcomed at these locations:

- City Hall (“now that I’m involved”)
- The department I work in at City Hall.
- YMCA Southdale
- Community Center / Community Education
- Southdale Library
- My neighborhood
- Arden Park
- Edinborough Park
- Garden Park
- Strachauer Park

White members felt welcomed at these locations:

- Our Lady of Grace church and school
- In child’s classroom and at community centers
- Aquatic Center



YMCA Southdale

Faces

- Human Rights & Relations Commission
- City manager

Phase 1: Assess- Working Groups

Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

A number of spaces, places, and faces were mentioned when discussing where Working Group members *do not* feel welcomed or a sense of belonging. Largely, these were shared by people of color.

Many white members shared that as a white person, there isn't anyplace they don't feel they belong.

Spaces & Places

Members of color did not feel welcomed at these locations:

- Chowen Park
- Country Club neighborhoods
- Highlands neighborhood ("still feels like a sundown city")
- My neighborhood
- Senior Center
- Schools
- Southdale



Edina Senior Center

Most members of color and some white members did not feel welcomed at these locations:

- Edina Country Club
- High-end retail stores

White members made these comments:

- "As a white person, I've never felt outright unwelcome anywhere"
- "Sometimes feels as though people look down at me because of my income and being from a smaller town."

Faces

- Most places that are predominantly white.
- Some city staff have received responses from city residents such as, "I pay your salary" or "I know the mayor." These are usually in response to decisions they did not find in their favor.
- Parent Teacher Organization (PTO)

Appendix I

Executive Leadership Team Data Summary

Edina Race & Equity Task Force

Synthesis of Interviews with City of Edina Executive Leadership Team

October, 2017



Phase 1: Assess

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Examples of race-based discrimination within the Edina city government

Parks

- Last year, a family of color was having a birthday party at Edinborough Park, and felt as though a staff member rushed them out and was disrespecting them based on their race. A staff member also approached them about their outstanding balance which they were very offended by.
- 20 years ago at Edinborough Park, a family felt they were discriminated against because they were black. An area of tables inside the building was used by many people/groups and there was an unspoken rule that no one used the tables for an extended period of time. This family stayed at the tables for an extended period of time, which the park staff grew frustrated about and voiced issue with the family. Staff also let them know their balloons were prohibited (due to helium). They accused staff of discrimination and would not accept an apology or a policy change to resolve issue.

Hiring Practices

- A strong finalist met qualifications was noted by a selection committee member, a member of city staff, as not having good enough eye contact.
- During the hiring process for City hall position, the search committee advised against hiring a candidate, as they did not think the person was a good fit because they had an accent.
- A complaint was received from a resident about the choice of city vendor who was Latino. They inquired why the city did not hire someone who represents the community.
- After a leader showed a video about discrimination, two employees approached the member and asked if they were planning to change hiring protocols to give people of color better chances and compromise opportunities for white people (they had the impression hiring practices would change and hurt white people).

Examples of race-based discrimination outside of the Edina city government

City Resident Behaviors/Actions

- After receiving approval from city council and funding to connect a regional trail to a local one, a city leader attempted to get permission from owners of two townhomes to process needed easements so that the trail could be built. The owners responded that they did not want "those people" [from the nearby apartments that housed a number of residents of color] to come through their property.
- City Visioning Process: during a conversation to create the City's "Vision of Edina" strategic plan, a white man stood up in a group of 100 people and said that the reason he moved and chose to live in Edina was so that he would be living in a white community.
- Graffiti: city staff responds to graffiti offenses which often times includes offensive language (race, sexual orientation, etc.), which are often times brought to light by community members. The city documents and then removes it. Most common locations include 50th and France, parking garages, parks, well houses.
- Hears things from residents like, "they look like they don't belong."
- A member gave an example of a resident who called the City wanted more information about a neighbor that the resident did not know. The resident was concerned it was an illegal rental situation. The neighbor believed more rentals equals more problems.

Athletic Associations

- Last winter, an athletic association was accused of discrimination when a basketball team from North Minneapolis was deemed ineligible from participating in a tournament at Edina High School because their team certification had been revoked for previous conduct.

Phase 1: Assess

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Other Comments

- An executive team member mentioned that while they did raise their hand to serve as part of the initiative, they did not see it as a high priority.
- The same executive team member mentioned a couple of times that the issue of race equity does not bring about a lot of emotions for them like it does others.
- All facilities feel geared toward middle/upper class (e.g. hockey rink - all white kids, Braemar, Centennial Lakes, etc.).
- The efforts from the city government around race and equity seem disingenuous - check the box type of feel.
- The R&E Task Force and broader project are not talked about much at all, there's only been one presentation to city staff (in August).
- A member responded that most instances of race-based discrimination are indirect and does not believe come with ill intentions.
- Several executive leadership team members did not believe the Oct 18 incident involving the pedestrian and the off-duty officer was motivated by race.
- An executive leadership team member mentioned a homeless youth apartment building. At first, staff at the building was not working well with officers. There is a liaison assigned and more training is being provided now.

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Phase 1: Assess

Question 2: If you have experienced, observed, and/or heard race-based discrimination, what did you do or wished that you had done to respond to the incident/situation?

Answers to the second question indicate that ELT members have differing experiences in responding to and taking action on instances of race-based discrimination. Some took a proactive approach in raising how race was a factor in certain situations, while others noted feeling as though there was nothing that could be done or that city policy did not enable them to address or surface the issue.

- Hiring: an executive team leader tried to explain that in some cultures, looking someone in the eye is not considered polite. Additionally, a leader has tried to address the hiring issues with HR.
- Edinborough Park: a city leader called the family, apologized and had a very productive conversation. Also, the park created a policy stating a 30-minute maximum to use the tables for all visiting the park.
- Trail expansion: the leader reported back to the city council that they were not able to get the required permission from city residents. They did not provide the reason why and the city council did not ask why. They did not feel it was appropriate as a city staff to explain why no residents were there to advocate/oppose it. In the end, the grant money was returned and the project did not move forward.
- Community meeting: No one said anything. It was sort of dismissed when the next person with a comment stood up to say something else. In the end, inclusion was included in the plan.
- Around time R&E task force was created, a leader shared 40-minute video with his department about how the black community was discriminated against in housing practices after World War II. They told their team they did not have an agenda but were simply trying to understand the wealth disparities in Minnesota. They felt it was effective in that it started conversations for the better, created some context around why the R&E task force was needed and was being created.
- In some cases, a leader has gone to the police department for advice.
- In the situation involving the resident who wanted to know more information about a neighbor, a city leader responded that this was information they could not legally share.
- Since the example of a resident calling to complain about a vendor being Latino was not a formal complaint, there was no response.
- Graffiti removal: There's a process for dealing with graffiti and it mostly centers on getting it removed ASAP. Only thing he would do differently is create a standard protocol so there's a common way of getting the right level of documentation while also removing it quickly so as not to offend other

Phase 1: Assess

Question 3: What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?

The third question is intended to understand where people feel most welcome and comfortable in Edina. One theme from answers to this question is that nearly all ELT members noted feeling welcome at City Hall.



City Hall

Spaces & Places

Leaders felt welcomed at these locations:

- City Hall
- Most places in the city
- Everywhere
- Jerry's grocery store
- Public Works
- Centennial Lakes
- Braemar
- Edina theater
- 50th and France
- Parks: Pamela and Edinborough
- Ice arena



Centennial Lakes

"I feel comfortable in all places but I'm a white male. I wouldn't feel comfortable anywhere in this city if I were a person of color."

Faces

- With the fire department
- Within their department and on the executive leadership team

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Phase 1: Assess

Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

ELT members largely noted that this question was not relevant, as they felt welcome everywhere in the city of Edina. A few noted specific places within the city or being treated disrespectfully by city residents. One member mentioned their discomfort with the presence of Black Lives Matter at a City Council meeting.

Spaces & Places

- Country Club neighborhoods

Edina Country Club



Faces

Residents:

- Sometimes city staff feel they are treated like the help.
- Residents have screamed at a city leader and have threatened to sue them/the city if certain things did not happen as the resident wished.

When asked this question, an ELT member mentioned being extremely uncomfortable when Black Lives Matter group showed up to the City Council meeting after the October incident. They did not like that the Mayor and City Council allowed the group to take as much time as they did at the meeting. This was not normal protocol. They were happy to see that at the next meeting, many resident also voiced their displeasure at how the meeting was run.

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Appendix J

Edina Community Data Summary

Synthesis of Large Group Community Gatherings

Large Group Community Gatherings

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Examples of race-based discrimination within the Edina city government

Services

- Lack of public transit contributes to a lack of diversity and inclusion in Edina
- City planning, housing and transportation seem to lack inclusion

Representation

- Having an all-white city council creates feelings of limited diversity of lived experiences

Facilities

- Librarians of color are treated with less respect by community members

Policing

- The majority of observed traffic stops appear to be based on racial and economic profiling
- Various experiences of police officers using condescending approaches and micro-aggressions towards people of color
- After questioning young African American teenagers about their bikes, police officers escorted them to their homes to see proof of purchase

Examples of race-based discrimination outside of the Edina city government

Other examples within the city of Edina or about the city of Edina

- Black men feel uncomfortable walking alone in Edina neighborhoods
- A person of color had their car vandalized with racial slurs at a public park
- Racist comments and slurs are often heard by white community members from white community members
- Neighbors call police for suspicious behavior of people of color in their neighborhoods
- Due to the election, people feel more racism is present in Edina
- People have observed a lot of social media race-related bullying/slurs
- Community members observe and experience segregation and exclusive elitist attitudes in social groups
- Micro-aggressions are found to be common in the workplace
- Community members heard about the EHS lawsuit incident and Thomas video through the media
- Heard someone say, "we don't talk like that in this community"

Schools/Education

- Instances of race-based bullying and racial slurs
- A perception that only white history is being taught
- Experienced unwelcoming feelings at school board events
- Racist graffiti in bathrooms and walls at schools
- Instances of segregation in school groups/ committees
- A perception that there is a higher rate of black students in special education
- Racial minorities are asked for identification when entering schools
- Reverse racism from teachers is heard about

Large Group Community Gatherings

Question 2: If you have experienced, observed, and/or heard race-based discrimination, what did you do or wished that you had done to respond to the incident/situation?

Answers to this question suggest that community members have a variety of approaches and differing levels of comfort in responding to and taking action when experiencing, observing, or hearing about instances of race-based discrimination. Some took direct and explicit steps while others expressed that there was nothing that could be done.

- Challenged people's beliefs and thought processes
- Internalized it
- Regretted their own actions
- Followed up with the school, talked to school administration
- Checked in with the individuals who were targeted
- Went to the police
- Got involved in the community, engaged in the change
- Now says hi to everyone
- Experienced feelings of anger
- Asked questions to understand the motivations of those who expressed race-based discrimination
- Tried to connect with others who struggled after the election
- Wished for more conversations on race but doesn't think anyone in Edina could lead one
- Didn't do anything because they didn't know what to do or how to respond
- Wished they knew what to do
- Wished they had spoken to city hall
- Wished they had stood up for themselves
- Wished they had used white privilege to teach other white people
- Wished they had confronted the situation
- Wished they had said something or called someone out
- Wished they knew how to respond to cyber comments
- Wished they knew how to confront police about race-based discrimination and bias
- Wished they could have done something

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Large Group Community Gatherings

Question 3: What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?

The third question is intended to understand where people feel most welcome and comfortable in Edina. Community members who shared their perspectives and experiences during the large community conversations mentioned a number of spaces, place, and faces that are included below.

Spaces

Community members felt welcomed in these spaces:

- Neighborhoods
- Less affluent/affordable housing neighborhoods
- Parks
- Homes and apartment buildings
- Sporting activities and kids practices
- Gyms
- Places of worship
- Coffee shops
- Anywhere/everywhere
- Nowhere/very few places
- Libraries
- Schools
- Grocery stores

Places

Community members felt welcomed at these locations:

- Edinborough neighborhood
- Creek Valley Park, Arden Park, Pamela Park
- Braemar Ice Arena
- YMCA
- Christ Presbyterian Church
- Our Lady of Grace
- 50th and France
- City Hall
- Edina Community Center
- Snuffy's
- Edina pool
- Southdale Pediatrics
- Southdale
- Jerry's
- Lunds
- Target
- Edina Liquor store

Faces

- Neighbors

Our Lady of Grace Catholic Church



Large Group Community Gatherings

Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

A number of spaces, places, and faces were mentioned when discussing where community members *do not* feel welcomed or a sense of belonging (see below). Many people of color mentioned that they did not feel welcomed or a sense of belonging everywhere in Edina.

Spaces

Community members did not feel a sense of belonging or welcomed in these spaces:

- Everywhere
- School buses
- No where
- General Sports
- Shopping Centers and most retail spaces
- Neighborhood
- Edina Youth sports
- Some places at night
- Schools
- Hockey Games
- In conversation about race and inequities

Places

Community members did not feel a sense of belonging or welcomed at these locations:

- YMCA
- Police station
- Southdale
- 50th and France
- Galleria
- Edina art fair
- City Council chamber meetings
- Jerry's
- Edina hockey association: Hockey Games
- Target
- Country Club / golf course
- Aquatic center
- Caribou and Einstein's on 100 and 77th

Faces

- Neighbors
- Jerry's customers and staff

50th & France area



Synthesis of Small Group Community Gatherings

Small Group Community Gatherings

Question 1: Have you experienced, observed, and/or heard race-based discrimination in Edina's city government, specifically within facilities, services, and institutions?

Examples of race-based discrimination **within** the Edina city government

Policing

- Race-based traffic stops
- A person of color in the community gets pulled over by police frequently
- Heard about a racist police incident by the Hilton
- A community member almost solely sees minorities being pulled over by the police
- As a person of color, a community member is always concerned about being pulled over

Parks

- Parks → people asked what a nanny of a different race is doing with two children, racial slurs written on nanny's car; nanny's husband has some issues.

Examples of race-based discrimination **outside** of the Edina city government

Neighbors, Neighborhoods, and Housing

- Hears racial slurs by neighbors
- Experienced housing discrimination in attempting to purchase a home, filed a complaint with HUD
- Neighbor thought a person of color had stolen her dog
- A neighbor wrote a mean note and placed it in the mailbox of a neighbor of color
- In apartment building Indian child and American child had a spat. American parent no longer talked to Indian family.
- Often hear people using terms like "those people"

Schools

- Community member's child is regularly called names
- Students of color targeted and bullied using derogatory language and stereotypical racial slurs
- Edina high school kids posting on Facebook in clansmen outfits – followed by unity rallies
- Spray paint on the sidewalk "Welcome N-word" during principal's first week

Other examples within the city of Edina or about the city of Edina

- Often hears racial slurs/micro-aggressions
- Hear biased comments at Edina Art Center. "People coming from developing countries do not have etiquette about cleaning their household".
- Saw a white parent pull their kid closer to them when an African American was walking by

26

Small Group Community Gatherings

Question 2: If you have experienced, observed, and/or heard race-based discrimination, what did you do or wished that you had done to respond to the incident/situation?

Answers to this question suggest that community members have a variety of approaches and differing levels of comfort in responding to and taking action when experiencing, observing, or hearing about instances of race-based discrimination. Some directly intervened in the moment while others expressed an unknowing of what to do.

- Called the police
- Tried to educate kids but not always sure the best way to
- Spoke to teacher/administration
- Tried to be present and a witness
- Employed a "kill 'em with kindness" attitude
- Talked about race with others
- Asked for clarification on what was said when racial slurs were expressed
- Didn't know what to say or if it was ok to say something
- Didn't know what to do but wants to learn how to respond
- Wish they knew how to respond

27

Small Group Community Gatherings

Question 3: What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?

The third question is intended to understand where people feel most welcome and comfortable in Edina. Community members who shared their perspectives and experiences during the small group community discussions mentioned a number of spaces, place, and faces that are included below.

Spaces

Community members felt welcomed in these spaces:

- Nowhere
- Grocery Stores
- Schools
- Shopping
- Sport activities
- Church
- Schools
- Libraries
- Malls
- Parks



Places

Community members felt welcomed at these locations:

- High School for some
- Jerry's
- Lunds/Byerlys
- Galleria
- Nordstrom
- Target
- Lifetime Fitness
- YMCA
- Community Center

Faces

- Circle of familiarity/People they are close to and know their views
- Friends



Southdale YMCA

Small Group Community Gatherings

Question 4: What are spaces, places, and faces within the city of Edina that you do not feel a sense of belonging and that you are not welcomed?

A number of spaces and places were mentioned when discussing where community members *do not* feel welcomed or a sense of belonging (see below). Many people of color mentioned that they did not feel welcomed or a sense of belonging everywhere in Edina.

Spaces

Community members did not feel a sense of belonging or welcomed in these spaces:

- Everywhere
- Grocery Stores
- Upscale restaurants and stores
- New neighborhoods
- Places of employment
- Car dealerships
- Certain parks
- Gym



Places

Community members did not feel a sense of belonging or welcomed at these locations:

- Country Club
- Galleria
- Apartment Building
- Police Station
- Community Center
- Jerry's
- Parklawn of 77th
- Country Club pool
- Lunds/Byerlys
- Jerry's
- 50th and France
- Macy's



Galleria

Online Community Survey

Question 1

Please describe your experiences, observations, and/or reports of race-based discrimination that have occurred in Edina including interactions with city government employee, within the city's facilities, services, and organization (such as communication practices, boards, and commissions or elected official).

219 individuals submitted responses for question #1. Some individuals cited more than one experience, observation, or report of race-based discrimination while 118 cited having no experiences, observations, or reports. Seventeen responses were omitted for not answering the question. The following includes the aggregated set of answers submitted with a tally of how many times a theme was mentioned. Only themes mentioned four or more times are presented.

Major Themes	Experienced	Observed	Heard About
Schools			
Racism	1	3	7
Too Much Focus on Equity	3	3	4
Reverse Racism	8	3	11
Police/Policing	5	6	15
Micro-Aggressions*	2	5	3
Reverse Racism	3	1	3
Too Much Focus on Equity	1	2	3
Racial Slurs	2	2	1
City Government	2	3	0
Media	0	3	1

* Micro-aggressions are defined as a statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority.

Question 2

If you shared an example in the previous question, what did you do or wish that you had done to respond to the incident/situation?

One hundred and sixty two individuals submitted responses for question #2 while 57 skipped it entirely. Eighty nine responses were omitted from the following analysis.

Major Themes	Did Something	Wish Had Done Something
Contacted Authorities/Officials	9	8
Questioned Intent		10
Talked About it	8	1
Directly Intervened	3	5
Got Involved in Community	5	3
Stood Up for Myself	3	
Observed the Situation	1	1
Nothing I Could Do	11	No Issue 3
Wish I knew/Didn't Know what to do	1	Wish someone else did something 10

Question 3

What are spaces, places, and faces within the city of Edina that you feel a sense of belonging and that you matter?
(Note: "faces" is equivalent to people)

219 individuals submitted responses to question #3 (zero skipped the question). Many individuals cited more than one space, place, or face. The following includes the aggregated set of answers submitted with a tally of how many times that space, place or face was mentioned. Only those mentioned more than twice are included below. Thirty five responses were omitted.

Spaces		Places		Faces	
Everywhere	61	50th & France	10	Everyone	27
Churches/Places of Worship	19	Jerry's	7	Neighbors	15
Schools	18	City Hall/Offices	7	Private Groups/Clubs	6
My Neighborhood	15	Morningside Neighborhood	6	Police	5
Nowhere	14	Braemar	6	Teachers	5
Parks	13	Centennial Lakes	5	Mayor	4
Libraries	7	YMCA	4	First Responders	4
Sports/Rec Centers	5	Our Lady of Grace	4	Friends	4
Home	5	Southdale	3	City Employees	4
"All Welcome" Signs	4	Morningside Church	3	Family	3
Restaurants	4	Highlands Elementary School	3	City Organizations	3
Community Center	3				
Grocery Stores	3				

Question 4

*What are spaces, places, and faces within the city of Edina that you **do not** feel a sense of belonging and that you are not welcomed?*

219 individuals submitted responses to question #4. Many individuals cited more than one space, place, or face. The following includes the aggregated set of answers submitted with a tally of how many times that space, place or face was mentioned. Only those mentioned more than once are included below. Twenty six responses were omitted. (Note: three answers from #3 are included below as they entail an unwelcoming theme)

Spaces		Places		Faces	
Nowhere (Feel welcome everywhere)	107	Southdale	10	School Administration	10
Schools	20	Country Clubs	9	Those Who Value Social Justice	7
Everywhere	4	Jerry's	4	Teachers	6
Fancy Neighborhoods	4	EHS	4	Police	4
Social Media Groups	4	Country Club Neighborhood	3	School Board	3
New Housing Developments	3	Interlachen	2	Those Who Value Status & Wealth	2
Churches/Places of Worship	2	City Hall/Offices	2	No One	2
Sports/Rec Centers	2	Dave and Busters	2	Group Suing the High School	2
"All are Welcome" signs	2	Police Department	2	Neighbors	2
Businesses	2			City Council	2
Malls	2				

Question 5

Is there anything else you'd like us to know?

185 individuals submitted responses for question #5 while 34 skipped the question. Of the 185 submissions, 85 were omitted because answers did not provide sufficient context and detail to make sense of (e.g. "no", "test"). The following includes the aggregated set of answers submitted with a tally of how many times a theme was mentioned.

Themes	
Wanting racial equity change in Edina community, more equitable practices	30
Concern with schools School district issues (rankings, leadership, teachers, etc) – 10 Over-emphasis of race-based programming in schools – 8 Race-Based Discrimination is happening – 3 Reverse Racism is happening – 3	24
Does not believe there are race issues in Edina	24
People are the problem, not the government/policies	17
Don't waste time/tax dollars on this project	12
Stop dividing the community with the topic of race	11
Nothing needs to change	8
Support of schools push for diversity	7

Appendix K

Link to Online Survey Results

The results of the online survey may be found here ([insert link](#)). In some instances, specific names were removed.

City of Edina Race & Equity Task Force - Request for Community Input

Q1 Please describe your experiences, observations, and/or reports of race-based discrimination that have occurred in Edina including interactions with city government employees, within the city's facilities, services, and organization (such as communication practices, boards and commissions or elected officials).

Answered: 219 Skipped: 0

#	RESPONSES	DATE
1	I have not experienced these. I feel there is a concerted effort to be inclusive in Edina and most people strive for equal treatment.	12/10/2017 10:47 PM
2	none at this time	12/10/2017 9:34 PM
3	I mostly see people of color pulled over by Edina police. It makes me wonder what the percentage of white vs POC who receive tickets by our police officers are.	12/10/2017 8:31 PM
4	I have not experienced any discrimination in Edina during the 30+ years that we have lived here. I do routinely see anti-Edina discrimination in the media reports.	12/10/2017 3:20 PM
5	I experience micro aggression's a lot.	12/10/2017 1:58 PM
6	I have not personally witnessed a situation as identified, nor have I heard a specific anecdote.	12/10/2017 1:34 PM
7	I remain concerned about our police department and would like to see them go through extensive training designed to shift their thinking and practice. They may have had some training in the past but circumstances continue to point out the need for ongoing education. The Larnie Thomas incident was a symptom of a larger issue. While Edina Public Schools doesn't fall under the City I have been beyond shocked and concerned about racist incidents continuing to happen. EPS is a huge part of our larger community. I want to see the City working consistently and deeply with EPS to make sure that there are ongoing opportunities for the two entities to provide cross cultural education, social events, lectures, book studies, service projects, mentoring etc. If the two entities work together I believe we will be a stronger community.	12/10/2017 1:26 PM
8	I have not experienced any--not surprising because I am a middle class white woman	12/10/2017 12:14 PM
9	I've seen live versions and screen shots of disturbing and racist posts on social media by Edina students and adult citizens.	12/10/2017 11:58 AM
10	The hateful adults who are supporting, pushing, and financing the Young Conservatives Club lawsuit against EHS. The hatred and discrimination toward Somali immigrants and frankly, anyone who is not white, straight, and Christian, is unacceptable in Edina in 2017.	12/10/2017 11:41 AM
11	Have not witnessed any.	12/10/2017 11:26 AM
12	I have not experienced or observed any	12/10/2017 10:23 AM
13	My kids tell me that there has been racism (by students) directed against the Somalian kids at VVMS and EHS. They felt that in the past the school administration wasn't dealing with it, but that this school year (2017 and 2018) the administration is doing a better job of opening conversations about it and trying to stop it.	12/10/2017 10:06 AM
14	We had troubles with one city inspector during our house renovation process. My husband felt like the inspector was "extra" hard on our house because we are an interracial couple.	12/10/2017 9:51 AM

Appendix L

Survey of Demographics for City-Appointed Boards and Commissions

CITY OF EDINA

Administration Department
Edina's Advisory Boards and Commissions

MEMO



Date: January 24, 2017
To: Mayor & City Council
cc: Scott Neal, City Manager
From: MJ Lamon, Project Coordinator
Subject: Board and Commission 2017 Diversity Survey

The City conducted a demographic study of its current Board and Commission members. The intent was to use the data to better understand the demographics of who is serving and who is represented so the City can work towards a Board and Commission member base reflective of the community. The survey results may be available for consideration for other city initiatives. The report does not include any identifying data.

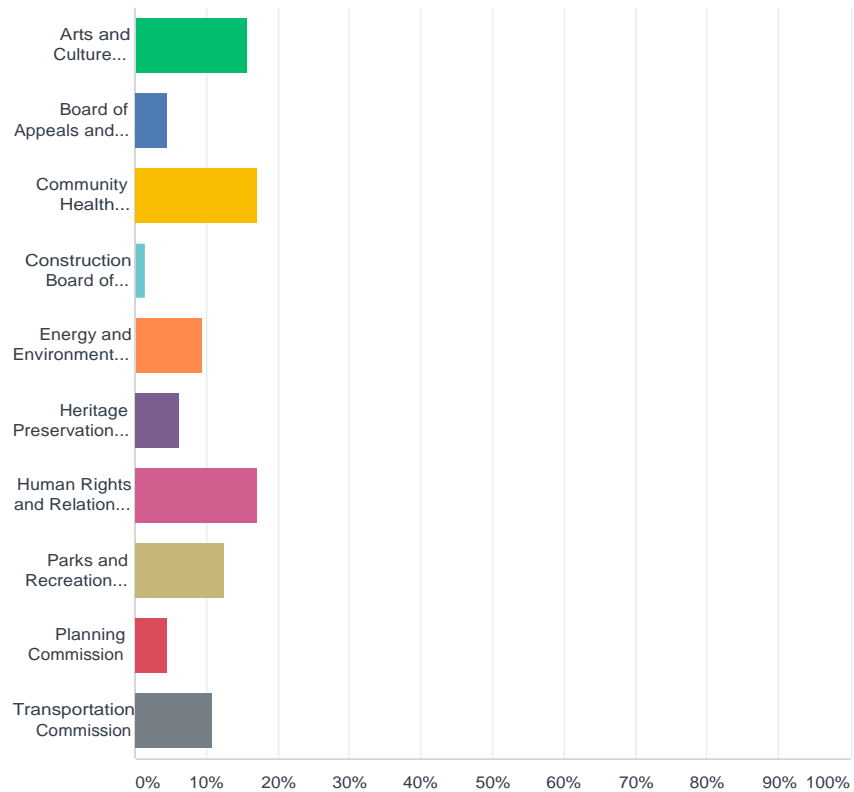
The survey was sent to ninety-eight active 2017 Board and Commission members. Sixty-four members responded or there was a 65% response rate. Every survey question included a "prefer not to answer" option.

The results of the survey have been provided to Council for review and consideration as the City conducts Board and Commission annual onboarding.

Attached to this report is a portion of the 2017 Current Edina Demographics presentation provided by the Minnesota State Demographic Center. This presentation was provided to the Community Council in Edina.

Q1 What Board or Commission do you currently serve on?

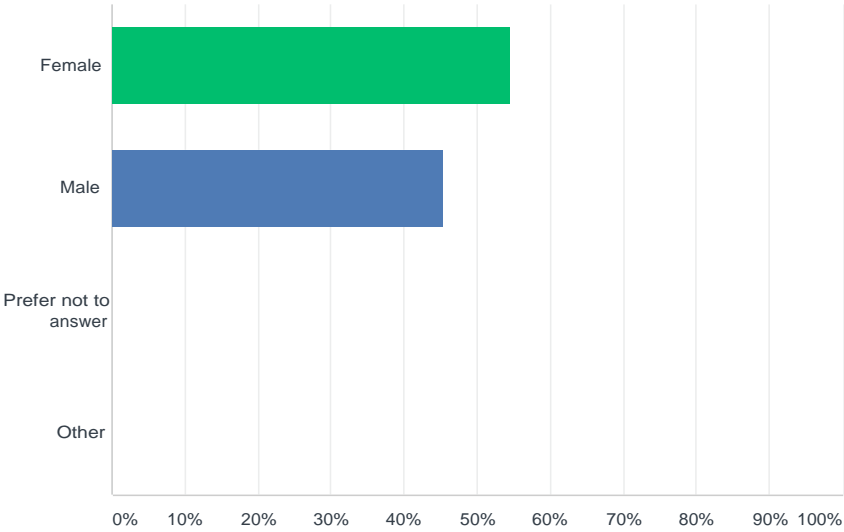
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
Arts and Culture Commission	15.63%	10
Board of Appeals and Equalization	4.69%	3
Community Health Commission	17.19%	11
Construction Board of Appeals	1.56%	1
Energy and Environment Commission	9.38%	6
Heritage Preservation Commission	6.25%	4
Human Rights and Relations Commission	17.19%	11
Parks and Recreation Commission	12.50%	8
Planning Commission	4.69%	3
Transportation Commission	10.94%	7
TOTAL		64

Q2 What is your gender?

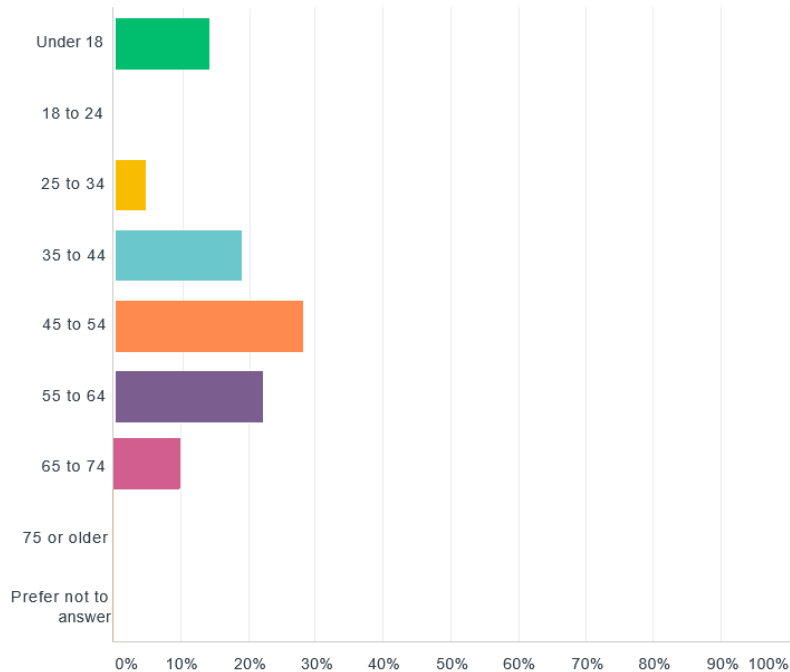
Answered: 64 Skipped: 0



ANSWER CHOICES		RESPONSES	
Female		54.69%	35
Male		45.31%	29
Prefer not to answer		0.00%	0
Other		0.00%	0
TOTAL			64

Q3 What is your age?

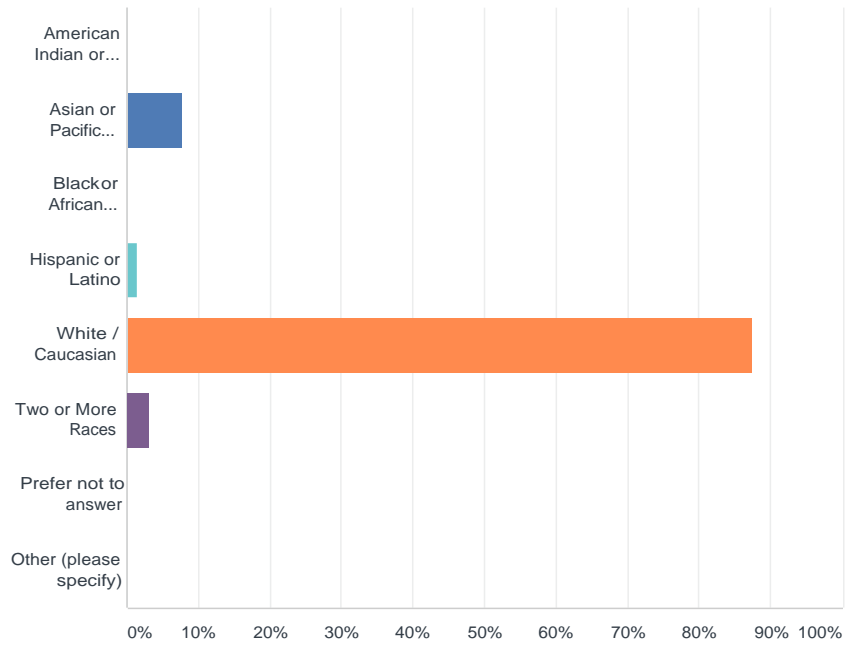
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under 18	14.06%	9
18 to 24	0.00%	0
25 to 34	4.69%	3
35 to 44	18.75%	12
45 to 54	28.13%	18
55 to 64	21.88%	14
65 to 74	10.94%	7
75 or older	1.56%	1
Prefer not to answer	0.00%	0
TOTAL		64

Q4 What ethnicity and/or race do you identify with?

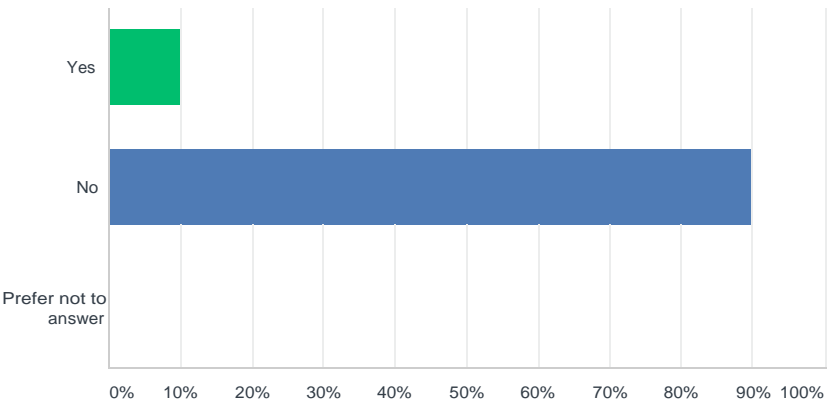
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	0.00%	0
Asian or Pacific Islander	7.81%	5
Black or African American	0.00%	0
Hispanic or Latino	1.56%	1
White / Caucasian	87.50%	56
Two or More Races	3.13%	2
Prefer not to answer	0.00%	0
Other (please specify)	0.00%	0
TOTAL		64

Q5 Do you identify as LGBTQ (Gay, Lesbian, Bi-sexual, Transgender or Queer)?

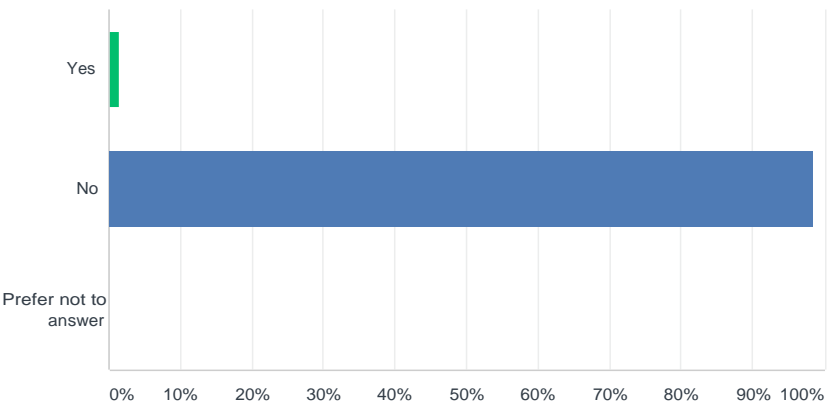
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	9.38%	6
No	90.63%	58
Prefer not to answer	0.00%	0
TOTAL		64

Q6 Are you a person living with a disability?

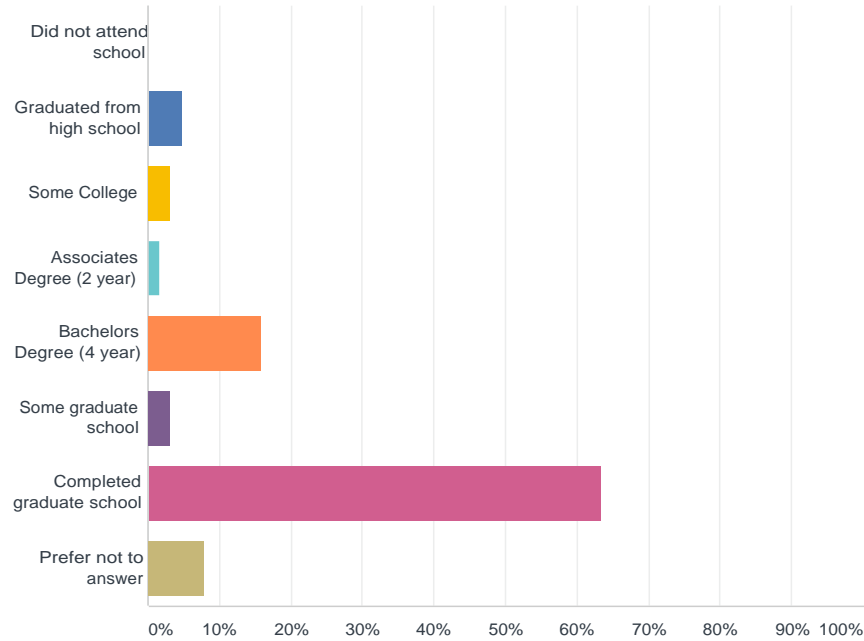
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	1.56%	1
No	98.44%	63
Prefer not to answer	0.00%	0
TOTAL		64

Q7 What is the highest level of education you have completed?

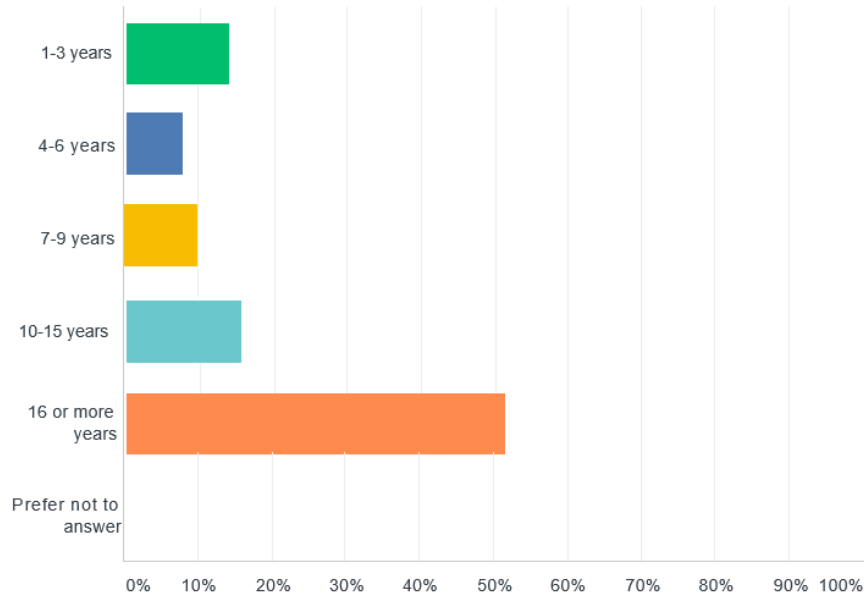
Answered: 63 Skipped: 1



ANSWER CHOICES	RESPONSES	
Did not attend school	0.00%	0
Graduated from high school	4.76%	3
Some College	3.17%	2
Associates Degree (2 year)	1.59%	1
Bachelors Degree (4 year)	15.87%	10
Some graduate school	3.17%	2
Completed graduate school	63.49%	40
Prefer not to answer	7.94%	5
TOTAL		63

Q8 How long have you lived in Edina?

Answered: 64 Skipped: 0

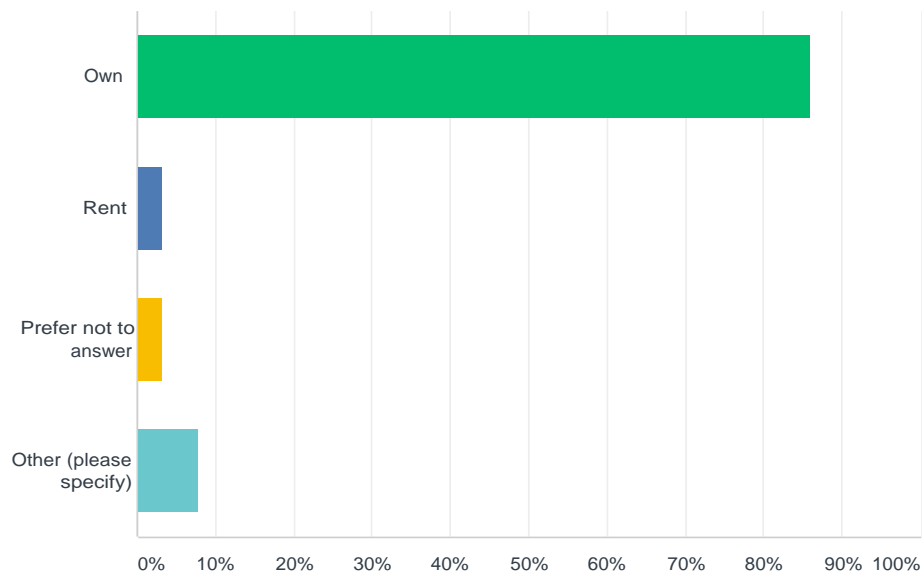


ANSWER CHOICES	RESPONSES
1-3 years	14.06% 9
4-6 years	7.81% 5
7-9 years	10.94% 7
10-15 years	15.63% 10
16 or more years	51.56% 33
Prefer not to answer	0.00% 0
TOTAL	64



Q9 Do you rent or own the place where you live?

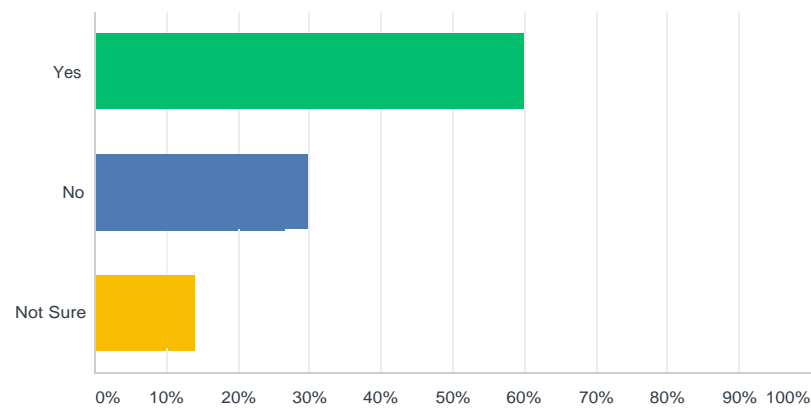
Answered: 64 Skipped: 0



ANSWER CHOICES		RESPONSES	
Own		85.94%	55
Rent		3.13%	2
Prefer not to answer		3.13%	2
Other (please specify)		7.81%	5
TOTAL			64

Q10 Does your neighborhood have a City Recognized Neighborhood Association? Neighborhood Connections map can be viewed [here](#).

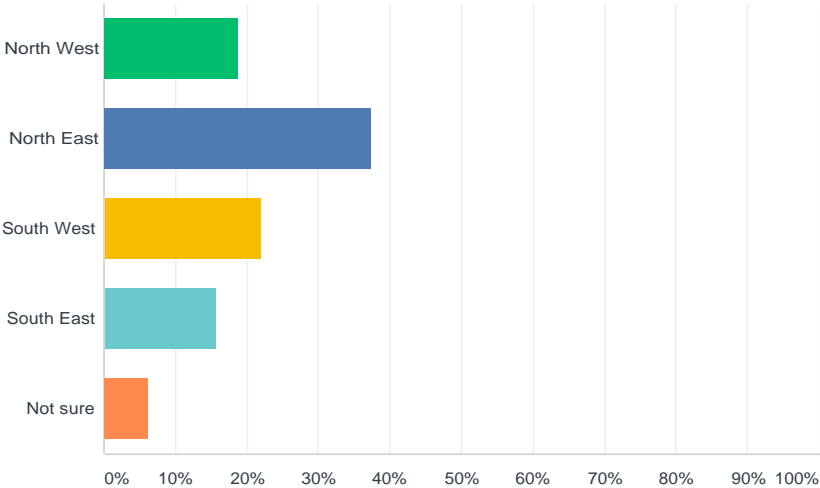
Answered: 64 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		59.38%	38
No		26.56%	17
Not Sure		14.06%	9
TOTAL			64

Q11 What quadrant of the City do you reside in?

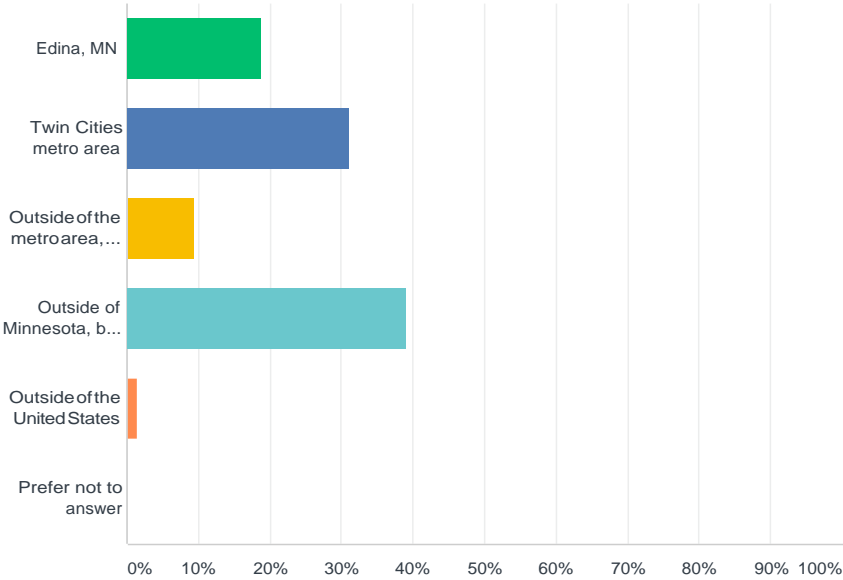
Answered: 64 Skipped: 0



ANSWER CHOICES		RESPONSES	
North West		18.75%	12
North East		37.50%	24
South West		21.88%	14
South East		15.63%	10
Not sure		6.25%	4
TOTAL			64

Q12 Where did you grow up?

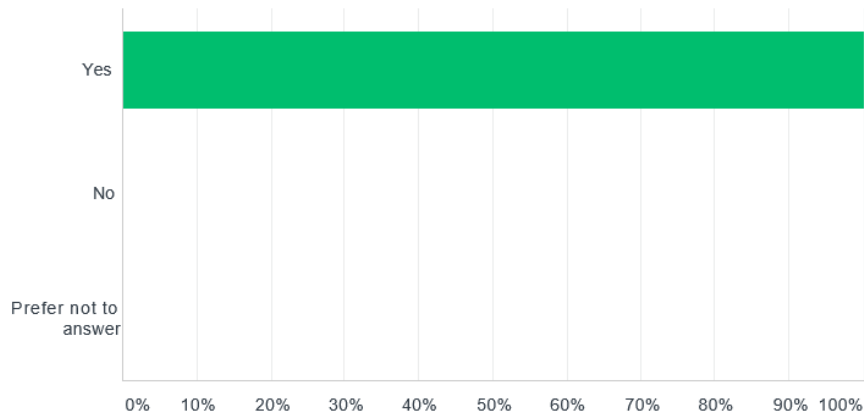
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
Edina, MN	18.75%	12
Twin Cities metro area	31.25%	20
Outside of the metro area, but in Minnesota	9.38%	6
Outside of Minnesota, but in the United States	39.06%	25
Outside of the United States	1.56%	1
Prefer not to answer	0.00%	0
TOTAL		64

Q13 Are you an US Citizen?

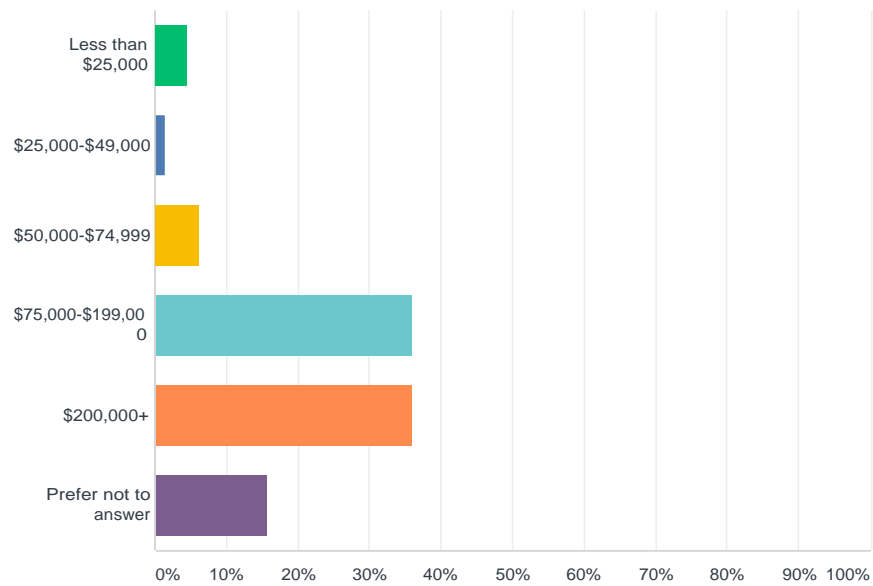
Answered: 64 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		100.00%	64
No		0.00%	0
Prefer not to answer		0.00%	0
TOTAL			64

Q14 What is your approximate average income?

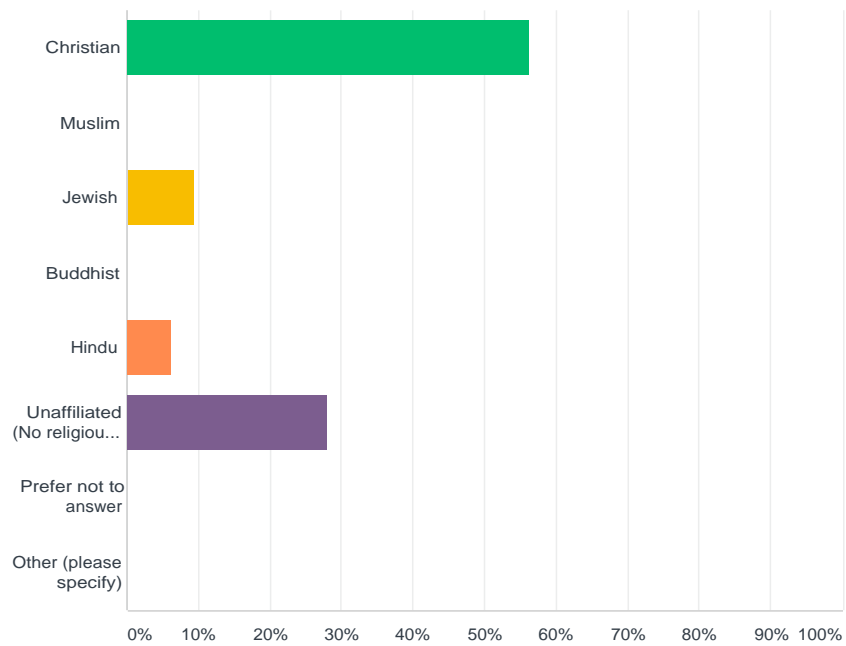
Answered: 64 Skipped: 0



ANSWER CHOICES		RESPONSES	
Less than \$25,000		4.69%	3
\$25,000-\$49,000		1.56%	1
\$50,000-\$74,999		6.25%	4
\$75,000-\$199,000		35.94%	23
\$200,000+		35.94%	23
Prefer not to answer		15.63%	10
TOTAL			64

Q15 What religion are you affiliated with?

Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
Christian	56.25%	36
Muslim	0.00%	0
Jewish	9.38%	6
Buddhist	0.00%	0
Hindu	6.25%	4
Unaffiliated (No religious identification)	28.13%	18
Prefer not to answer	0.00%	0
Other (please specify)	0.00%	0
TOTAL		64

Appendix M

Findings Outside of City Government Scope

Experiences, Observations, and Awareness of Race-Based

The following includes themes and data from community members about experiences and input that reach beyond the Edina City government.

Outside City Government Scope

1. Public Schools

There are various concerns about the Edina Public School system, including race-based discrimination, reverse racism, and frustrations with academics and administration. Additionally, there is an overall frustration with the perceived decline of the school system's academic performance.

Input from community:

Several examples of race-based discrimination between students, as well as examples described by community members as reverse racism from teachers and administrators surfaced, largely within the online survey.

- A Task Force member mentioned that teachers tend to react more and discipline more harshly the “aggressive” boys of color and are less forgiving, while it seems that many equally aggressive white kids are treated more favorably. Disciplinary consequences for students seem to sometimes be inequitable. An example of a fight that involved two girls: an African-American girl and a white girl. Only the African-American girl was suspended.
- A survey respondent noted, “The entire Edina Public School system is shaming white people with the “white privilege” curriculum. I don't understand how you teach tolerance through racism.”
- A survey respondent mentioned, “My kids left Edina PS because of being told they were bad because they have white skin. I pulled my kids out entirely. Decline in quality of schools and curriculum drove us out, insane focus on ideology instead of core curriculum and math, reading, classics, etc.”
- A community member showed frustration in the online survey, “My child has been bullied by two children of color for three years, and the elementary principal is not proactive nor does she protect my child. My child has been punched—punched!—twice at school, and the response we get is: “The parents of the [aggressor/bully] are not responsive.” Why aren't these kids suspended from the bus when they tell the bus driver to “eff off”? Why don't they have to apologize when they beat my child?”
- A survey respondent said, “When we are more concerned about how we treat those that choose to enroll in our schools thru open enrollment vs the majority of our taxpaying citizens, we have an issue.”

2. Real Estate

Some feel that realtors are contributing to the lack of racial diversity within the community by acting as “gate keepers.”

Input from community:

- A realtor told a Task Force member of color [when they were searching for a home] that they would not feel comfortable in the Indian Hills area of Edina, which also happened to be where the realtor lived.
- A Task Force member tried buying a home in Edina but after losing to two legitimate bids and also being told by realtors they would not belong, they decided to rent.
- During a small group community conversation, a community member noted having experienced housing discrimination in attempting to purchase a home, and subsequently filed a complaint with the U.S Department of Housing and Urban Development (HUD).

3. Neighborhoods

Some people of color feel uneasy and insecure when walking around certain neighborhoods at night in fear of being followed by the police. Additionally, experiences were cited where the police were called by white community members that felt uncomfortable with their presence.

Input from community:

- When walking in the neighborhood, a Task Force member is careful to bring their license with them to prove they live in Edina. Their spouse does the same.
- From the large group community gatherings, many black men shared feeling uncomfortable walking alone in Edina neighborhoods.
- It was mentioned in the large community gatherings that neighbors call police for ‘suspicious behavior’ of people of color in their neighborhoods.

4. *Athletic Associations*

Perceptions exist that athletic associations intentionally limit the involvement of community members of color. Most athletic associations host events at either city facilities or within the public schools.

Input from community:

- It was mentioned by an Executive Leadership Team member that last winter, an athletic association was accused of discrimination when a basketball team from North Minneapolis was deemed ineligible from participating in a tournament at Edina High School because their team certification had been revoked for previous conduct.
- An Executive Leadership Team Member feels as though athletic associations limit inclusiveness through cost prohibitive fees that are charged to participate on traveling sports teams.
- In the survey, a community member shared, “I don't feel welcomed by Edina sports associations.”
- In a large community gathering, a participant noted that their kid’s youth sporting events do not give them a sense of belonging.
- A Task Force member mentioned that they feel there are unsaid rules. They described a time when they were signing up their daughter up for Powder Puff football. After registering and paying for it, they were told it was already full. The Task Force member then questioned why the system would allow them to register and pay for it if it was in fact full. The program said they would make an exception. The Task Force member explained that they do not like being an exception to the rules. They just want the rules to be clear so they can follow them like everyone else. He did not like how this process seemed opaque and not transparent.

Race-based Discrimination Between Community Members

1. *Cultural Insensitivity*

There is an overall sense that Edina community members are insensitive to non-white cultures. This is seen from the general community, but also by city staff members.

Input from community:

- A community member shared in a small group gathering that they had heard biased comments at the Edina Art Center. “People coming from developing countries do not have etiquette about cleaning their household.”
- A small group community gathering member stated that Edina residents are ignorant about non-white cultures.
- A strong finalist for a city government position met qualifications and was noted by a selection committee member, a member of city staff, as not having good enough eye contact. An Executive Leadership Team member thought this was due cultural differences in eye contact and tried to explain it to the hiring committee.
- A Working Group member noted that they often educate and explain cultural differences noting that some race-based behavior stems from fear/mistrust from lack of information.

2. *Racial Slurs*

People have heard racial slurs or have had racial slurs directed at them in Edina.

Input from community:

- The young child of a Working Group member brushed against a car in a parking lot and the car owner yelled the n-word at her.
- Large group community gathering members noted that racist comments and slurs are often heard by white community members from white community members.
- A Task Force member mentioned examples of slurs via Facebook, such as use of pictures, the use of KKK, N-word, and phrases like “Muslims should go back.”
- A Task Force member shared that their a teacher read aloud a story in their daughter’s class that had offensive words such as the N-word. She was upset that the teacher read out loud each word in front of the class.
- An online survey participant shared, “Saw a Caucasian man I would estimate in his 50’s made several racist statements after I walked by him with my son in Jerry’s Foods. I wanted to confront him, but I was with my son. I also thought why risk everything I worked so hard for because this racist is spewing out his venom.”
- One online survey respondent noted, “Edina YCC [Young Conservative Club] at Edina High School has said very racist things towards the students of color.”

3. *Micro-aggressions*

Instances of indirect, subtle, or unintentional discrimination against people of color in the community have been experienced in Edina.

Input from community:

- An Executive Leadership Team member responded that most instances of race-based discrimination are indirect and does not believe come with ill intentions.
- A Task Force member of color mentioned a situation at a restaurant when someone made an accusation that they took \$20 when they had not.
- Large group community gathering participants shared that micro-aggressions are common in the workplace.
- A small group community gathering member saw a white parent pull their kid closer to them when an African-American was walking by.
- An Executive Leadership Team member mentioned that during a conversation to create the city’s “Vision of Edina” strategic plan, a white man stood up in a group of 100 people and said that the reason he moved and chose to live in Edina was so that he would be living in a white community.

4. *Otherness*

Many do not feel welcome or feel a sense of belonging based on the Edina cultural norm that people who differ from the Edina status quo do not belong in the community. This is not bound to just race, but also socioeconomic status and being native to Edina.

Input from community:

- One survey respondent shared, “There is an overall sense of, You are OTHER. I will be polite and let you sit, but the truth is you don't belong at our lunch table.”
- An Executive Leadership Team member hears things from residents like, “they look like they don’t belong.”
- An online survey respondent stated, “There is discrimination between the haves and supposedly have nots, and the generational Edina people and new ones.”
- A community member expressed on the online survey, “I think there is a certain population in Edina that does not like diversity, people who are different and think differently as a result and are very intolerant. Also a large portion of these people also seem to feel entitled and above everyone else because they live in Edina. Edina is very “cliquey.”
- An online respondent mentioned, “I also have always been distinctly uncomfortable with the overall whiteness here after experiencing a much more diverse population in my early life. That has never changed. Things are much better than when I first came here and there are many things I have come to

love and respect in Minnesota but I will never get used to the overall pervasive feeling I get in Edina of the importance of economic advantage and white privilege.”

5. *Reactions Towards Inter-Racial Families*

Bi-racial families hear insensitive comments and receive questions about how their family members are related, which leaves them with a feeling of discomfort and contribute to not belonging.

Input from community:

- The spouse of a Working Group member, who is white, has been asked if their children are foster kids.
- A community member shared in the survey, “I look racially ambiguous, but my children do not. I am welcomed until people see my child and suddenly I’m held at arm’s length.”
- A survey respondent shared, “My bi-racial daughters have been questioned by community members and children about being adopted, questioned about what they and about their hair constantly touched.”

6. *Insensitivity to Racial Equity*

Some white Edina citizens reported having little sympathy toward the experiences of community members of colors. There are also participants of color who felt that their white community members care little about their negative experience in the community.

Input from community:

- An Executive Leadership Team member mentioned that while they did raise their hand to serve as part of the initiative, they did not see it as a high priority.
- The same Executive Leadership Team member mentioned a couple of times that the issue of racial equity does not bring about a lot of emotions for them like it does others.
- A survey participant shared, “Stop persecuting white people. Do not make us feel demised. We are not the reason for other races problems.”
- An Executive Leadership Team member shared that they were extremely uncomfortable when the Black Lives Matter group showed up to the Council meeting after the October 14th incident. They did not like that the Mayor and City Council allowed the group to take as much time as they did at the meeting, as this was not normal protocol.
- One survey respondent shared, “You’re trying to fix something that isn’t a problem.”

Appendix N

Facilities Working Group Assessment Tool

Facilities Assessment Tool <i>DRAFT</i>					
revised	10/16/17				
Visit Date:			Total count	3	
Visit Time:					
Visitor:					
Note:	The tallies and counts are merely a recording of observations during the visit, or available data, not intended to be an evaluative measure of the facility				
	Please be sure to capture qualitative observations in the comment fields as well.				
1. Welcoming		3	total count		
	staff reaching out to newcomers				
	invite others to participate & contribute				
	accepting of racial diversity & different religious faiths				
	vibe / gut check				
		Yes (2)	No (0)	Sometimes (1)	n/a
	Does a staff member welcome you upon entrance? (ex: smile, say "good morning" or "welcome")		1		
	Do staff members smile when engaging with you?	1			
	Do staff members appear to provide consistent level of service to all patrons?			1	
	If a patron appears to be new or needing help, does a staff member offer assistance?				1
Comments / observations					
2. Facility Amenities		0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
	Is there an information desk or some other clear place to go if someone has a question or needs help?				
Comments / observations					
3. Decor (ex: artwork & posters reflects different races & cultures)		0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
	When you first enter (ex: lobby), do you see artwork that reflects more than one culture/ethnicity? (or one non-white)				
	Throughout the facility (incl restrooms), do you see artwork that reflects more than one culture/ethnicity?				
	Throughout the facility, do you see artwork that reflects more than one gender?				
Comments / observations					
4. Diversity of Staff & Management		0	total count		

		Yes (2)	No (0)	Sometimes (1)	n/a
	Do you see staff members of more than one ethnic background (or if one, non-white)?				
	If you speak to a manager, do they indicate the staff is more diverse at other times?				
	Is the manager a person of color?				
	Do staff members participate in diversity or inclusion trainings?				
	Comments / observations				
	5. Attendees/Participants – who comes	0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
	Do you see patrons of more than one ethnic background (or if one, non-white)?				
	If you speak to a manager, do they indicate the staff is more diverse at other times?				
	Is the manager a person of color?				
	Comments / observations				
	6. Accessibility of location	0	total count		
	convenient & bus stops cleared during winter				
	bus schedules understandable				
		Yes (2)	No (0)	Sometimes (1)	n/a
	Are there bus stops nearby?				
	Are bus stops cleared during the winter?				
	Are bus schedules understandable?				
	Is there clear signage so people know where to park and where to find the entrance?				
	Comments / observations				
	7. Operating Hours	0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
	Are there hours available in a variety of days and times, including evening and weekend?				
	Are operating hours clearly posted online, via phone message, and at the facility?				
	Are changes in operating hours (ex: holiday, snow closures) clearly posted online and via phone message?				
	Comments / observations				

8. Fee Structure		0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
Is there a sliding fees scale based on ability to pay?					
Is there a sliding fees scale based on number of patrons? (ex: family rates)					
Are there free admission days?					
Comments / observations					
9. Signage		0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
Are signs available in at least 2 languages?					
Are signs available in at least 3 languages?					
Are signs available in more than 4 languages?					
Is information on signs communicated verbally? (for people who may be blind or cannot read)					
Comments / observations					
10. Facility Promotion & Marketing		0	total count		
actively circulated & distributed for all					
reflect the diversity of Edina					
		Yes (2)	No (0)	Sometimes (1)	n/a
Is the facility marketed in multiple channels? (online, print, other publications)					
Do the marketing materials feature non-white images?					
Are the marketing materials offered in languages beyond English?					
Comments / observations					
11. Food		0	total count		
		Yes (2)	No (0)	Sometimes (1)	n/a
Are there vegetarian food options?					
Are there vegan food options?					
Are there food options that reflect other cultures?					
Are ingredients clearly posted or accessible?					
Comments / observations					

Appendix O

2017 Edina Quality of Life Survey

Responses in the following table show only the proportion of respondents giving a certain answer; for example, the percent of respondents “excellent” or “good.” ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences were statistically significant, they have been shaded grey.

Quality of Life by Respondent Characteristics

How would you rate the quality of life in Edina? (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
How would you rate the quality of life in Edina?	97%	98%	97%

General Community Characteristics by Respondent Characteristics

following characteristics as they relate to Edina as a community: (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Overall feeling of safety in Edina	96%	98%	97%
Overall ease of getting to the places you usually have to visit	86%	90%	87%
Quality of overall natural environment in Edina	87%	95%	88%
Overall established “built environment” of Edina (including overall design, buildings, parks and transportation systems)	83%	78%	82%
Health and wellness opportunities in Edina	93%	91%	92%
Overall opportunities for education and enrichment	95%	95%	95%
Overall economic health of Edina	96%	91%	95%
Sense of community	76%	59%	74%
Overall image or reputation of Edina	87%	84%	87%
Neighborliness of residents in Edina	75%	76%	75%

Likelihood of Recommending or Remaining in Edina by Respondent Characteristics

unlikely you are to do each of the following: (Percent "very" or "somewhat" likely)	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Recommend living in Edina to someone who asks	97%	93%	96%
Remain in Edina for the next five years	96%	76%	94%

Feelings of Safety by Respondent Characteristics

Please rate how safe or unsafe you feel: (Percent "very" or "somewhat" safe)	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
In your neighborhood	98%	100%	98%
In the 50th & France area (downtown area)	97%	91%	96%
In the Southdale area	76%	89%	77%

Specific Community Characteristics by Respondent Characteristics

following characteristics as they relate to Edina as a whole: (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Traffic flow on major streets	63%	78%	63%
Ease of public parking	73%	72%	72%
Ease of travel by car in Edina	83%	89%	82%
Ease of travel by public transportation in Edina	37%	50%	40%
Ease of travel by bicycle in Edina	50%	55%	49%
Ease of walking in Edina	68%	65%	66%
Availability of paths and walking trails	60%	61%	60%
Air quality	89%	82%	88%
Cleanliness of Edina	93%	91%	91%
Public places where people want to spend time	84%	77%	82%

Variety of housing options	57%	49%	55%
Availability of affordable quality housing	40%	21%	37%
Fitness opportunities (including exercise classes and paths or trails, etc.)	79%	62%	75%
Recreational opportunities	84%	72%	82%
K-12 education	96%	97%	96%
Adult educational opportunities	90%	81%	89%
Opportunities to attend cultural/arts/music activities	81%	80%	80%
Employment opportunities	67%	69%	69%
Shopping opportunities	93%	89%	91%
Cost of living in Edina	50%	31%	47%
Overall quality of business and service establishments in Edina	92%	91%	90%
Overall quality of commercial redevelopment in Edina	76%	68%	72%
Overall quality of residential redevelopment in Edina	66%	76%	67%
Opportunities to participate in social events and activities	75%	63%	73%
Opportunities to volunteer	82%	63%	79%
Opportunities to participate in community matters	78%	67%	75%
Openness and acceptance of the community toward people of diverse backgrounds	46%	56%	46%

Importance of Diversity-Inclusive Programs by Respondent Characteristics

How important, if at all, do you think it is for the City to implement each of the following?	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	

Expand the types of cultural events that are offered within the community	45%	58%	46%
Enhance the promotion and awareness of cultural events that take place in the community	52%	54%	53%
Provide educational opportunities to learn about different cultures and customs locally and around the world	48%	52%	48%
Promote and provide opportunities for diverse representation in local leadership, advisory and policy making roles	55%	67%	57%

Use of Parks and Recreation Amenities by Respondent Characteristics

In the last 12 months, about how many times, if ever, have you or other household members used any of the following Edina Parks & Recreation Department amenities?	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Trails	80%	81%	80%
Neighborhood parks	90%	89%	89%
Large community athletic fields	50%	51%	49%
Edinborough Park	46%	59%	48%
Centennial Lakes Park	75%	75%	75%
Edina Aquatic Center	29%	28%	28%
Edina Senior Center	21%	12%	20%
Braemar Arena (ice arena)	25%	25%	24%
Edina Art Center	28%	27%	28%
Braemar Golf Course	35%	17%	32%
Braemar Golf Dome	22%	15%	20%
Braemar Field (sports dome)	25%	20%	24%

Quality of Parks and Recreation Amenities by Respondent Characteristics

following Edina Parks & Recreation Department amenities: (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Trails	81%	89%	81%
Neighborhood parks	88%	92%	88%
Large community athletic fields	92%	92%	92%
Edinborough Park	90%	93%	91%
Centennial Lakes Park	95%	99%	95%
Edina Aquatic Center	88%	77%	88%
Edina Senior Center	88%	96%	89%
Braemar Arena (ice arena)	90%	80%	90%
Edina Art Center	86%	89%	86%
Braemar Golf Course	84%	100%	85%
Braemar Golf Dome	92%	100%	92%
Braemar Field (sports dome)	93%	100%	93%

Quality of Services by Respondent Characteristics

Please rate the quality of each of the following services in Edina: (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Police services	89%	89%	89%
Fire services	99%	100%	99%
Ambulance or emergency medical services	99%	100%	99%
Crime prevention	88%	85%	86%
Fire prevention and education	94%	90%	91%
Traffic enforcement	77%	87%	77%
Street repair	56%	51%	54%
Street cleaning	82%	79%	80%
Street lighting	70%	74%	70%
Snow removal	94%	78%	92%
Sidewalk maintenance	79%	62%	75%
Traffic signal timing	70%	81%	70%
Bus or transit services	55%	52%	54%
Garbage collection	88%	79%	86%
Recycling	87%	81%	86%
Yard waste pick-up	84%	82%	83%

Storm drainage	83%	69%	80%
Drinking water	70%	61%	68%
Sewer services	91%	85%	88%
Utility billing	82%	68%	79%
City parks	91%	98%	91%
Park maintenance	91%	88%	90%
Condition of trails and sidewalks	86%	87%	84%
Recreation programs or classes	88%	81%	87%
Recreation centers or facilities	88%	91%	86%
Land use, planning and zoning	60%	71%	60%
Code enforcement (weeds, abandoned buildings, etc.)	68%	70%	67%
Animal control	85%	83%	84%
Economic development	81%	78%	79%
Public health services	88%	84%	86%
Public information services/communication from the City	79%	82%	78%
Cable television	61%	67%	60%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	82%	81%	80%
Edina open space	69%	72%	68%
City-sponsored special events	78%	74%	77%
Overall quality of services provided by the City of Edina	89%	95%	89%

Opinions of Property Taxes by Respondent Characteristics

Thinking about your property taxes in comparison with neighboring cities, do you consider property taxes in Edina to be...? (Percent "very" or "somewhat" high)	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	

Thinking about your property taxes in comparison with neighboring cities, do you consider property taxes in Edina to be...?	58%	76%	58%
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Level of Support for Increasing Property Taxes by Respondent Characteristics

support or oppose an increase in your property taxes to maintain City services at their current level? (Percent "strongly" or "somewhat" support)	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
To what extent would you support or oppose an increase in your property taxes to maintain City services at their current level?	45%	42%	44%

Government Performance by Respondent Characteristics

Please rate the following categories of Edina government performance: (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
The value of services for the taxes paid to Edina	83%	66%	81%
The job Edina government does at welcoming resident involvement	65%	48%	61%
Overall confidence in Edina government	72%	67%	69%
Generally acting in the best interest of the community	71%	66%	69%
Treating all residents fairly	72%	61%	69%

Managing Community Tensions by Respondent Characteristics

How well, if at all, do you feel the City is managing tensions in the community related to residential redevelopment in Edina? (Percent "very" or "somewhat" well)	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
How well, if at all, do you feel the City is managing tensions in the community related to residential redevelopment in Edina?	71%	63%	68%

Problems in Edina by Respondent Characteristics

Please rate how much of a problem, if at all, you feel each of the following is in Edina. (Percent "not a problem" or "minor problem")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Traffic speeding in your neighborhood	44%	27%	42%
Stop sign violations in your neighborhood	26%	12%	27%
Violent crime	3%	0%	3%
Drugs	15%	4%	15%
Youth crimes	11%	5%	11%
Vandalism and property crimes	18%	16%	19%
Identity theft	24%	13%	23%
Domestic abuse	17%	7%	16%

Methods of Garbage Collection by Respondent Characteristics

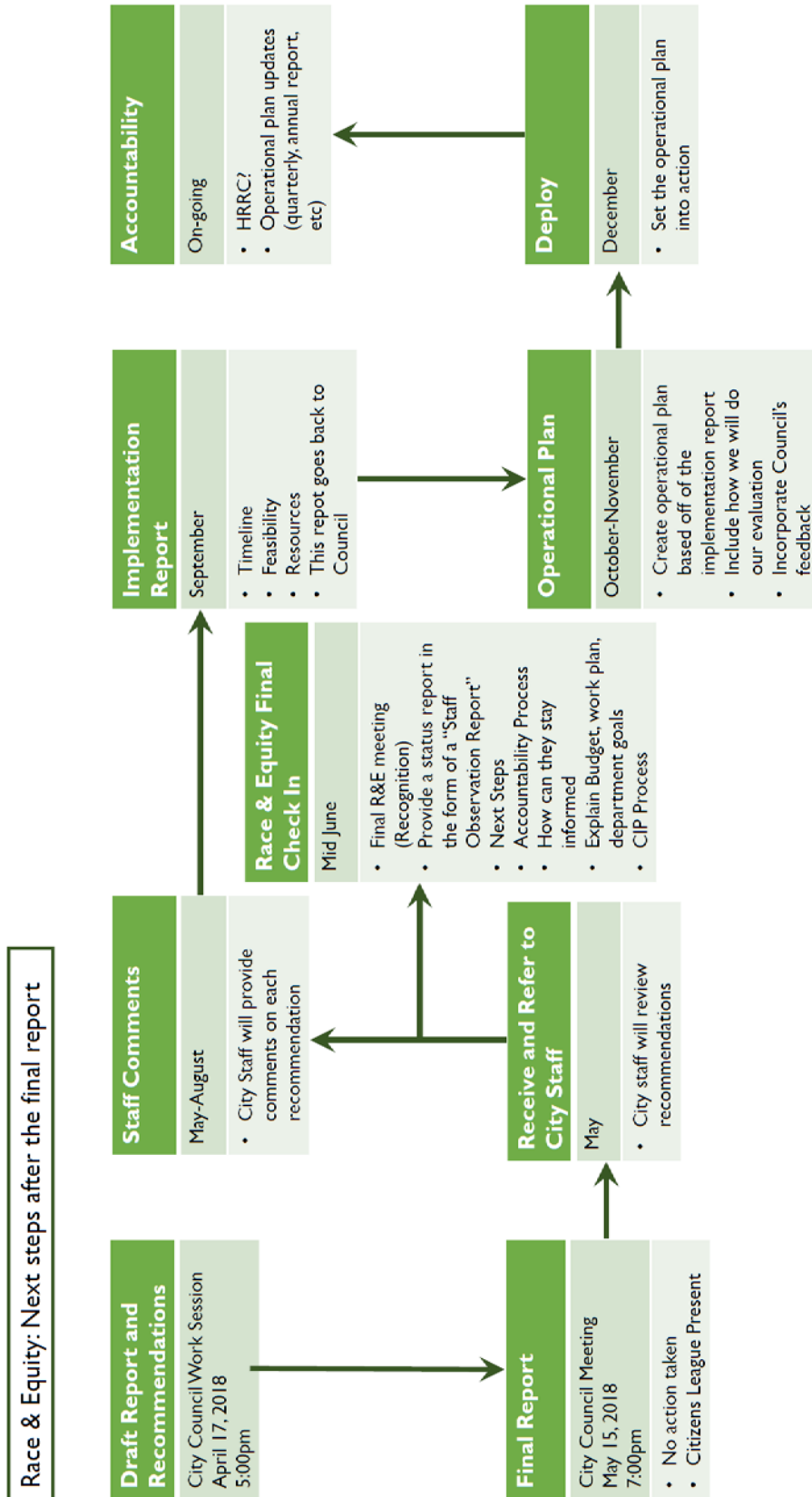
Most communities have one of two systems for garbage collection. To what extent do you support the City changing from the current system in which residents may choose from several different haulers to a system where the City chooses one hauler for the whole community? (Percent "strongly" or "somewhat" support)	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Most communities have one of two systems for garbage collection. To what extent do you support the City changing from the current system in which residents may choose from several different haulers to a system where the City chooses one hauler for the whol	47%	72%	49%

Aspects of Drinking Water by Respondent Characteristics

Please rate the following aspects of drinking water in Edina: (Percent "excellent" or "good")	Race/ethnicity		Overall
	White alone, not Hispanic	Hispanic and/or other race	
Appearance	87%	71%	85%
Taste	65%	51%	63%
Odor	75%	51%	72%
Hardness	36%	39%	36%
Reliability	89%	76%	87%
Safety	85%	68%	83%

Appendix P

Next Steps After Final Report



Appendix Q

Glossary

The following includes relevant terminology and acronym definitions that can be found throughout the report.

CIP: Capitol Improvement Plan

CTS: Communication and Technology Services

GARE: Government Alliance on Race and Equity (see appendix E)

PACS Fund: Pedestrian and Cycling Safety Fund

PD: Police Department

People of Color: a person who is not white or of European parentage.

Community Members of Color: a community member who is not white or of European parentage.

Race: a grouping of humans based on shared physical or social qualities into categories generally viewed as inherently distinct by society.

Race and Equity Lens: when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

Race-based Discrimination: treating someone unfavorably due to the color of their skin or a characteristic of their race.

Racial Equity: the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares.

Section 3 Housing: guarantee that the employment and other economic opportunities created by Federal financial assistance for housing and community development programs should, if possible, be directed toward low- and very-low income persons, particularly those who are recipients of government assistance for housing.

Section 8 Housing: authorizes the payment of rental housing assistance to private landlords on behalf of low-income households.