



2022 Diversity, Equity and Inclusion Action Plan Update

Year 1 – Building Internal Capacity



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Total Population
121,395



Median Household Income
\$74,527



Bachelor's Degree or Higher
49.9%



Employment Rate
69.5%



Total Housing Units
53,210



Without Health Care Coverage
6.3%



Total Households
50,479



Hispanic or Latino (of any race)
7,984

ABOUT THE CITY OF ROCHESTER

The City of Rochester is located in Southeast Minnesota and is the third largest city in the state. Data collected by the United States Census indicates that the City has 121,395 residents. The City's largest industry is Healthcare, with Mayo Clinic as the largest employer. The City has great diversity, with a large number of migrant and immigrant community members.

A snapshot of the Cities diversity can be summarized as follows;

- » **73.2%** of residents are white and 26.8% are BIPOC residents
- » **14.1%** of residents are foreign born
- » **82%** of residents speak English only, and 18.7% speak a language other than English
- » **16%** of residents are age 65 and older
- » **12.4%** of residents have a disability
- » **6%** of residents are veterans
- » **7.4%** of residents below poverty level by income
- » **Age data*** - Important to note that data for age 18 and below indicates a large shift in race and ethnicity data (Approximately 40% BIPOC in RPS school district)

Detailed
If you ne



PURPOSE

The purpose of this update is to provide a framework for Diversity, Equity and Inclusion (DEI) efforts in FY 2022. These efforts will be focused on building internal capacity within the City of Rochester. Internal capacity building will be focused on 3 areas: (I) Recruitment and Retention of diverse teammates, (II) Diversity, Equity and Inclusion professional Development, and (III) Community Connection and Engagement

TERMS, DEFINITIONS AND ACRONYMS

Diversity

Variation in human identity including but not limited to age, race, ethnicity, ability/disability, gender identity, sexual orientation, socio-economic status, veteran status, and migrant status.

Equity

Parity in outcomes

Inclusion

Active practice of creating a welcoming environment, safe spaces, and removing barriers to access and participation that lead to equitable outcomes

DEI

Diversity, Equity and Inclusion

BIPOC

Black, Indigenous and People of Color

ICC

Intercultural Cities Initiative

GARE

Government Alliance on Race and Equity

SMART

Specific, Measurable, Attainable, Relevant and Time-bound.



DIVERSITY, EQUITY AND INCLUSION ACTION PLAN BACKGROUND

A Systems Change Approach (changes in processes, relationships, norms, policies and power structures with deep engagement by participants to make positive social gains sustainable at scale (Gopal & Kania, 2015)).

Following a DEI audit of department efforts, organization-wide efforts, and our community, during the first quarter of 2021, three goals were adopted for FY 2022:

- I. Recruitment and Retention of diverse teammates
- II. Diversity, Equity and Inclusion professional development
 - a. Organization wide common language
 - b. Department specific/matrix professional development
 - c. Safe/cohort spaces for conversation
- III. Community connection and engagement

After initial presentation of DEI goals to the Council in early 2021, each department began the process of developing a department specific Action Plan with support from DEI director. Departments were asked to engage City Teammates as much as possible in the development of their Action Plan.

Each department was asked to come up with 3 or more tactics to support each goal. Engagement strategies varied by department, and included but was not limited to: DEI audit results presentation to departments, focus groups, surveys, and committee/workgroup/taskforce formation. Department Action Plans were shared with DEI director for review and iteration.

The Systems Change approach includes the development of:

- Baselines and shared vocabulary; Knowledge of current DEI strengths and deficits for each department, along with approaches to address deficits.
- Intersectional Views; An understanding of connections with other City departments or community organizations needed to address changes. Systems can only change with holistic approaches.
- Iteration Capacity; Departments have to develop malleability, understanding that as they implement tactics, learning may occur to amend the tactic.
- Metrics; adopting metrics with quarterly checks to ensure progress or iteration. Social transformation indicators can be qualitative as well as quantitative.
- Adaptive Capacity; Individual, Team and Organizational ability to consistently change based on information learned. This includes changes in processes, structures and ultimately systems.

OVERVIEW OF DEI PLANS

(I) Recruitment and Retention of Diverse Teammates

Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
City Attorney	Review and revise job posting to incorporate DEI competencies	City Attorney and Deputies	Ongoing All positions reviewed by 12/31/2022	HR partners DEI Director	# of applicants vs. # of diverse and BIPOC applicants
City Clerk	Ensuring an inclusive and workplace environment through focused DEI and communication competency training.	City Clerk and Deputy	Immediate and ongoing	Gretchen Bill City Administration	Bi-annual inclusivity survey
Civic Music	Redevelop onboarding process for employees to foster sense of belonging	General Manager	December 31st, 2023	Civic Music Human Resources	100% of new employees on-boarded.
Community Development	Increase career education opportunities	CD DEI Task Force	3-4th Quarter 2022	CD Leadership Human Resources Jorrie Johnson Community Partners (RPS, RCTC, etc.)	Development of one new career education pathway opportunity
Finance/IT	Preferred Name – Improve access to JDE’s preferred name for universal use there is not a legal name requirement; email, Teams, name badges etc.	Carl Hunter Rachel Houdek	7/1/2022	Human Resources Library	Preferred name option in all places except legal requirements.
Fire	Increase percentage if BIPOC male applicants (Black/ African American, LatinX and Asian). Targeted community engagement, mentorship, ‘Join Us’ webpage.	Chief Kerska	Fall 2022	Human Resources	16% qualified applicants.

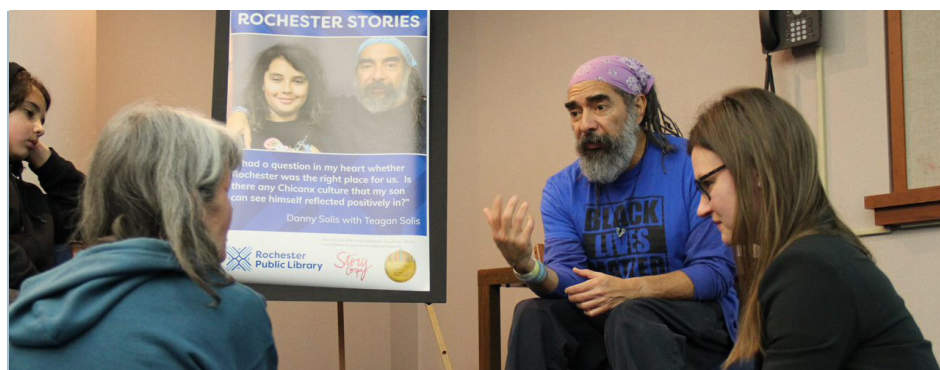
Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
Human Resources	Create parameters for employee affinity groups	Leena Murphy Gretchen Bill	3/31/2022	N/A	3% participation rate or a minimum of 5 affinity groups formed.
Library	Annual census of library team and adjustment of library recruitment goals to better reflect make-up of community	Library Director Human Resources Rep	Annually (May)	N/A	Library teammates parity with community.
Parks	Gateway to fulltime employment: Develop internship and on the job training programs for diverse members of the community.	Parks leadership team	Summer 2022	Human Resources	5 individuals recruited.
Police	Establish formal cadet program to create a pipeline of diverse candidates with experience in our community	Training Lieutenant	12/31/2022	Services captain Community Services captain Community Action Team	Establishment of Cadet program with enrollees.
Public Utilities	Outreach program to provide hands on experience and encourage entry into power and water industry.	Public Affairs – Steve Nyhus	4th Qtr 2022	RCTC RPS Ctech Public Works, RFD RPD	Outreach program concept developed and discussed with key partners
Public Works	Partner with HR to implement internship, seasonal help, and/or workforce development programs with the focus on increasing workforce diversity.	Aaron Luckstein	12/31/2022	Leena Murphy	At least one annual project within PW with a goal of advancing two.

OVERVIEW OF DEI PLANS

(II) Diversity, Equity and Inclusion Professional Development

Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
City Attorney	Cultural Competency- Interpreters	Attorney Team	Within 6 months	RPD, State Patrol, Sheriff	Internal tracking of concerning reports related to interpreters, track contested omnibus motions relating to interpreters.
City Clerk	Full-team intensive development training session focused on the intersection of customer service, diverse populations, and DEI topics.	DEI Director City Clerk and Deputy	12/31/2022	Human Resources Outside Consultant DEI Director	100% participation, development of actionable learning and team collaboration on an implementation strategy.
Civic Music	RCM teammates to attend DEI based APAP, MSAB, SEMAC, Arts Midwest, and Springboard for the Arts, based workshops, clinics, and seminars when available.	General Manager	Ongoing	Civic Music Team	100% employee participation/ Annual Departmental Assessment
Community Development	Establish a Community Development task force to oversee DEI Action Plan implementation.	Department Head	1st Quarter, 2022	CD Leadership, Public Works Professional Dev. Team	Yearly progress report on DEI Action Plan - tactics completed and goal analysis.
Finance/IT	Learn from Teammates in the CE/DEI workgroup Sharing back to our full department teammates	Rachel Tony Jackie Joy	Ongoing	Chao Jenna CE/DEI Presentation/ Discussion in small groups	Internal team survey of creation of safe spaces for learning/ conversation.

Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
Fire	ID a Program and Plan/Evaluation for DEI professional development appropriate for RFD. Outreach and research using the IAFC blog into what other Fire Chiefs throughout the nation have experiences with.	Chief Kerska	1 Jan 2022	HR	ID strategy to train 100% RFD
Human Resources	HR Business Partners will engage in personal development through participation in education/dialogue on DEI topics: ✓ Read and discussed the book, "White Fragility" ✓ On-Scene Radio "Seeing White" Series	HR Business Partners	12/31/2022	N/A	Application of new knowledge to HR policies and practices; testing for disparate impact in organizational policies (and correcting if it exists)
Library	Cohort Groups; Current discussions on podcast 'Seeing White'.	All teammates	March 2022	Diversity Council	-# of teammates participating
Parks	Complete CAPRA Accreditation (accreditation requires meeting several DEI standards).	Paul Widman	Summer 2022	Human Resources	5 individuals recruited.



Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
Police	Officers will receive virtual reality simulator training customized with implicit bias and cultural diversity scenarios	Services captain	100% of officers by 12/31/23	Training lieutenant	Establishment of Cadet program with enrollees.
Public Utilities	Utility wide Implicit Bias Training	Corporate Services – Peter Hogan	3rd Qtr 2022	City HR	Training developed and delivered utility wide to 95% of employees.
Public Works	<p>Monthly committee meeting – bi-monthly with Community Development. Teams Goals:</p> <p><u>Develop a PW DEI evaluation</u> Develop and conduct an evaluation for the team to get a baseline of PW’s awareness and development needs.</p> <p><u>Develop a training plan</u></p> <ul style="list-style-type: none"> Steer training plan with the goal of one training every other month. Train differently for different teams Use story telling when we can. Collect input on training needs 	Existing PW DEI team and at least 3 PW leaders	12/31/2022	Chao Mwatela and HR Community	<p>-Develop and conduct baseline evaluation</p> <p>-# of trainings – goal of 6</p> <p>-Development of evaluation with 70 % participation annually.</p>

There are a total of **forty seven** Action Steps/Tactics towards the DEI professional development for implementation in FY 2022.

OVERVIEW OF DEI PLANS

(III) Community Connection and Engagement

Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
City Attorney	Understanding Community Resources	Attorney Team	Ongoing	DFO, Crisis Center, Women's Shelter, C.E.R.T., Jeremiah House, etc.	Establish toolkit/ resource folder for teammates Completed updated of City Attorney website with resource links for community members
City Clerk	Consistent use of tools like comment cards/ suggestion boxes to temperature check residents, with a concerted effort to reach non-white populations for input on access.	Christiaan City Clerk and Deputy	Ongoing - 2022	Communications Administration	Feedback cards in outgoing clerk mailings for licensing, assessments, elections, and parking. Compiling and assessing the resultant data and shifting work plans accordingly.
Civic Music	Research and develop a multi-lingual marketing plan.	General Manager	Ongoing	COR Communications Team/DEI Team	Annual Departmental Assessment/ Audience-Partner Surveys and Evaluations. Increase in # of multilingual participants in RCM events.

Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
Community Development	Increase understanding of and access to Community Development programs and processes. -Determine top 5-10 documents shared with the public to translate / 508 compliance -Comment/ feedback box, available in multiple languages (1st step - create box and paper slips, 2nd step - determine who oversees/collects data)	Subdivisions DEI Taskforce	1-2Quarter, 2022	Admin HR Communication Office Admin	Final list of 5-10 documents from each sub-division outlining needs: language, 508 compliance, etc.
Finance/IT	Develop Relationships with Educational Institutions for Internships/Job Shadow	Tony / Rachel/ Jenny	4th quarter, 2023	Two years Dist. 535, RCTC, Winona State	3 internships / 3 job shadows
Fire	Targeted engagement efforts with High School students from the focus communities (Black/ African American, Hispanic/Latinx, and Asian Communities)	CPT Feine	Ongoing	Rochester Public Schools	Number of HS Class presentations delivered to the communities of focus. Production of video materials for more broad use and presentation to the communities of focus.
Human Resources	Develop and implement organizational Internship Program.	Leena Murphy	Group Plan developed by 12/31/21 & implemented by 4/30/22	Department Advisory	Number of under-represented interns who successfully participate in the program

Department	Tactic/Goal	Teammate Responsible	Completion Timeline	Partner/s	Metric/Kpi
Library	Municipal ID	Andrew Stehr	12/31/2022	Rochester Interfaith Immigrant Rights Coalition	3 partners agree to allow Municipal ID as formal ID 250 ID's issued
Parks	Develop an interpretive plan to acknowledge the people who inhabited the land that is now parkland.	Park Board P&R Leadership Team	Dec 2022	Community Engagement / DEI Indigenous/Tribal community Local, state and regional historians.	Complete Ethno history of Indian Heights and Silver Lake Park by Dec 2022 Police
Police	Secure funding to expand Community Liaison program into a Community Engagement Response Team (C.E.R.T.)	Community Services captain	12/31/2021	Community Services lieutenant	Funding secured
Public Utilities	Increased outreach efforts to communities around the different ways to manage bills, such as budget billing and other available resources.	Customer Relations – Krista Boston	4th Qtr 2022	N/A	85% of customers indicate that they are aware of payment options.
Public Works	Build framework on how & which policies to evaluate included a method to consolidate processes.	PW Leadership team	12/31/22	HR, Chao Mwatela Library, Community Organizations	Established consolidation process Framework developed. 5 policies identified to prototype process.

There are a total of **fifty four** Action Steps/Tactics towards the Community Connection and Engagement for implementation in FY 2022



COMMUNITY ENGAGEMENT/ DIVERSITY, EQUITY, AND INCLUSION WORKGROUP

The community Engagement/Diversity, Equity and Inclusion workgroup meets once a month. November 2021 will be an exception, and CE/DEI teammates have been asked to participate in the DEI symposium instead. The workgroup is focused on the development of a community engagement toolkit, with a focus on DEI. During the months of September and October of 2021, the workgroup participated in development of a Diversity, Equity and Inclusion Commitment Statement with input from department teammates. Below is a draft statement.

“The City of Rochester is committed to a community where all members feel a sense of belonging. We commit to recognizing the diversity of our community members, listening to ALL voices and providing equitable services to create an inclusive place to live, play and work.

We believe EQUITY should be at the center of all our work. We strive to represent our community in our teammates, as we know that diverse and inclusive teams are more innovative, and have an empowering impact on the work, progress and culture of our community.

We recognize that we reside on the land of Indigenous People. We commit to learning, repairing harm, and honoring the Indigenous communities that cared for the land before us.

We acknowledge the racial, economic and social disparities that exist in our community, and commit to engaging in personal and systemic changes to impact these disparities. We commit to educating ourselves on inequities to better provide services to our community. We promise to lead by example and hold ourselves accountable.

It takes us all working together.”

Workgroup participants have shared feedback incorporated into this statement. The statement will be shared with all teammates for feedback as well.

OTHER CONSIDERATIONS

- The City of Rochester continues to participate in the Intercultural Cities Program. Focus areas from 2018 index were considered in the development of DEI Action plans.
- Government Alliance on Race and Equity (GARE)
 - » Redesign process since June 2021.
 - » City of Rochester will enroll new cohort at the completion of redesign.
- Municipality Equality Index (MEI) 2021 report is available now. See the City of Rochester score [HERE](#). We continue to work to improve our score.
- Development of Equity considerations for council presentations is in process. This process will be inclusive of the following considerations;
 - » Racial Equity
 - » Socio-economics
 - » Access and Accessibility.

FORWARD TOGETHER