



City of
Golden

RACIAL EQUITY

DIVERSITY AND INCLUSION

Action Plan 2023-2027

CONTENTS

ACKNOWLEDGMENTS	1
LAND AND RECONCILIATION ACKNOWLEDGEMENT	2
EXECUTIVE SUMMARY	3
CHAPTER 1: INTRODUCTION AND CONTEXT	4
CHAPTER 2: STAKEHOLDER ENGAGEMENT	8
CHAPTER 3: GOALS, STRATEGIES, AND ACTIONS	11
CHAPTER 4: IMPLEMENTATION GUIDANCE AND TOOLS	15
CHAPTER 5: NEXT STEPS	18
APPENDIX A: GLOSSARY OF KEY TERMS	21
APPENDIX B: COMMUNITY ENGAGEMENT SUMMARY	24
APPENDIX C: ACTION PLANNING CONSIDERATIONS	30

ACKNOWLEDGEMENTS

Many thanks to members of the Golden community who responded to the survey and attended focus groups and meetings to guide this effort. We also want to express appreciation to City Council and staff for their participation in envisioning and activating the City of Golden Racial Equity, Diversity, and Inclusion (REDI) Action Plan:

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LAND AND RECONCILIATION ACKNOWLEDGEMENT

We begin by acknowledging the First Peoples, the Hinono'ei (Arapaho), Tsistsistas or Tsétséhéstáhese (Cheyenne) and Núuchiu (Ute), as the stewards and relatives of this ancestral territory that was seized from them in what is now known as Golden, Colorado. With respect to their elders, past and present, we recognize the original caretakers of this land, air, and water.

We make this statement to show respect, honor the truth, and encourage more substantive, sustained action to correct the false narratives and hostile practices that seek to erase Indigenous peoples' histories, cultures, and daily presence in a colonized world.

We commit to highlighting true stories of the people who were and are already here and to address harm, work to build trusting relationships, and engage in restorative collaboration with Native communities.

We recognize as we move forward in the spirit of diversity, equity, and inclusion, that we must hold ourselves and each other accountable so that we can move forward with a spirit of belonging, reconciliation, and justice.

We recognize that all members of the community of Golden, Colorado are needed in this work.



EXECUTIVE SUMMARY

The Racial Equity, Diversity, and Inclusion (REDI) Action Plan identifies goals, strategies, and actions to achieve a vision of Golden as **a place where all are welcomed, included, represented, honored, and treated fairly, regardless of identity or ability.*** The City understands that diversity is intersectional; race intersects with gender identity, ability, age, economics, and sexual orientation. We are leading with race because we recognize that racial inequities are widespread and damaging. And we know that measures that increase inclusion for Black, Indigenous, and People of Color also make life better for all.

COMMUNITY-DRIVEN PROCESS

Developed through a dynamic and community driven process, the REDI Action Plan reflects the perspectives, interests, and priorities of a diverse cross-section of Golden community members.

Over 250 community members participated in a broad range of outreach activities including:

- » Key Influencer Interviews
- » Focus Groups
- » Community Survey
- » Equity Training for City Council, Executive Management Team, and City Staff
- » City Staff Listening Sessions
- » Baseline Equity Assessment

GOALS

We recognize this work will be ongoing, and this plan aims to lay out strategies and actions over five years to achieve the following goals:

- » **Goal 1:** Cultivate a culture of inclusion and belonging in the City.
- » **Goal 2:** Increase access to services and resources for diverse community members.
- » **Goal 3:** Foster an organizational culture and environment committed to racial equity, diversity, and inclusion.
- » **Goal 4:** Expand economic opportunity for diverse businesses.

CALL TO ACTION

To achieve the Golden's vision, we encourage City partners and community members to commit to taking action in your own spheres of influence. Within the goals highlighted on the following pages, we outline strategies that are responsive to our community's needs and aligned with international equity, diversity, and inclusion best practices. With the energy, commitment, and passion of all of us working together, we will achieve our vision of Golden as a diverse, inclusive community and a place for all people to feel valued, safe, and included.

* The word ability in this plan refers to Golden's commitment that individuals with disabilities have the opportunity to participate in every aspect of life, including education, employment, services, civic engagement, and community living, to the fullest extent.

Chapter 1

INTRODUCTION AND CONTEXT



City of
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In 2020, like many jurisdictions, the City responded to national events that amplified systemic racism and health disparities across our Country. Among several other equity resolutions, in August 2020, the City Council passed a resolution declaring commitment to anti-racism actions. One of the resolution's directives called for the Justice, Equity, Diversity, and Inclusion (JEDI) subcommittee to recommend an approach to Council for developing an anti-racism plan. Ultimately, the City of Golden, with consultation support from MIG, Inc., developed this REDI Action Plan to advance racial equity, diversity, and inclusion in Golden as it strives to be a place for all people to feel welcome, valued, and safe.

GOLDEN COMMUNITY

A former gold rush town founded in 1859, Golden is a center for intellectual development with with engaged and connected neighbors. The City is home to the reputable Colorado School of Mines, as well as the famous Coors Brewery. Rich with scenic beauty and outdoor activities, Golden draws visitors from near and far. This charming, walkable community, with its iconic Golden Welcome Arch, is known for its friendly residents. Golden continues to grow and thrive today.

Racism in Golden's History

A recent study titled *Indigenous Connections: Native American Ethnographic Study of Golden, Colorado and the Clear Creek Valley* concludes that while Native Americans have connections to the Clear Creek Valley that date back more than 12,000 years, the modern narrative of the region largely excludes Indigenous people and their values. The study, which was funded by a Certified Local Government grant from the Colorado State Office of Archaeology and Historic Preservation at History Colorado, is an encouraging first step in building collaborative and positive relationships between American Indian tribes, the City of Golden, and other Front Range communities.

While Spaniards arrived in 1593, it was the discovery of gold in Colorado in 1858 that prompted the major shift in tribal relations. As the study points

out, the growth of American settlements in what is now Golden was made possible by the increasingly punitive military campaigns and policies against the Indigenous groups in the region. From the Euro-American perspective, treaties afforded a legal way to erode Native American land holdings and promote the permanent settlement of Colorado by Euro-Americans on aboriginal territory. But the Federal government failed to uphold treaty terms and protect the recognized tribal territories from the influx of American miners, settlers, and hunters. Tribes were relocated to reservations, which severely limited their movement and ability to travel across ancestral lands. In other cases, peaceful tribal groups were massacred.

In the 1920s, the Ku Klux Klan (KKK) had a powerful influence in Colorado, particularly in Denver. The group had successfully infiltrated the highest levels of local government. In *A History of Golden Zoning*, author Don Cameron illustrates how "R1 zoning, as laid out in the city code, shows a direct link from racist covenants to restrictive covenants, to exclusionary zoning all of which kept housing out of the hands of Blacks."

While this may be historical, feedback from community engagement activities indicates that some in Golden experience this legacy of racism individually and through City systems today.

Citywide Demographics

At the time of the 2020 U.S. Census, Golden had a population of 20,391 and a median age of 35. The median household income was \$80,338, an 11 percent increase from 2019 and \$15,344 more than the national median income. With a homeownership rate of 60.8%, the median property value was \$541,400, making Golden a relatively expensive place to live.

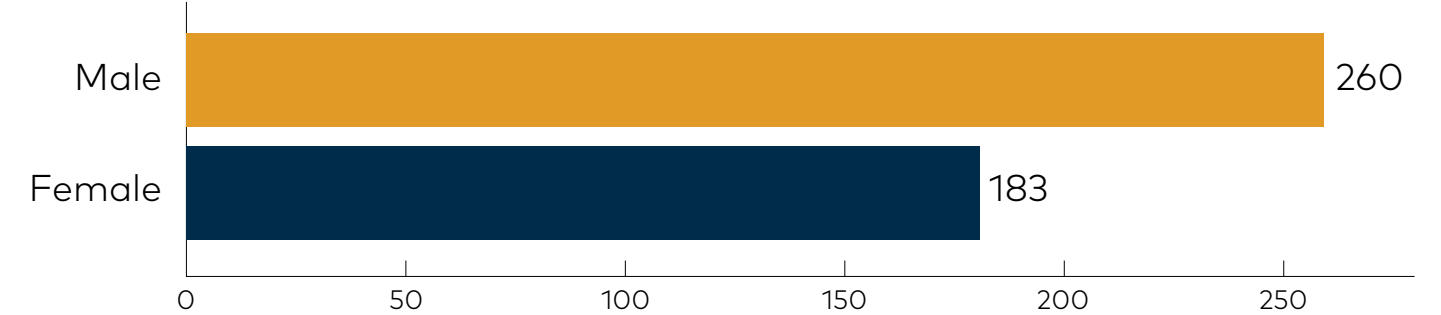
According to the 2021 U.S. Census American Community Survey, 13.1 percent of the population live below the poverty line, which is higher than the national average of 12.8%. The largest demographic living in poverty are Males 18 - 24, followed by Females 18 - 24 and then Males 55 - 64. The most common racial or ethnic group living below the poverty line in Golden is White, followed by Asian and persons who identify as two or more races.

In 2020, 85 percent of the Golden population was White (Non-Hispanic), 13.4 times more than any other race or ethnicity. There were 1,300 White (Hispanic) residents, or 6.37 percent, and 407 Asian (Non-Hispanic) residents, or 2 percent, making these the second and third most common ethnic groups. During this same period, 7.75 percent of residents (1,580 people) were born outside of the United States, which is lower than the national average of 13.5 percent.

The City's Workforce

Across the City's full-time workforce, 59 percent are Male and 41 percent are Female (see Image 1). Image 2 illustrates the diversity of full-time employees at the City of Golden. People of color, Hispanic persons, and women are not represented in the full-time workforce equivalent to their representation in the overall population.

Image 1: City of Golden Workforce Demographics by Gender¹



Representation of People of Color and Women in Workforce²

	Golden Workforce	City of Golden	Jefferson County
POC representation	9.2%	14.5%	24.1%
POC representation in management and top wage earners	3.4%		
Representation of Hispanic persons	4.2%	7.7%	15.6%
Representation of Hispanic people in management and top wage earners	0%		
Women representation	41%	42%	50%
Women representation in management level positions and top wage earners	31%		

¹ Public Records Request, April 4, 2022
² Prepared by City of Golden Human Resources, June 2021

PLAN PURPOSE AND DEVELOPMENT

The REDI Action Plan identifies goals, strategies, and actions to achieve a vision of Golden as **a place where all are welcomed, included, represented, honored, and treated fairly, regardless of identity or ability.**

The planning process included two phases—Phase 1—Listening and Learning: Key Issues, Opportunities, and Priorities; and Phase 2—Taking Action: Developing the REDI Action Plan—designed with the following guidelines in mind:

- » **Leverage Local Networks and Existing Community Engagement Efforts.** Build on the variety and depth of existing community involvement initiatives in Golden to engage the public effectively and efficiently in the REDI Action Plan process. Tap into existing community-based networks of local leaders and groups to connect with a wider range of community members.
- » **Identify Barriers to Participation.** Cultivate an understanding of existing or potential barriers to the full participation of all community members, particularly communities of color and low-income populations, in the REDI Action Plan process.

- » **Create Opportunities for Inclusive and Equitable Participation.** Provide multiple and varied opportunities for a broad range of community members, businesses, interest groups and City staff to share meaningful input. Unique methods will be designed to specifically engage communities that have not traditionally participated in planning efforts, including disadvantaged communities, youth and limited-English proficient communities, and address barriers to participation identified above.
- » **Collaborate and Inform Decision-Making.** Collect useful and relevant public input that reflects local expertise and values and informs decision-making related to the REDI Action Plan process.
- » **Build Long-Term Capacity for Civic Engagement around Racial Equity, Diversity, and Inclusion.** Build social capital and support those engaged through the process to stay involved and share not only concerns and issues, but also solutions and strategies necessary to implement the REDI Action Plan.

To implement the approach, a combination of virtual engagement, grassroots outreach support, multi-media communications, and social media outreach were used.



Chapter 2

STAKEHOLDER ENGAGEMENT: UNDERSTANDING THE NEEDS



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The Golden REDI Action Plan was developed through a community-driven process and engaging with the Golden community was integral to each phase of the planning process.

The first step was to develop an Equitable Engagement Plan to ensure that the REDI Action Plan would be informed by robust and genuine feedback from a broad and diverse representation of the community. The framework was designed to be flexible and dynamic to ensure integration of voices often left out of planning processes and to adapt to the evolving needs of the planning process.

Through the community outreach program, the City of Golden engaged over 250 community members through the following activities:

- » **Community Feedback Activities.** The following activities sought a broad spectrum of community perspectives and critical insights on racial equity, diversity, and inclusion needs and emerging opportunities in Golden. Participants were asked questions about their understanding and vision for REDI in Golden; current challenges, issues, and opportunities; their experience of Golden in terms of equity, diversity, and inclusion; and activities, roles, strategies and actions, performance measures, and partnerships to advance the REDI Action Plan. Summaries of the results of these activities are included in Appendix B: Community Engagement Summaries.
- » **Key Influencer Interviews.** Seven virtual small group interviews were conducted in October 2021 with a total of 26 key stakeholders and community partners, including members of the Golden Anti-Racism Collective and Golden United; Golden Economic Development and Redevelopment staff; the Golden Chamber of Commerce; the Mayor and City Council; and the City's Executive Management Team.
- » **Focus Groups.** Four virtual community focus groups were conducted in October 2021 with a total of 32 participants. Two of the focus groups were targeted to specific participants: one featuring students and staff of the Colorado School of Mines, and another with students and staff of Bell Middle School. The other two were open to all community members; participants were recruited with the help of a survey seeking demographic information to ensure that a broad spectrum of diverse participants was engaged.
- » **Community Survey.** An on-line survey was made available to Golden community members for just over two months from October 27, 2021, through January 3, 2022. The survey received 183 responses from people who live and/or work in or for the City of Golden, own property or a business or attend school in Golden, or visit. Most respondents were residents. Responses to the optional demographic questions indicated that they were broadly representative of the population of Golden in terms of racial / ethnic identity, age, and annual household income.
- » **City Staff and Operations Activities.** These activities sought specific feedback from City leadership and staff on current Issues and opportunities related to REDI and ideas for equitably delivering services and operations.
- » **Equity Training for City Council, Executive Management Team, and City Staff.** Prior to conducting input sessions with City leadership and staff, MIG conducted interactive training sessions to establish shared language and common definitions, allowing participants to engage in honest and brave conversations, and building the knowledge, skills, and capacity to challenge systemic racism, understand unconscious bias and practice equity in the day-to-day.

- » **City Staff Listening Sessions.** Three listening sessions, open to all City staff, were conducted in May-June 2022. To ensure that a broad spectrum of City staff at all levels were able to participate, Human Resources randomly selected staff members to invite to each session, as well as encouraging all staff to volunteer. 32 staff members participated in the sessions. Staff members responded to questions about the City's key challenges and strengths in promoting equity, diversity, and inclusion; strategies and actions to embed diversity, inclusion, and anti-racism in all aspects of service delivery and operations, as well as measures to gauge success; and recommended community engagement and partnerships to advance implementation.
- » **Baseline Equity Assessment.** The Baseline Equity Assessment was designed to reflect on current policy, procedure, and practice at City-wide and Department-specific level to establish a starting point from which the City can begin to consciously address and reduce inequity. Four primary activities informed the assessment: a review of background information, City policy and procedure documents, and websites; a focus group conducted with the entire Executive Management Team; a Management Team survey; and individual interviews with each member.

EMERGING THEMES

The key themes described below emerged from the stakeholder engagement findings:

- » **Cultivate a Culture of Inclusion and Belonging.** It is crucial to address divisiveness in Golden—the class divide and the perceived division between residents, City staff, and visitors; the attitude of NIMBYism (not in my back yard—not wanting something perceived as undesirable in one's neighborhood or near one's home) on the part of some current residents; and discrimination in the community and at schools. Finally, to effectively implement the REDI Action Plan, mechanisms must be established to help ensure accountability. These are addressed in the strategies and implementation considerations in this plan.
- » **Increase Accessibility of Services and Resources.** To make Golden a more equitable and welcoming community, services and resources must be made more accessible to all. This includes language accessibility, including multilingual signage; creating spaces that are accessible to people of all abilities; expanding transportation that is accessible to all; subsidized child care for lower-income families; and providing low-cost services for seniors.
- » **Diversify City Workforce** (at every level). Diversifying City of Golden's workforce at every level will also help make it a more welcoming and inclusive City. This includes not only instituting more equitable policies and procedures for recruitment, hiring, professional development and advancement, but also ongoing equity training and education for all City leadership and staff.
- » **Expand Economic Opportunity.** Diversifying business is important; provide support and incentives for more diverse small businesses and procedures for City contracting with more diverse organizations.
- » **Increase Supply of Affordable Housing.** Golden's high cost of living and lack of affordable housing is an obstacle to diversity. To accomplish this, the City must also address NIMBYism on the part of some current residents.

Chapter 3

GOALS, STRATEGIES, AND ACTIONS



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Based on the findings from Phase I, the Justice, Equity, Diversity, and Inclusion Subcommittee collaborated with the consultant to develop goals and strategies. The goals and strategies were shared on Guiding Golden and a Community Conversation was held to offer the opportunity to provide additional feedback. Finally, a working session was facilitated with the City of Golden Executive Management Team to review the goals and strategies and build out the Action Plan.

GOALS

The REDI Action Plan will achieve four goals:

- » **Goal 1:** Cultivate a culture of inclusion and belonging in the City.
- » **Goal 2:** Increase access to services and resources for diverse community members.
- » **Goal 3:** Foster an organizational culture and environment committed to racial equity, diversity, and inclusion.
- » **Goal 4:** Expand economic opportunity for diverse businesses.



Action Plan

The Action Plan includes the goals, strategies, and timeline—the year targeted for strategy implementation to begin. We recognize this work will be ongoing, and this plan aims to lay out actions for five years. Each year, the City will use the implementation plan template in Chapter 4 and the guidance provided in **Appendix C** to build out the annual plan.

Goal 1: Cultivate a culture of inclusion and belonging in the City.

Strategies	Timeline
1.1 - Enhance and more effectively implement the City's community engagement approach.	Year 1
1.2 - Strengthen the cultural competence and responsiveness of annual Golden events.	Year 1
1.3 - Diversify City Boards and Commissions by creating and institutionalizing a process for recruiting and selecting a more inclusive cross-section of community members to serve on these important bodies.	Year 1
1.4 - Launch a highly visible public awareness campaign in Golden about the tangible benefits for the City of expanding and supporting racial equity, diversity, and inclusion.	Year 2

Goal 2: Increase access to services and resources for diverse community members.

Strategies	Timeline
2.1 - Use data to drive effective community engagement and service delivery approaches.	Year 1
2.2 - Prioritize implementation of the strategies to expand affordable housing in the August 2022 City of Golden Housing Needs and Strategies Assessment.	Year 1
2.3 - Use findings from the National Community Survey and Community Assessment Survey for Older Adults to get residents involved in existing City services. If service gaps remain, develop age-friendly strategies to ensure that low-income BIPOC community members of all ages have access to the services, resources, and connections they need .	Year 2
2.4 - Create and fully implement a City policy and systematic process to ensure that all communications platforms and communications collateral distributed by the City are culturally responsive (e.g., reflect different types of families and the ethnic diversity of community members and visitors) and are accessible to community members who do not speak or speak limited English and who have different abilities. (Link to Strategy 1.2)	Year 2
2.5 - Invest City dollars in an "Equity Package" to ensure that low-income BIPOC community members of all ages in Golden have increased access to needed supports and opportunities.	Year 5

Goal 3: Foster an organizational culture and environment committed to racial equity, diversity, and inclusion.

Strategies	Timeline
3.1 - Create a training plan to provide ongoing training for City staff at all levels and community about the history of Golden, structural racism and implicit bias, and leading through an equity lens. Ensure that all new staff are systematically linked to pre-service and ongoing training.	Year 1
3.2 - Review policies, ordinances, code, and charter and modify to include inclusive language.	Year 1
3.3 - Establish policies and procedures across City Departments to expand access to diverse candidates and eliminate implicit bias in the hiring or advancement process. Areas of practice to include are recruitment, screening, interviewing, hiring, and advancement.	Year 2
3.4 - Golden City Council and Executive Management Team implement consistent use of an equity decision making process when making major (criteria to be defined) decisions.	Year 3
3.5 - Create and implement an annual equity-based budgeting process.	Year 4
3.6 - Create an outcomes and accountability process for the City of Golden to understand its results through an equity lens. Select performance metrics for the City overall and all Departments (including metrics on service delivery and administrative performance). Implement a dynamic data system to collect and analyze data on key metrics through disaggregation and spatial mapping. Continuously plan ways to address any inequities identified through ongoing data collection and analysis.	Year 4

Goal 4: Expand economic opportunity for diverse businesses.

Strategies	Timeline
4.1 - Launch a community-level contracting initiative for the City of Golden. Unbundle larger contracts into smaller contracts that do not exceed a particular dollar threshold. Increase outreach and technical assistance to small, minority, women, disabled veteran, LGBTQ, and disadvantaged business enterprises to successfully bid on these smaller contracting opportunities. Consider establishing a target percentage of contracting that must be done with smaller, local, diverse businesses.	Year 2
4.2 - Increase access to flexible capital: Create and support programs offering low-cost, flexible capital (e.g., loans, grants) to small, minority, women, disabled veteran, LGBTQ, and disadvantaged business enterprises and prioritize incentives and other investments to projects that advance inclusive growth.	Year 4

Chapter 4

IMPLEMENTATION GUIDANCE AND TOOLS



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To ensure the strategies in the REDI Action Plan are implemented effectively, the City of Golden will take the following initial steps to support leadership and accountability:

Create specific and shared leadership for REDI Action Plan implementation. Transforming an organization and community to be more equity-centered requires changing mindsets and behaviors, as well as policies and programs. This is challenging work that takes focus, intentionality, and time and requires an artful mix of leadership skill, collaboration, and accountability.

- » **Create a REDI Leadership Role:** The City will create a REDI leadership role, which will likely be added to an existing position, to report to the City Manager's office. This role will have high-level authority and direct access to the City Manager. The person will have extensive knowledge and experience in social justice and equity work, as well as have proven skills in large-scale organizational change management. Training and coaching will be provided.
- » **Establish a REDI Implementation Team:** Change is possible when skilled leaders work collaboratively with those who are responsible for and passionate about making the change happen. Both the organization and the broader Golden community are responsible for the desired change. The City Council will create a REDI Implementation Team, composed of internal staff and community stakeholders who have a key role in implementing some aspect of the plan. The Team will focus on promoting accountability for implementing the REDI Action Plan and coordinating community-wide efforts to advance equity. The City will create a clear membership selection criteria and process that balances diversity, inclusion, and implementation responsibility. Additionally, Golden will hire a neutral facilitator to work closely with the REDI staff to create the guidelines and process for the team, as well as ensure both social-emotional (e.g., shifting mindsets, deepening understanding, building

relationships and partnerships, etc.) and task goals are met. (See <https://www.racialequityalliance.org/resources/racial-equity-core-teams-the-engines-of-institutional-change/>)

Conduct a workplace environmental assessment.

Understanding existing staff mindsets (at all levels of the organization), knowledge and skills, and willingness to learn and change will help shape the City's overall approach and sequencing of strategies and action steps in the plan. For example, once assessment findings have been gathered and analyzed, the City may strategically choose to begin some actions with Departments that are further along in their equity knowledge and experience; may leverage the skills of some Departments to assist others; or may choose to focus targeted education in Departments that may not have taken the first steps. The City will conduct a workplace environmental assessment—either through hiring a consultant to conduct an assessment or leveraging the City's involvement in GARE to implement the GARE survey—and use the findings to create a more tailored implementation approach (e.g., sequencing and timeline of activities).

Incorporate the REDI Action Plan strategies into the overall Golden Strategic Action Plan. The process for implementing the 2022 Strategic Action Plan is working well. City Department leaders understand that the Strategic Action Plan guides their work, and they are actively following through on action items assigned to them through the process. The City will implement the REDI Action Plan through this process and crosswalk the REDI strategies with the strategies in the overall City Strategic Action Plan to identify possible alignment or overlap and create clear plans for coordinating and integrating implementation.

Each year, the REDI leader, working with the REDI Implementation Team, will complete an annual Action Planning Matrix, using the definitions below, to chart what will be accomplished, by whom, on what timeline, and how the team will know if they've succeeded. At the end of each year, the Implementation Team will assess progress and provide an update to City Council.

Action Planning Matrix

Strategies and Action Steps	Lead Person Responsible	Groups/Individuals to Consult	Timeline (Start and End)	Performance Metrics
What action steps will be necessary for successful implementation of this strategy?	Which functional role is best positioned to lead successful implementation of the strategy	Who needs to be engaged and consulted as the strategy is implemented? Push yourself to consider those who are not usually at the table.	In determining timeline, consider » which strategies will need to be implemented first to help others be more successful? » will you need additional capacity to implement this strategy successfully and how long will it take to build that capacity?	How will you know you have been successful in implementing the strategy? Move beyond process measures to ask how people's beliefs, behavior, or experiences will be different.

Chapter 5

NEXT STEPS



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Through a community-driven process, the City of Golden, led by the Justice, Equity, Diversity, and Inclusion Committee, created this aspiring REDI Action Plan. The goals and strategies in the plan are aligned with the City's five success factors:

- » **Active, Connected, and Sustainable**
- » **Affordable and Thriving**
- » **Safe, Inclusive, and Engaged**
- » **Respected and Relational Governance**
- » **Quality Services**

The Action Plan provides direction and guidance but remains flexible enough to allow Golden to respond to new opportunities or adapt in the face of unforeseen challenges. Through its effective process for implementing the Golden Strategic Action Plan, the City Council will ensure accountability to the goals and actions in this plan. And through the energy and commitment of City staff, collaborating agencies and organizations, and community members, Golden is positioned to achieve its vision of becoming a **place where all are welcomed, included, represented, honored, and treated fairly, regardless of identity or ability.**



APPENDICES



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APPENDIX A:

GLOSSARY OF KEY TERMS

For the City of Golden to effectively engage and advance racial equity work, stakeholders must start with a shared language when referring to the same issues. A shared language supports meaningful conversations further minimizing confusion, misunderstanding, or misaligned perspectives which can impede and lead to frustration.

ANTI-RACISM: Anti-racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviors and impacts.

"To be anti-racist is to think nothing is behaviorally wrong or right -- inferior or superior -- with any of the racial groups. Whenever the antiracist sees individuals behaving positively or negatively, the antiracist sees exactly that: individuals behaving positively or negatively, not representatives of whole races. To be anti-racist is to deracialize behavior, to remove the tattooed stereotype from every racialized body. Behavior is something humans do, not races do." (Ibram X. Kendi, How to be an Antiracist)

CHOICE POINTS: A choice point is a decision-making opportunity to consciously consider racial equity and influence outcomes. Example choice points may be decisions made within program development, event planning, budgeting, hiring, policy development, etc.

CRITICAL RACE THEORY: Critical Race Theory (CRT) is a theoretical framework that emerged out of the legal field in the 1970s. It posits that race is a social construct and that racism is not simply the product of individual bias or prejudice, but also is maintained and influenced in political power, social organizations, government entities, public administrations, and education.

DIVERSITY: Diversity includes all the ways in which people differ, and it encompasses all the distinctive characteristics that make one individual or group

different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

ENVIRONMENTAL JUSTICE: The fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.

EQUALITY: The state of being equal, especially in status, rights, and opportunities.

EQUITY: Fairness and the quality of being fair; for equal outcomes to be achieved, people may need different resources, especially in transportation. The quality of being fair and impartial.

EQUITY VS. EQUALITY: Equality is the right of distinct groups of people to have a similar social position and receive the same treatment: i.e., equality between the sexes, and racial equality. Equal treatment does not necessarily create equal outcomes. Equity is about fairness and the quality of being fair; for equal outcomes to be achieved, some people need different resources, especially in transportation. To ensure that everyone can succeed, we need to tailor our services to different groups' needs.

FOUR LEVELS OF RACISM: There are four levels of racism; each is defined below.

- » **Individual Racism** refers to the beliefs, attitudes, and actions of individuals that support or perpetuate racism. Individual racism can be deliberate, or the individual may act to perpetuate or support racism without knowing that is what he or she is doing.
- » **Interpersonal Racism** occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm.
- » **Institutional Racism** refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color.
- » **Structural Racism** is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism—all other forms of racism emerge from structural racism. This includes the normalization and legitimization of an array of dynamics—historical, cultural, institutional, and interpersonal—that routinely advantage whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused, and infused in all aspects of society including its history, culture, politics, economics, and the entire social fabric.

HEALTH EQUITY: Health equity means that every person, regardless of who they are—the color of their skin, their level of education, their gender or sexual identity, whether they have a disability, the job that they have, or the neighborhood that they live in—has an equal opportunity to achieve optimal health.

IMPLICIT BIAS: Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases about race, gender, sexual orientation, age, religion, and other topics.

INCLUSION: Authentically bringing traditionally excluded individuals and / or groups into processes, activities, and decision / policy making in a way that shares power.

LAND ACKNOWLEDGEMENT: A Land Acknowledgement is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories. To recognize the land is an expression of gratitude and appreciation to those whose territory you reside on, and a way of honoring the Indigenous Peoples who have been living and working on the land from time immemorial. It is important to understand the long-standing history that has brought you to reside on the land, and to seek to understand your place within that history. Land acknowledgements do not exist in a past tense, or historical context: colonialism is a current ongoing process, and we need to build our mindfulness of our present participation. It is also worth noting that acknowledging the land is Indigenous protocol. (<http://www.lspirg.org/knowtheland>)

MEANINGFUL ENGAGEMENT: The processes, methods, and activities whereby the City of Golden shares information and actively solicits, considers, and incorporates input from a wide range of stakeholders and constituents. Engagement can only be considered "meaningful" if the solicitor of input demonstrates that input received is considered with an equity lens and incorporated in a way that has influenced the planning process or decision making. The party engaged is the only party that can say whether the engagement process has been meaningful for them. As such, it is important to continuously check-in with those providing input to see if the engagement process continues to be meaningful.

PEOPLE/PERSON OF COLOR: This is not a term that refers to real biological or scientific distinction between people, but the common experience of being targeted and oppressed by racism. While each oppressed group is affected by racism differently and each group maintains its own unique identity and culture, there is also the recognition that racism has the potential to unite oppressed people in a collective of resistance.

BIPOC: An acronym for Black, Indigenous and People of Color. The term has increased in use and awareness during 2020 after the Black Lives Matter resurgence against racism and police brutality in the wake of the George Floyd shooting. BIPOC is meant to emphasize the hardships faced by Black and Indigenous people in the US and Canada and is also meant to acknowledge that not all people of color face the same levels of injustice.

PRIVILEGE: Unearned social power accorded by the formal and informal institutions of society to all members of a dominant group (e.g., white privilege, male privilege, able-bodied privilege, etc.). Privilege is usually invisible to those who have it because we are taught not to see it, but nevertheless, it puts them at an advantage over those who do not have it.

PRONOUNS: Pronoun sharing is an inclusive practice that is increasingly being incorporated into our business culture. Standardizing the practice of sharing pronouns

acknowledges that gender identity is non-binary and reduces the risk of relying on visual cues and, thereby, misgendering coworkers.

RACIAL EQUITY: Racial equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color. Racial equity is the condition that would be achieved if one's racial identity no longer predicted how one fares. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

RESTORATIVE JUSTICE: Restorative justice is a theory of justice that emphasizes repairing the harm caused by crime and conflict. It places decisions in the hands of those who have been most affected by wrongdoing and gives equal concern to the victim, the offender, and the surrounding community. Restorative responses are meant to repair harm, heal broken relationships, and address the underlying reasons for the offense. Restorative justice emphasizes individual and collective accountability. Crime and conflict generate opportunities to build community and increase grassroots power when restorative practices are employed.

SOCIAL DETERMINANTS OF HEALTH (SDOH): Social Determinants of Health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. SDOH can be grouped into five domains:

1. Economic Stability
2. Education Access and Quality
3. Health Care Access and Quality
4. Neighborhood and Built Environment
5. Social and Community Context

APPENDIX B:

COMMUNITY ENGAGEMENT SUMMARY

COMMUNITY INPUT SOURCES

Key influencer interviews with 26 members of:

- » Golden Anti-Racism Collective + Golden United
- » Chamber of Commerce / Economic Development
- » Mayor and City Council
- » Golden Executive Management Team

Four focus groups with 32 total participants:

- » Two community focus groups
- » Youth focus group with students and staff of Bell Middle School
- » Students and staff of Colorado School of Mines

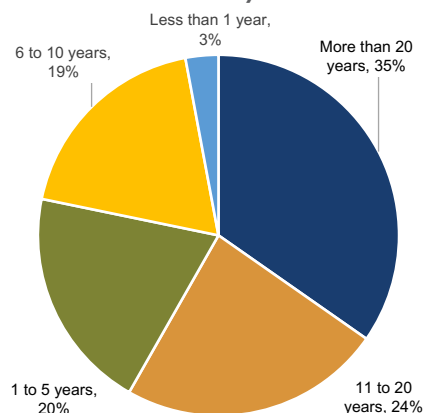
Community Survey – 183 responses:

- » Open October 27, 2021 through January 3, 2022

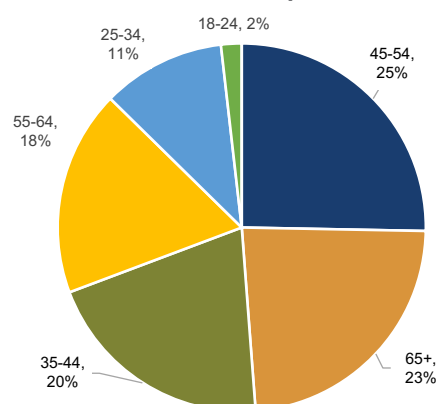


WHO RESPONDED - COMMUNITY SURVEY

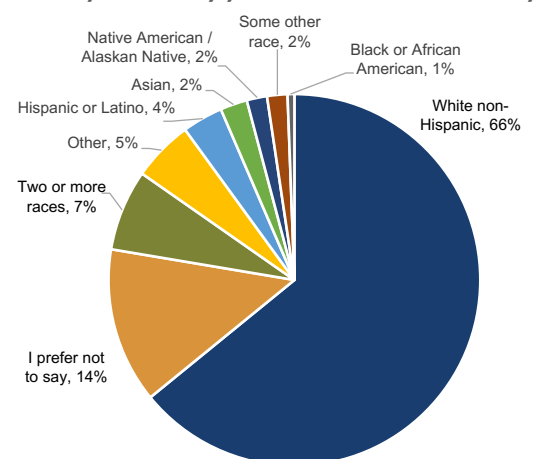
How many years have you lived/ worked in the City of Golden?



How old are you?



How do you identify your racial / ethnic identity?



WHO RESPONDED - COMMUNITY SURVEY

How representative of Golden's population were these results?

- » **20% less white**
66% white respondents v. 82% white population*
- » **Older than average**
67% respondents 45 or older v. 34% population 45+**
- » **11% more women**
61% female respondents v. 50% female population*
- » **Higher-income than average**
44% respondent households with income over \$100k v. 38% overall households over \$100k**

* Source: 2020 United States Census

** Source: 2019 American Community Survey



QUESTIONS ASKED

Vision for REDI:

- » Understanding of REDI – what it means to you
- » What equity, diversity, inclusion looks like in/enriches Golden

How is Golden doing?

- » How the City is doing at being diverse, equitable, welcoming, inclusive
- » Issues and challenges, assets and opportunities
- » What will make Golden more welcoming?

Building and Implementing the REDI Action Plan

- » Roles for City leadership and staff; community members; community partners and organizations
- » Preferences for continued engagement in the process
- » Strategies and actions to embed REDI in City services
- » Barriers and how to address them
- » How to define and measure success



VALUE AND VISION

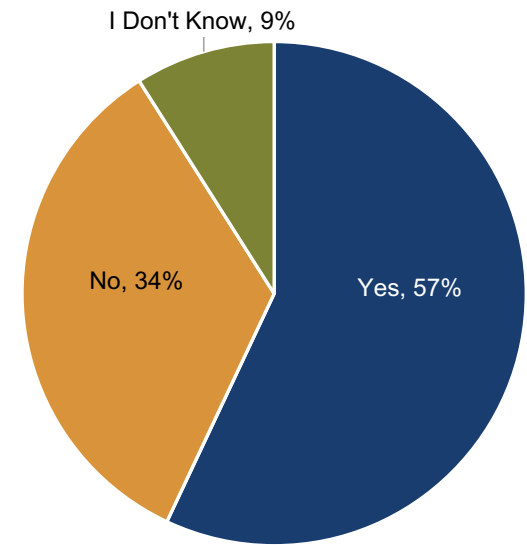
Value of Examining/Discussing REDI in Golden

- » **57%** of community survey respondents replied "Yes" — there is value in examining / discussing the status of REDI in Golden
- » **34%** replied "No"
- » **9%** replied "I Don't Know"

Vision for REDI in Golden

- » All are welcomed, represented, honored and treated fairly, regardless of identity
- » All have equitable access to resources and opportunity—race and other factors aren't a determinant
- » Increased diversity in leadership, staff, business, culture, activities and events

Do you see value in examining/discussing the status of REDI in Golden?



HOW IS GOLDEN DOING?

50-70% of survey respondents rate their experience of the following in Golden as good to excellent:

- » Providing equal employment opportunities to all
- » Making all individuals feel welcome in business establishments
- » Welcoming individuals from all backgrounds to participate in local government and community decision-making
- » Treating all individuals fairly
- » Respecting individual cultural beliefs and values
- » Making all individuals feel welcomed
- » Providing a safe and secure environment for individuals of all backgrounds
- » Helping individuals feel connected and integrated
- » Demonstrating respect for individuals of different cultures and belief systems
- » Valuing individuals from diverse background

45-50% of survey respondents rate their experience of the following in Golden as fair or poor:

- » Providing equal access to housing for individuals of all backgrounds
- » Attracting people from diverse backgrounds

How Welcoming is Golden?

- » **Over half** of survey respondents think Golden is not welcoming to: people of lower income
- » **Less than half** of survey respondents think Golden is welcoming to: immigrants, people who are not US citizens

How Golden is Already Doing Well

- » Distinctive character with friendly, small-town feel
- » High level of passionate volunteerism and civic engagement
- » Strong and accessible City government, high level of services
- » Commitment to REDI; recent improvements in diversity and awareness

DISCRIMINATION IN GOLDEN

Over half of survey respondents rarely or never experience and/or witness discrimination based on:

- » Military personnel/veterans (82%)
- » Age (76%)
- » Gender (75%)
- » National origin (72%)
- » Disability (72%)
- » Sexual orientation or gender identity (71%)
- » Religion (70%)
- » Race (68%)
- » Socioeconomic status (54%)

However, many described racial and other discrimination witnessed or experienced.



ISSUES AND CHALLENGES

Major Issues

- » Lack of affordability and opportunity—especially for less-advantaged communities
- » Majority, traditional, white-centered culture and history—others do not feel welcome
- » Intolerance and discrimination in community, businesses, schools
 - » Racial, economic, many other sources
 - » Less visible to majority
- » Resistance to change / lack understanding of diversity's value

Concerns Expressed Regarding REDI Effort

- » Not needed - Golden is already welcoming and equitable
- » Leading with race is divisive and/or discriminatory
- » Effort is based on political correctness / virtue-signaling
- » Inappropriate role for government / unnecessary use of City funds



PRIORITIES FOR GOLDEN

Divided on Priorities

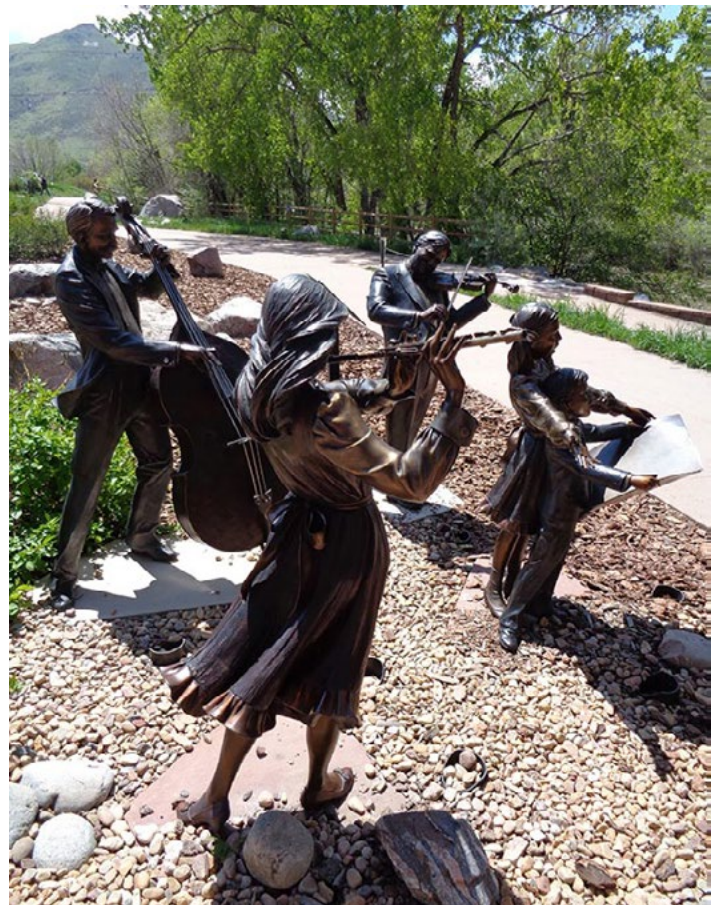
- » Priorities considered:
 - » Addressing social, economic, racial equity differences in: criminal justice system, housing, local government leadership, education, transportation, jobs; creating a diverse, inclusive, fair community; supporting and promoting a more diverse and equitable workforce
- » **55-63%** of survey respondents think these are **moderate to high priorities** for Golden's city government
- » **35%-42%** of survey respondents think these are **low to no priority** for Golden's city government



SOLUTIONS

Making Golden More Welcoming and Inclusive

- » Provide equitable access to resources and opportunities (e.g., affordable housing, jobs)
 - » Disadvantaged need additional support to overcome barriers
- » Acknowledge and address racist history, continued systemic and personal discrimination
- » More representation of diverse cultures and faiths in public events and depictions of Golden history and culture
- » Create more welcoming and accessible public spaces
- » Being more welcoming leads to greater diversity among residents, business and City leadership and staff—which in turn makes Golden more welcoming



SOLUTIONS CONT.

Roles for City Leadership and Staff

- » Assess policies, procedures, attitudes, systemic barriers to equity
- » Focus on policies to help make City more affordable, welcoming, and accessible
- » Sincere, rigorous, sustainable implementation—actionable strategies with clear goals/performance measures
- » Increase and retain diversity in leadership and staff; educate and train
- » Engage more of community—meet them where they are
- » Ensure that diverse communities are represented, help lead REDI effort

Roles for Community / Community Organizations

- » Community must get more engaged and involved, take the lead
- » Educate each other; champion, model and demonstrate equity and inclusion
- » Advocate for and support disadvantaged communities

Roles for Everyone

- » Increase diversity and inclusion in community organizations, institutions, and business
- » Convene and participate in difficult, but open and civil discussions
- » Participate in and promote activities that celebrate diversity



APPENDIX C:

ACTION PLANNING CONSIDERATIONS

Goal 1: Cultivate a culture of inclusion and belonging in the City.

Strategies

1.1 - Enhance and more effectively implement the City's community engagement approach.

Considerations to guide action planning:

- » There are research-based factors that drive successful implementation. They fall under three main categories: staff competence and confidence, organizational supports, and leadership. See <https://nirn.fpg.unc.edu/resources/implementation-drivers-action-plan> to learn more about implementation drivers.
- » Providing a single training to educate staff about a new approach will not lead to effective adoption of the approach. Initial learning (through training) must be coupled with applying that learning in a supported space and getting feedback to continuously improve. Ultimately, a way to track consistent application of the new learning is needed to ensure sustainability.
- » Both the Planning Guide and Toolbox could be more explicit on concepts around power sharing and ensuring cultural, language, and ability accessibility in outreach, communications collateral, and engagement.
- » Develop a City equity language guide.

Additional questions:

- » Which staff need competency in community engagement? (Target the capacity building strategy to those positions; ensure capacity building happens if there is staff turnover in those positions.)
- » Which leaders supervise those positions? (Create a supervisory framework for managers who oversee staff with community engagement responsibilities; build check-ins on community engagement into regular supervision to ensure strong and consistent implementation.)
- » Who is best to provide the overall training? (Train the supervisors first; then train the staff. ensure new staff are trained if there is staff turnover in those positions)
- » Are the principles of strong community engagement consistently discussed at Executive Management Team?

Goal 1: Cultivate a culture of inclusion and belonging in the City.

Strategies

1.2 - Strengthen the cultural competence and responsiveness of annual Golden events.

Considerations to guide action planning:

- » Launch a "Community Dialogue" series with key representatives of the groups that are responsible for hosting the local Golden events to ultimately agree on more culturally competent approaches. Start with education and awareness building to shift mindsets about how BIPOC community members may perceive events.
- » Allow for different perspectives to be shared and facilitate the group toward a new consensus on how Golden wants to represent itself in these community building activities.
- » Hire a skilled educator/facilitator to work with the REDI leader to lead these conversations.
- » Partner with BIPOC communities to co-create the conversations.
- » Educate the group through an objective lens and build a shared vision that everyone in the group can support.
- » Create a safe space for challenging discussion and differing points of view.
- » Do not put time constraints on the resolution. Allow people the time they need to integrate new information and shift their mindset.
- » Consider how the event permitting process could be changed to provide parameters on ensuring community events are culturally respectful and responsive.

1.3 - Diversify City Boards and Commissions by creating and institutionalizing a process for recruiting and selecting a more inclusive cross-section of community members to serve on these important bodies.

Considerations to guide action planning:

- » Make meetings and activities more accessible.
- » Use nontraditional media and methods to do outreach
- » Create community engagement/outreach liaisons on staff.
- » Seek additional technical assistance to implement this strategy through GARE. Need additional capacity, clarify who can access GARE resources.
- » Understand that BIPOC communities have reasonable grounds to mistrust government entities. The onus is on City staff to shift those relationships of mistrust through diligent outreach, deep listening, and consistently demonstrating that meaningful actions will be taken if communities engage.

Goal 1: Cultivate a culture of inclusion and belonging in the City.

Strategies

1.4 - Launch a highly visible public awareness campaign in Golden about the tangible benefits for the City of expanding and supporting racial equity, diversity, and inclusion.

Considerations to guide action planning:

- » Example of messages about equity benefits: <https://www.gacities.com/Resources/Reference-Articles/Equity-and-Inclusion-%E2%80%93-Key-Points.aspx?feed=93d3a9e3-258c-4a31-8540-e69641995743> for an example of messaging.
- » Focus an aspect of the campaign on benefits of visitors to encourage residents to be more welcoming to weekend and summer visitors.
- » Solicit the services of a communications consulting firm with expertise in equity campaigns at the municipal level.
- » Create a campaign workgroup to guide REDI leader and DEI consultant composed of City staff responsible for public relations and representatives from existing community groups working to advance equity.
- » Create and measure desired outcomes from the campaign.

Additional questions:

- » Has Golden done public awareness campaigns in the past? What can you learn or leverage from those experiences?
- » Do you have champions in the community that have credibility with their peers?

Goal 2: Increase access to services and resources for diverse community members.

Strategies

2.1 - **Use data to drive effective community engagement and service delivery approaches.** Systematically collect, analyze (e.g., by always disaggregating data by race, languages spoken, ability, sexual orientation, etc.), and display data on the demographics of City residents and visitors to guide communications and service planning.

Considerations to guide action planning:

- » See https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf

2.2 - Prioritize **implementation of the strategies to expand affordable housing** in the August 2022 City of Golden Housing Needs and Strategies Assessment.

2.3 - Use findings from the National Community Survey and Community Assessment Survey for Older Adults to get residents involved in existing City services. Conduct more aggressive outreach through an equity-centered lens. If service gaps remain, develop age-friendly strategies to ensure that low-income BIPOC community members of all ages have **access to the services, resources, and connections they need.**

2.4 - **Create and fully implement a City policy and systematic process to ensure that all communications platforms and communications collateral distributed by the City are culturally responsive** (e.g., reflect different types of families and the ethnic diversity of community members and visitors) and accessible to community members who do not speak or speak limited English and who have different abilities. (Link to Strategy 1.2)

Considerations to guide action planning:

- » Recognize that creating and disseminating the policy is the first step.
- » Ensure a process is put in place to educate staff on the best practices for culturally competent materials.
- » In addition, while staff are learning, ensure that public materials are reviewed by the REDI Director or other designated staff or workgroup and that feedback is provided to staff members so that learning can deepen.
- » Make it part of the REDI leader's job that feedback from the community is proactively used to improve internal communications processes to ensure they are increasingly culturally competent, accessible, and inclusive.

2.5 - **Invest City dollars in an "Equity Package"** to ensure that low-income BIPOC community members of all ages in Golden have increased access to needed supports and opportunities.

Considerations to guide action planning:

- » See <https://www.nlc.org/article/2017/09/14/moving-forward-on-charlottesville/> (scale appropriate to Golden)
- » Start by working with County service providers (e.g., aging and adult, transportation, early care and education, workforce development, food security, housing, foster care) and the school district to better understand the gaps in service for low-income groups that the City could potentially support.
- » Conduct focus groups with low-income BIPOC families, adults, and seniors to understand unmet needs that the City is positioned to address.

Goal 3: Foster an organizational culture and environment committed to racial equity, diversity, and inclusion.

Strategies

3.1 - **Create a training plan** to provide ongoing training for City staff at all levels and community about the history of Golden, structural racism and implicit bias, and leading through an equity lens. Ensure that all new staff are systematically linked to pre-service and ongoing training.

Considerations to guide action planning:

- » Work with the REDI leader and the REDI Implementation Team to identify the learning objectives for the training.
- » Leverage the City's involvement with GARE to identify a training model for Golden.
- » Consider whether the training purveyor is willing to work with the City to customize the curriculum to Golden.
- » Consider using a train-the-trainer model. If so, identify a group of staff to go through the train-the-trainer program.
- » Establish an ongoing process and schedule for the internal trainers to train other staff.
- » Create facilitated communities of practice for staff to participate in after they have gone through the training so that they can continue to apply learnings to daily activities, share lessons learned, and deepen understanding of equity concepts.
- » Integrate equity concepts into regular supervision sessions to ensure that learning is transferred into daily work.

3.2 - **Review policies, ordinances, code, and charter** and modify to include inclusive language.

Considerations to guide action planning:

- » Create a phased process of modification by prioritizing policies and ordinances.
- » Establish a group of staff and community members to review policies and ordinances to ensure a diverse and inclusive perspective.
- » Create a communications strategy to amplify that these changes have been made, as well as describing the rationale and implications for the City's work.

Goal 3: Foster an organizational culture and environment committed to racial equity, diversity, and inclusion.

Strategies

3.3 - Establish policies and procedures across City Departments to expand access to diverse candidates and eliminate implicit bias in the hiring or advancement process. Areas of practice to include are recruitment, screening, interviewing, hiring, and advancement.

Considerations to guide action planning:

- » Begin with data collection (see Strategy 3.2) and transparency—create a dashboard and track progress every year. See <https://www.boston.gov/departments/diversity/city-boston-employee-demographics-dashboard>
- » Focus first on staff training and shifting the culture to ensure that diverse staff will be welcomed and supported (see Strategy 3.1, as well as using the results from the workplace environmental assessment to improve culture).
- » Do not rely on informal networks anymore to fill open positions. Do research to identify local and regional partners that can connect the organization to more diverse candidate pools.
- » Conduct specialized training for hiring managers on implicit bias in the hiring and advancement process.
- » Conduct blind reviews of candidate applications to avoid implicit bias.
- » Ensure that equity is explicitly addressed in the interview process both to signal to the candidate that it is important to the organization and to understand their mindset.
- » Create [mentorship and sponsorship programs](#) that are geared toward advancing traditionally underrepresented groups.

3.4 - Golden City Council and Executive Management Team implement consistent use of an equity decision making process when making major (criteria to be defined) decisions.

Considerations to guide action planning:

- » Develop process. Example: <https://www.metro.net/about/equity-race/>. See Rapid Equity Assessment Tool.
- » Create criteria for level of decisions to be screened using the process.
- » Adjust proposals based on findings from assessment to ensure equitable outcomes.

Goal 3: Foster an organizational culture and environment committed to racial equity, diversity, and inclusion.

Strategies

3.5 - Create and implement an annual equity-based budgeting process.

Considerations to guide action planning:

- » Select and/or adapt an existing tool. Example: <https://www.metro.net/about/equity-race/>. See Budget Equity Assessment Tool.
- » Train managers who make budget decisions on effective application of the tool.
- » Beta test the tool. Conduct a follow up survey with users to learn about the strengths of the process and how the process could be improved.
- » Incorporate improvements into the process and train managers again prior to the next annual budgeting cycle.
- » Create a check and balance in the process to ensure the tool is used systematically.

3.6 - Create an outcomes and accountability process for the City of Golden to understand its results through an equity lens. Select performance metrics for the City overall and all Departments (including metrics on service delivery and administrative performance). Implement a dynamic data system to collect and analyze data on key metrics through disaggregation and spatial mapping. Continuously plan ways to address any inequities identified through ongoing data collection and analysis.

Considerations to guide action planning:

- » See https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf
- » Consider adopting Results Based Accountability for the City of Golden (see document above).
- » Consider hiring a consultant to guide Golden in developing a robust outcomes and accountability process.
- » Create a centralized City workgroup to guide the development of the outcomes and accountability process.
- » Have the centralized group work with a small group of staff from each Department to identify their performance metrics.
- » Work with the Departments to develop a plan for gathering the data needed to measure performance.
- » Select a dynamic data system or connected systems to store, analyze and report the data.
- » Establish an ongoing procedure for continuous quality improvement—looking at data findings, asking why questions, determining how to answer why questions, and developing solutions to turn the needle toward more equitable outcomes. Ensure this process is used by each Department to understand its performance.

Goal 4: Expand economic opportunity for diverse businesses.

Strategies

4.1 - Launch a Community-level Contracting Initiative for the City of Golden. Unbundle larger contracts into smaller contracts that do not exceed a particular dollar threshold. Increase outreach and technical assistance to small, minority, women, disabled veteran, LGBTQ, and disadvantaged business enterprises to successfully bid on these smaller contracting opportunities. Consider establishing a target percentage of contracting that must be done with smaller, local, diverse businesses.

Considerations to guide action planning:

- » Additional guidance: <https://www.racialequityalliance.org/resources/contracting-equity-best-local-government-practices-advance-racial-equity-government-contracting-procurement/>
- » Example: <https://dpw.lacity.org/blog/la-city-board-public-works-approves-motion-establish-community-level-contracting-program>

4.2 - Increase Access to Flexible Capital: Create and support programs offering low-cost, flexible capital (e.g., loans, grants) to small, minority, women, disabled veteran, LGBTQ, and disadvantaged business enterprises and prioritize incentives and other investments to projects that advance inclusive growth.

Considerations to guide action planning:

- » Additional guidance: https://www.lisc.org/media/filer_public/7b/a6/7ba61381-119d-4452-abfb-5c7c4b767eed/12082020_resource_ba-inclusive-small-business-support.pdf
- » Example: <https://www.charlottesville.gov/723/Business-Equity-Fund-Loan-Program>