Goal #1: Advance Equity through Workforce Recruitment and Retention Efforts

**Objective:** Provide ongoing training and tools to increase employees’ ability to apply racial equity best practices and provide culturally responsive services in daily duties to communities of color and refugee and immigrant communities.

**Objective:** Develop a targeted recruitment strategy using data disaggregated by race to track and monitor the hiring process, including recruitment, interview procedures and hiring outcomes.

**Objective:** Integrate policies to support racial equity best practices, such as countering implicit bias, into the hiring process.

**Objective:** Develop a targeted retention strategy using data disaggregated by race to track and monitor employees leaving the organization within the first three years of employment.

**Objective:** Provide career development guidance for employees of color to advance within the organization.

**Objective:** Promote an organizational culture of respect, inclusion, racial equity and culturally responsive service, including an understanding of the importance of resident experience in their interactions with staff.
Goal #2: Advance Equity through Grant, Contract, and Purchased Services

Objective: Educate grant, contract, and purchase of services partners about the city’s racial equity goals and engage them in supporting efforts to achieve racial equity.

Objective: Develop opportunities for minority business enterprises to participate as a City of Dubuque vendor or contractor.

Goal #3: Advance Equity through Service Delivery and Community

Objective: Apply a racial equity lens in the department's project, program, and policy planning processes to identify benefits and burdens on communities of color and refugee and immigrant communities.

Objective: Develop sustainable partnerships with organizations of color to engage communities of color and refugee and immigrant communities regarding department project, program, policy and budget priorities.

Objective: Develop a communication strategy for improved communications with communities of color and refugee and immigrant communities, including identification of program and services goals on which efforts will be focused.

Objective: Ensure that participants on advisory boards and committees include communities of color and refugee and immigrant communities.

Objective: Use disaggregated data tools to measure resident experience with respect to interactions with local government to ensure the department programs are culturally responsive and inclusive of participant needs and/or to increase access for communities of color and immigrant communities.

Goal #4: Advance Equity through Collective Impact

Objective: Reduce disparities in economic opportunity, housing, health, education, safety, transportation, and arts & culture through collaboration with communities and institutions.

Objective: Partner with and build the capacity of organizations accountable to communities of color and refugee and immigrant communities to increase access to services and activities.

Departments will work to identify and complete specific actions to achieve these objectives that are within their scope. While this strategic plan is focused on race, departments are additionally considering any groups experiencing significant disparities in employment, education, housing, transportation, criminal justice, and/or access and use of our services based on race, ethnicity, gender, sexual orientation, gender identity, socio-economic status, age, or disability.
Using a Racial Equity Framework:

• Centering the fact that government has played a historical role in creating and maintaining racial inequity through laws, policies, and practices.

• Focusing on the degree to which race is a predictor of life outcomes for people of color in the aggregate.

• Distinguishing between implicit and explicit bias, and between individual, institutional, and structural racism.

• Proactively examining who will be impacted by our policies, practices, and procedures before they are implemented and making timely revisions

• Being explicit about addressing institutional racism and expanding opportunity and access to individuals

• Making clear connections between individual experiences and institutional and structural issues

Building Organizational Capacity:

• Integrating education about the history and current realities regarding race and racism into the strategy

• All staff participating in introductory workshops

• Developing staff teams throughout departments with the knowledge, tools, and responsibility to advance equity built into their job descriptions

• Each department having staff members who are trained to lead the work in the department

• Listening to concerns and using a range of approaches to skill development

• Utilizing internal expertise with only occasional assistance from outside experts

• Incorporating recognition of accomplishments into special events

• Developing racial equity work plans

• Leadership setting the example and expectations and integrating racial equity into performance expectations
Implementing a Racial Equity Lens:

• Identifying clear goals, objectives, and measurable outcomes for advancing equity
• Identifying who is likely to benefit and who is likely to be burdened by a decision
• Identifying and taking steps to mitigate potential unintended consequences
• Identifying who will help to develop a proposal and who will help to implement
• Developing mechanisms for successful implementation, evaluation, and improvement

Being Data Driven:

• Clearly documenting and tracking community conditions over time
• Setting goals for improving results and eliminating inequities
• Establishing mechanisms to track progress
• Balancing the use of both qualitative and quantitative data

Partnering with Other Institutions and Communities:

• Engaging community members and institutions most deeply affected
• Insuring that efforts are informed by the lived experience of communities the efforts seek to benefit
• Developing long term relationships and sustaining results over time
• Developing leadership, infrastructure and networks throughout the community
• Partnering across institutions and organizations to address structural racism in collaboration with the community

Operating with Urgency and Accountability:

• Using data and stories on inequities to motivate and inspire
• Focusing on a shared vision with specific priorities and strategic actions and organizing
• Continual forward movement while acknowledging it is a long term goal that can feel overwhelming to achieve