

**City of Grand Rapids
Draft Racial Equity Plan
Revised February 21, 2018**

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

The Grand Rapids Narrative



For thousands of years, succeeding cultures of indigenous peoples occupied this area. More than 2,000 years ago, people associated with the Hopewell culture occupied the Grand River Valley. The Hopewell, or mound builders, lived on the bank of the Grand River from approximately 150 B.C. to A.D. 300 and were part of a group that extended from the Ohio Valley to the Kansas City area. The Hopewell traded extensively, with artifacts found in Grand Rapids from the Gulf of Mexico, North Carolina and the Upper Peninsula (Chrysler 3).

Later, members of the loosely organized Three Fires Confederacy, the Ottawa, Potawatomi and Ojibway, settled in Michigan. Collectively, they referred to themselves as the Anishnabeg and they spoke similar dialects of the Algonquian language (Clifton, Cornell, McClurken v).

The Ottawas, or Odawa, lived in the Grand River Valley area. They established two communities on the western banks of the Grand River at what is now Grand Rapids. The northern village was near what is now Bridge Street and the southern near Watson and National.

The Treaty of 1821 ceded all land between the Grand and St. Joseph rivers from the Ottawa to the United States government. The U.S. government then sold the land to white settlers, opening up the area for farming and settlement. The Treaty of 1836 added all land north of the Grand River.

These treaties effectively ended the flourishing of Native American life and customs in Grand Rapids (Chrysler 7). American Indians made complex choices, moving north to reservations in Oceana County and the Grand Traverse area or staying in Grand Rapids and adopting white customs to blend in.

1860s -1900s:

Like most Northern cities Grand Rapids expressed strong anti slavery sentiments and sent thousands of troops to fight with the Union Army in the Civil War. Approximately 26 African American Soldiers from Grand Rapids fought in the 102nd Colored Infantry.

Post-Civil War, between 1865 and the 1900s, a handful of Black small businessmen, like Joseph Ford (Head Railroad Porter) and J. C. Craig (successful Barbershop owner) were able to thrive in the City and become successful. However, they constantly had to advocate for fair and equitable treatment for the minority community.



The city management continued to employ discriminatory activities and the community advocates had to persuade the City Mayor to hire its first African American employee in the streets and sanitation department during the 1880s.

While the City always supported homeownership of its minority African American citizenry, the City was a coconspirator in allowing severe inequity to exist in the Real Estate profession. Embedded policies and practices in the Real Estate filing of deeds allowed deeds to stipulate restricted covenants for housing against African Americans, Jews, and Catholics. These practices continued into the early 1980s when they were struck down by federal law.

In the 1880s a talented African American, Alexander Hamilton, was largely restricted to representing only minority clients in the municipal Courts.

During the late 1880s-1920s the City was requested several times by the minority community to conduct a study on the condition or status of the local Black community. The City would not take up the challenge. Finally a community leader, Rev. Henri Brown, conducted his own study of the minority community and concluded major discriminatory problems which needed to be addressed by City leadership.

In 1908 two Black medical students were admitted into the Grand Rapids Veterinary College but were denied fair treatment to attend classes after the first year due to discriminatory treatment by students. The local City Judge ruled in their favor, to strike down the discriminatory practices by the Medical School so the students were readmitted. The Medical College threatened the City to leave if the Black students stayed. Some city officials tried to persuade the college to stay, leveraging their political influence against equity for the students in favor of the college.

1910s:

Racism became worse after the turn of the century and by 1910 most of the African American barbershops were restricted by business discriminatory practices which were supported by the City supported to only Black clientele. This was due in part to the influx of European barbers that immigrated heavily to the Grand Rapids area.



The furniture industry (54 companies) employed 33% of all workers in Grand Rapids and not one African American. Blacks were banned from employment in the industry (Robinson 5). In 1911 a major strike was begun by Dutch and Polish workers in the furniture manufacturing industry. Owners of these companies threatened to use Black workers. The City condoned the “pitting of the race” leverage tactics used by the company owners. This created increased negative sentiments between the races.

The NAACP of Greater Grand Rapids formed in 1919 and launched an aggressive advocacy agenda to work to push City officials for equitable services and treatment with the tax dollars.

1920s:

On July 4, 1925, The Junior Order, women of the Klan and Klansmen marched unmasked throughout the streets of downtown Grand Rapids. City ordinances placed minimal restrictions on KKK parade demonstrations.

Signs in the windows of restaurants and businesses on Division Street declared “Prices subject to change without notice.” Black customers were routinely charged five times as much as white customers for the same commodity. The city’s social clubs, theaters, restaurants and hospitals banned or restricted blacks. (Robinson 3).

National Urban League (NUL) records show that among the more than 3,900 jobs within public utilities, municipal offices, insurance companies, local banks, furniture companies, the Board of Education, Bureau of Public Health Nursing, Social Security Office, and the office of the Federal Works Agency, there were only 11 black employees – all but one in menial or janitorial positions.

On December 14, 1925, Emmet Bolden (the city’s first African American dentist) was denied main floor seating in the Keith Theatre downtown. Attorney Oliver Green filed suit in *Bolden vs. Grand Rapids Operating Company* (Green had previously filed suit against this theatre for William Glenn). Green’s tenacity, along with his appeal to the central NAACP office for financial support, kept the case open after their suit was denied by the Superior Court. Eventually, the Michigan Supreme Court overturned that decision on June 6, 1927. This great moment cannot be found recorded in local newspapers (Our Voices, Our Liberty, Box 1 Folder 3).

During the 1920s, the first groups of migrants from Mexico began arriving in Grand Rapids, often abandoning Texas or the Southwest United States in search of better economic opportunities (Fernández, "Becoming" 78). Commonly, men came to the area for labor opportunities, and sometimes left family at home to join them later (Fernández, "Becoming" 76). In fact, many of the first Mexican men who settled in the Grand Rapids area were single, aged 25-35, and many of them settled in the Southeast part of the city (Fernández, "Becoming" 78). The number of immigrants arriving in Grand Rapids was relatively small in the 1920s, although researchers widely acknowledge that few quality tools exist to accurately study this data.

Religious connections – specifically participation in the Catholic Church – were important to early migrant groups from Mexico, as the church provided a key social support net. In fact, one popular boarding house occupied by many Mexican immigrants was across the street from the popular St. Andrew's Cathedral (Fernández, "Becoming" 80). Geography also played a role in where migrant groups settled, for example the Pere Marquette railroad was within walking distance of the first migrant settlements on 45 Ionia Avenue SE. The railroad also proved to be a stable source of employment, even through the later depression-era years (Fernández, "Becoming" 80). Commonly, the male patriarch of the family would work in the railroad industry, and his wife and/or children would work in the fields (Fernández, "Rethinking" 485).

In addition to the railroad industry, in which many Mexican men labored, some companies in many mid-sized cities in Michigan recruited Mexicans to replace European-born citizens who moved away from work in the agricultural fields to the industrial jobs in demand during America's involvement in the Great War (Fernández, "Rethinking" 485). Later, the same phenomenon would echo during the World War II years, only with migrants from Puerto Rico largely replacing migrants from Mexico in the fields (Fernández, "Rethinking" 486).

1930s:

As part of the first Great Migration, 1.6 million Black southerners moved north. The Black community in Grand Rapids grew from 665 in 1910 to 2,795 in 1930. The first wave of Black migration to Grand Rapids was from more urban areas of the North and East (New York, New England, Virginia). Major institutions for the first wave were St. Philip's Episcopal Church, First AME Church, North Star Masonic Lodge (still in the Baxter neighborhood and city). The second wave was from the rural south (Mississippi, Arkansas, Tennessee), creating some tension between the two waves. In the second wave, migrants moved into the Grandville Avenue area. Despite the tension, the groups worked together since employment opportunities were limited regardless of educational background.

The first Latino family to settle in Grand Rapids was the Lopez family in 1923. They arrived from deep Mexico via the railroads.

The influx of migrants from Mexico to Grand Rapids was slow during the 1920s, and became a trickle during the 1930s, as the national economic depression slowed job growth considerably (Fernández, "Becoming" 83). Despite the slower stream of newcomers, Mexican migrants had set up a mutual aid society to assist those making the transition to the West Michigan area by late in the decade (Fernández, "Rethinking" 492).

One factor that makes understanding the population growth of Mexican migrants troubling is the fact that federal census data from 1930, 1940, and 1950 offered limited choices for citizens with respect to race; specifically, for instance, race choices including "white," "black," "mixed parentage," or "other" – none of which were particularly applicable to many people from Mexico and later, Puerto Rico (Fernández, "Becoming" 75).

The Federal Housing Administration (FHA) provided financing for 20-30% of new homes built each year. Working with local real estate brokers and mortgage lenders, the FHA created Residential Security Maps to rate neighborhoods on a four point scale of investment desirability. An "A" rating went to "well-planned sections of the city" with good transportation, parks and homogenous demand as residential locations. Neighborhoods with a "D" rating had detrimental influences, such as neighboring industries and city facilities and undesirable populations. Their manual warned against the encroachment of "inharmonious racial groups" in terms of impact on property desirability. Black occupancy of just 1% resulted in a "D" rating (Robinson 65).

1940s:



Progressive political movements became active in Grand Rapids, such as the Republican Home Front and Citizen's Action. These groups sought to take down corrupt local politicians, particularly the McKay political machine (Robinson 26-27). It was not clear whether, or how much, Black citizens would benefit from these groups.

The situation for Black citizens had not improved. Overt discriminatory signs were not legal and discrimination became more subtle, with people of color needing to figure out where they were welcome. Fountain Street Baptist Church's Rev. Duncan Littlefair said that it became "a situation of nervous embarrassment. Permission hinge[d] upon the delicate good will and condescension of the owner" (Robinson, 28). Of nearly 4,000 Blacks living in Grand Rapids, only a few had skilled or white-collar jobs. Paul I. Phillips lamented, "there are more blacks with PhD's than there are black plumbers. Many black residents in the city with college degrees are carrying bags at the Pantlind Hotel" (Robinson, 29). Racism shifted from overt discrimination to managerial racism (Robinson 29).

The Grand Rapids Urban League (GRUL) was formally incorporated in 1943. Devoted to intercultural relations, the GRUL "prided itself on employing a nonconfrontational approach as its strategy for social change" (Robinson 31). GRUL offered recreational programs for adults and educational courses for discussing community affairs and problems. In 1947, Paul I. Phillips became the Executive Director of the GRUL and worked cooperatively with City and business leaders to influence more equitable housing and employment policies. Phillip's "acomodationist approach permitted him to gain the trust of prominent white businessmen and politicians" (Robinson 31). He worked behind the scenes, convincing business owners to hire Black employees, rather than using more public strikes or marches (Robinson 31). As Black unemployment rates continued to rise, Phillip's "moderate leadership approach raised the ire" of many (Robinson 31).

Prior to the start of World War II, the overall Latino population was small – likely fewer than 150 people; after World War II, total population estimates for Mexican Americans (people who were both ethnically and nationally Mexican) and Puerto Ricans reached 500 (Fernández, "Becoming" 74). The Midwest, along with other parts of the nation, encouraged migrant groups to fill labor needs created by wartime shortages. Specifically, as Mexican Americans took more industrial jobs throughout this decade, incoming Puerto Rican workers took those agricultural jobs vacated by the first wave of immigrants from Mexico (Fernández, "Rethinking" 487).

Specific programs like the Bracero Program brought men from Mexico to Michigan to aid in the war effort (Fernández, "Becoming" 78). The Bracero program largely promoted agricultural jobs (in many cases) in the greater Grand Rapids area, including cities like Holland and Zeeland as laborers harvested crops like apples, cherries, and sugar beets (Fernández, "Becoming" 83). The area's Catholic Diocese estimated that 100 families -- or 500 individuals -- from Mexico were living in Grand Rapids by the middle of the decade (Fernández, "Becoming" 83).

It was during the 1940s that groups of migrants from Puerto Rico began arriving in the area, as in many cases, people fled their homeland's economic instability to take jobs available in the labor shortages created by World War II (Fernández, "Becoming" 78). The World War II War Manpower Commission alone, for example, was responsible alone for two thousand newcomers migrating to (and within) the U.S. to fill industrial jobs (Fernández, "Becoming" 87). In the agricultural sector, Latinos had opportunities to plant and harvest crops, but also had opportunities in other aspects of production, such as canning and processing, as West Michigan

offered both rural and urban lifestyles (Fernández, "Rethinking" 484). For many Latinos, the fact that there was more than one labor sector in which to work allowed them to reside in the Midwest year-round, instead of making the often costly or arduous journey back to Texas or the Southwest (Fernández, "Rethinking" 486).

Both Mexican Americans and Puerto Rican immigrants faced similar employment and housing discrimination practices in Grand Rapids in this decade and throughout subsequent decades (Fernández, "Becoming" 90). By the late 1940s, some migrants began, in greater numbers, to seek higher-skilled, higher-paying jobs, such as those in the automotive industry, although oftentimes, employers disallowed Latino employment in these higher-paying jobs, often citing an insurmountable language barrier (Fernández, "Becoming" 88-90).

In addition to employment discrimination, many Latinos faced forms of discrimination in other areas of the public arena. If a Latino was arrested, for instance, arresting police officers wrote the color of their complexion on a fingerprint card (Fernández, "Becoming" 91).

Culturally, Mexican Americans and Puerto Ricans – collectively, Latinos – began bonding over social events such as traveling baseball teams and cultural events like festivals and parades (Fernández, "Becoming" 93). Small, independently-owned grocery stores began to pop up to sell products specifically catering to Latinos during the late 1940s and into the early 1950s (Fernández, "Becoming" 95).

1950s:

The number of black children in Campau Area Schools (Henry, Franklin, Sheldon and Vandenberg) increased from 280 to 836. By 1950, 91% of all Black elementary students in the district were enrolled in these four schools (Campau School Committee 4).

At Henry School 80 additional students (111 to 191) shifted the percentage of Black students from 38% to 80%, as white students transferred to other districts or to nonpublic schools. This represented the beginning of the shift from integrated classroom experiences to racially isolated learning environments and fewer resources.

Census records reveal that roughly 60% of nonwhite housing units were owner occupied. Over 50% of black residents had the resources to purchase their own homes but they were restricted from purchasing homes outside of a defined geographic neighborhood known as the "Black belt".

In 1953, the City appointed the first Human Rights Committee – now called the Community Relations Commission (CRC) – in the State. The CRC addressed and confronted issues such as: fair housing, red lining, employment discrimination and segregation. Seated on this first Human Rights Commission were – among others – Helen Jackson-Claytor. Mrs. Claytor was the first African American director of the YWCA and is considered the mother of civil



rights in Grand Rapids. The CRC, composed of community members, continues today and provides oversight and counsel to the Mayor and Commission. The CRC also generates annual goals, including inclusion and racial equity within recruitment, community engagement, and policy strategies.

In the 1950s there was a wave of Puerto Rican migrants that came to Grand Rapids for employment on the railroads and various industries.

Many of the Latinos that settled in Grand Rapids were Catholic and attended St. Andrew's Cathedral (first Mexican Chapel formed at St. Andrews in 1952). The construction of the US-131 expressway bisected neighbors and cut off walkability to the Cathedral. It also cut off the Black community from the southeast part of town where the majority of the Black community lived. As a result, True Light and New Hope churches eventually moved to the southeast side of the highway, resulting in further segregation.

Largely, Latinos entered the area's industrial manufacturing employment opportunities via low-wage jobs during the 1950s and 1960s (Fernández, "Rethinking" 483). Popular employers of Latinos also included floral shops, bakeries, the railroad industry, and manufacturing jobs (Fernández, "Becoming" 90). As was true in the 1940s, Latinos faced employment discrimination in this decade, which led to the types of civil rights activism frequent in the 1960s and 1970s.

On the housing front, Latinos also faced housing discrimination. Across the nation, the housing boom and patterns of "white flight" (from cities to suburbs) was changing neighborhoods and influencing residential patterns on a broad scale. Locally, the Wyoming area began growing as an ideal industrial and residential area of the city (Fernández, "Becoming" 91). The Southwest quadrant of the city, which historically had been an enclave for Dutch immigrants, was one not necessarily welcoming to the Latino population that was gradually moving from the Southeast quadrant of the city (Fernández, "Becoming" 90). This raised the question of why Grand Rapids seemed to be more accepting of white immigrants from other countries than it was of Latinos, many of whom were actually born in the U.S. (Fernández, "Becoming" 92). However, the housing discrimination Latinos felt was not as widespread at an institutional level when compared to other racial groups, such as African Americans, considering many Latinos were granted mortgages provided they could prove they held full-time jobs (Fernández, "Becoming" 90).

On a cultural note, throughout the 1950s and continuing into the 1960s, Mexican Americans and Puerto Ricans in Grand Rapids, largely, were building personal relationships and alliances (Fernández, "Becoming" 74). Latinos began to benefit from more options with respect to bars and nightlife, and even some movie theatres that showed movies in Spanish (Fernández, "Becoming" 95).

Fernández notes that, likely because the quantity of Latinos from Mexico was larger than from Puerto Rico (and also probably because Mexicans arrived in the area before Puerto Ricans), many Puerto Ricans availed themselves of Mexican traditions and cultures – not that they abandoned their own traditions and cultures per se, but rather that the Mexicans were welcoming and embracing toward other Latino groups, thus enabling a panethnic Latino identity to successfully form (Fernández, "Becoming" 89). By 1956, for instance more than 600 people attended the Mexican Independence Day Festival in Grand Rapids (Fernández, "Becoming" 87).

1960s:

South High School, where President Gerald R. Ford attended, was the district's elite school in 1957. By 1965, the student population had shifted from predominantly white in 1957 to roughly 1,037 black students and 945 white students – the highest percentage of "minority" children in an area high school. South High's reputation shifted to being a "tough school." A Grand Rapids Press article noted that members of the Parent-Teacher Student Association expressed concerns that the "Board of Education and its staff [had] failed to make South High School an outstanding example, locally and nationally, of what [could] be done to make both White and Negro families proud of the school and proud that they live in a community that practices racial tolerance." (Robinson 92-93)

In the 1960s, the City of Grand Rapids and the Community Relations Commission (CRC) were on the forefront of many racial and social justice issues. The City Commission enacted a Fair Housing Ordinance in 1963. The City of Grand Rapids addressed issues relating to public housing, police and community relations and hiring in city government. The City also hosted the Michigan Conference of Human Relations Commissions.

Throughout this time, there was political pressure to dissolve the CRC. Riots occurred in 1967 in Grand Rapids and the CRC was on the front line in addressing issues of police and community relations by encouraging the Grand Rapids Police Department to establish a Community Relations Bureau to improve the relationship between police and communities of color.

Isolated property damage and police profiling erupted into four days of unrest and violence throughout the city, involving hundreds of young people and resulting in 350 arrests, 44 injuries and significant property damage. The Grand Rapids Urban League Sheldon Complex Task Force of 12 black and three white young people spent weeks prior to the unrest actively engaging young people and connecting them to summer projects and activities. During the "uprising" they prevented splinter groups from organizing into a single force and helped to keep property damage to a minimum.

In 1965 the U.S. Federal Housing Administration was renamed the Department of Housing and Urban Development (HUD). The following year the City of Grand Rapids established the Grand Rapids Housing Commission (GRHC) under Michigan Public Act 18 with the goal of obtaining HUD funding to address a critical shortage of decent, safe, affordable housing in low-income areas populated predominately by minority households.

In 1966, the Greater Grand Rapids NAACP was formed.

Statistics reveal that:

- Almost half of all black youths dropped out of school prior to graduation
- Job discrimination resulted in no better odds of a job after graduation
- Percentage of nonwhite students rose from 7% to 20% between 1950 and 1966
- More than 98% of all nonwhite elementary children attended only 10 of the 60 elementary schools (Robinson 50).



In 1968 the City of Grand Rapids elected its first African American City Commissioner (Lyman S. Parks) who later became the City's first and only African American mayor.

After decades of neglecting school development needs in the central city, the District enacted a Master Plan in response to issues of racial imbalance between student populations across the district. The Plan included initiating Early Education (PK-3) centers, closing two high schools within the "inner city" (South and Central) and one-way busing of Black students into outlying schools. John Bracey, a concerned South High School student asked a simple question, "Can't you achieve quality education and integration by busing white students into the inner-city instead of busing black students into the outer city?" (Robinson 128).

Just eight days after Black students began to be bused to the outlying schools, students clashed at Union High School. The school was closed temporarily, and Black students were blamed for the fighting. Their complaints about ongoing racial slurs were ignored by administration. Two days later Superintendent Pylman resigned.

"N_____ go home." Students, bused from the former South High School recalled the hatred expressed by many white students, including holding signs as they arrived each day printed with racial slurs. Racially charged disruptions in response to forced, one-way busing to Union High School continued, resulting in an extended winter break from December 18 to January 6. At school board meetings, angry white parents yelled racial epithets. School administrators failed to anticipate the level of racial animosity harbored by the white receiving communities. Three candidates for School Board ran as an "antibusing" bloc.

In July 1968, the GRHC broke ground on Campau Commons Apartments, a 100-unit rent-subsidized family apartment complex that would serve one of the city's poorest neighborhoods along South Division at Franklin Avenue. Two years later the Housing Commission opened an

additional 100 affordable units at Creston Plaza Apartments on the city's northeast side, offering an opportunity for minority families and other low-income households to relocate out of areas of concentrated poverty.

1968 saw the Grand Rapids Project 1003 launched by the Chamber of Commerce with a challenge to provide 1,000 meaningful jobs for the unemployed in 3 months. Members met regularly to share information, chart progress, set up interviews, and follow up on the expectation to provide pre-job



Photo caption: Groundbreaking for Campau Commons Apartments. Pictured at center holding the shovel is Ella Sims, a community activist who advocated to bring affordable housing to Grand Rapids

counseling and on-the-job training. "Meaningful" jobs could not be merely menial labor and needed to provide salaries that could support a family. The Grand Rapids Project resulted in 1,053 employed workers, two-thirds of which were still on the job six months after the program started.

66% of nonwhite residents lived in multifamily dwellings, whereas 70% of white families lived in single-family homes. Single family homes were primarily located outside the 'Black belt' (the only area available for housing for black residents). By 1968 there remained less than 5% of the Black population living outside the 'Black belt', despite an influx of over 8,000 Black residents since 1960 and the demolition of 100 condemned buildings. No new homes had been built in the 'Black belt' in 30 years.

White teachers in Kent County routinely requested and were granted transfers out of integrated schools. The GRNAACP voiced concern over the segregated assignment of teachers and argued that school administrators highlighted adolescent conduct rather than the racial biases of white teachers as the cause of the miseducation of Black students.



A new dress code was enacted in August, in response to the greater freedom of expression of students in dress and hairstyles. Principal Davidson interpreted the district policy in his own way to include a ban on facial hair. Students challenged the ban as culturally biased, which was supported by an article in Jet magazine. In October, five Black students were suspended from South High School for wearing mustaches. Four returned to school, but Cleo Cross refused to shave his mustache and

wearing mustaches. Four returned to school, but Cleo Cross refused to shave his mustache and

was still out in mid-November. Four hundred Black students from South High School walked out to protest the “good grooming” policy. The next day, for the first time in Grand Rapids history, several Black parents quietly protested outside the school with signs that read, “THIS IS MICHIGAN NOT MISSISSIPPI”. The protest sparked significant debate. A WOOD TV editorial said that “If the involved people will work to control the ‘animal’ element with the same fervor they attacked the mustache ban, we’ll have a better city.” The school board created a committee of citizens, parents, teachers and students to review the good grooming policy. By a vote of 12-1 the facial hair ban was rescinded. Cleo Cross returned to school. Principal Davidson initiated a guard patrol at South High School to quell any sporadic outbursts.

The late 1960s and early 1970s were marked as a period of population growth as well as political and social change. In 1968, there were approximately 7,000 Latinos living in West Michigan, and there were approximately 11,000 by 1972 (Fernández, "Rethinking" 493).

Fernández credits the pattern of social and cultural bonding that occurred between the Mexican American and Puerto Rican immigrant groups as the main reason tension between the two Latino groups wasn't strong. Bonds formed over baseball games and other cultural and social activities linked the two groups in one panethnic identity in the Grand Rapids area (Fernández, "Becoming" 100).

1970s:

With a second generation being raised in the suburbs, suburbanites accumulated generational wealth due to home equity, the benefit of better and newer schools and healthier living environments. European ethnic divisions were reduced, as they became “whites” able to live near each other and intermarry with little difficulty. The construction of “whiteness” effectively doubled the hegemony of racism.

Notes signed by the Creston High School Ku Klux Klan ignited racial controversy between students, leading to a hallway fight and nearly half of the Black students (70 students) walking out. The Black students were perceived to be disorderly and ordered to board buses to return to their neighborhoods. White parents perceived the problem to be the “invasion” of Black students into their suburban schools, not their children’s attitudes or behaviors (Robinson 159).

The Grand Rapids School Board relied on a good faith policy allowing students from a majority population to transfer to schools where they would be the minority. The GRNAACP filed a class-action lawsuit on behalf of 51 students who accused the Grand Rapids Board of Education of managing a biracial, segregated school system (Robinson 162). The GRNAACP contended that segregated employment practices and budget appropriations and “racist curriculum” constituted evidence of the biracial school system. However, Judge Engel determined that Grand Rapids had managed a unitary school system, that schools were constructed “where children were” (in the suburbs), that the school board had taken impressive action since 1965 to create racial balance and that the decision not to bus students from the outlying suburbs to the center city reduced white flight and created lower student-teacher ratios in urban schools, which was a benefit to

these students. Between 1968 and 1974, the number of racially imbalanced schools increased from nine to eleven, with two additional schools on the verge of “tipping” over. With the “voluntary transfer policy” fewer than 1% of all children enrolled in suburban schools were Black, Latino, American Indian or East Asian, and the tax base for schools was significantly higher in the suburbs than the urban center. The GRNAACP appealed the 1973 decision, but the U.S. Court of Appeals for the Sixth Circuit of Cincinnati ruled unanimously that there was insufficient evidence to conclude that the school board had violated the constitutional rights of Black students.



The 1970s saw the Community Relations Commission begin to delve into issues of affirmative action in employment and contracting (Contract Compliance Program) and youth employment. The CRC again saw the City attempt to reduce the power and influence of the Commission. In the 1970s, the City of Grand Rapids instituted and began the Minority and Women Business Enterprise (MWBE) Program for construction projects. The City of Grand Rapids organized and staffed the Community Relations Department which was headed by Bobbie Butler.

Latino groups participated in activism against the employment and housing discrimination practices that had been plaguing them since the 1940s (Fernández, "Becoming" 90). Economically, according to the 1970 Census, approximately half the families residing in the SW quadrant of the city – the part where the majority of Latinos lived – were living in poverty, with approximately one third without a job (Fernández, "Rethinking" 493). Participation in the Model Cities program (part of President Johnson's War on Poverty) helped stimulate economic growth in the area as funds leveraged in the program benefited minority groups; specifically, the Latin American Council (LAC) became an official Model Cities program in 1971 (Fernández, "Rethinking" 493). The LAC played an important role organizing and sustaining cultural retention of Latinos in the Grand rapids area (Fernández, "Rethinking" 493).

1980s:

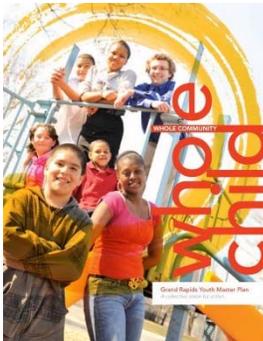
The City began focusing on issues of housing and established a fair housing task force. In the 1980s many of the programs of the City were being challenged in courts including the contracting program of the City (MWBE programs). In 1989, the City suspended its MWBE program to conduct a disparity study of the contracting program.

Statistics revealed that little improvement occurred in living conditions for Black residents over the previous 20 years:

- 30% of black families lived below the poverty level
- The unemployment rate for blacks was three times the rate for whites
- Median income for black families was 61% of the median income for whites
- Manufacturing jobs decrease while lower-paying service jobs increase
- Black representation on school board and city commission little changed over 20 years (1-2 members).

1990s:

The City completed the disparity analysis of the MWBE program and relaunched a new collaborative program to ensure inclusion of women and minority owned businesses in the construction programs of the City. Additionally, the City addressed more global issues as Apartheid, hate crimes and inclusion of LGBT and disability communities in the city's ordinances. The 1990s saw a real push legislatively for the elimination of affirmative action policies and programs. The CRC supported efforts to fight Anti-Affirmative Action legislation in the State House and Senate.



Members of the City Commission, Grand Rapids Board of Education and community leaders created the Office of Children, Youth & Families that later became Our Community's Children. This shared office serves as a liaison between the school district and municipal government to ensure policies and programs better prepare young people in Grand Rapids for college, work and life. As part of this office's development, a civic engagement and leadership program was created called the Mayor's Youth Council, enabling young people to give voice to issues of concern to elected officials and community leaders in accordance with the Our Children, Our Future Standards.

2000s:

In the 2000s, the City worked closely with the Grand Rapids Police Department to bring forward additional initiatives to improve community and police relations and sponsor various activities within the community for youth and adults.

The 2000s also saw a complete redesign of the MWBE programs and the inception of the Equal Business Opportunity Programs for Construction, Goods & Services and Professional Service Contracting.



Other initiatives that were undertaken in the 2000s include but are not limited to: the People of Color Collaborative; Public Hearings regarding alleged police abuse; opposition of English-only laws; diversity film series; Civilian Police Academies; Rosa Parks Sculpture Project; and ban the box activities.

Our Community's Children received grant dollars to create the Expanded Learning Opportunities Network (ELO). The ELO Network represents out-of-school-time providers that ensure young people, especially low-income, and children of color, have access to quality afterschool programs within the public schools and within the community to enhance academics and social and emotional learning.

2010s:

September 30, 2010 saw the installation and celebration of the CRC's Rosa Parks Sculpture project – the first public sculpture of an African American in the City of Grand Rapids.

In 2012, the City Commission added the prohibition of Wage Theft to the City’s Contract Compliance program.

In his State of the City Address in 2010, Mayor George K. Heartwell put out a call-of-action to businesses to step up to the plate to offer employment experiences in a variety of fields to better prepare young people for the world of working. The department of Our Community’s Children developed the Leadership and Employment, Achievement and Direction (LEAD) Program to help train young people ages 15 to 24 in civic engagement, leadership and employment. Over 80% of participants are students of color. Once students graduate from the LEAD program they are eligible to work at a business participating in the Mayor’s 100 Campaign, formerly the Mayor’s 50. This campaign aims to identify 100 businesses to partner with the City of Grand Rapids through Our Community’s Children to provide meaningful jobs for young people. These businesses have agreed to create real-world work experiences that lead to future career pathways, contribute to closing the skills gap that exists among underserved youth populations and add to their economic success. The City of Grand Rapids, through grant dollars and businesses, shares 50/50 the cost of employing a young person, with some Mayor’s 100 businesses deciding to pay 100% of youth wages.

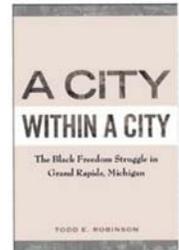
With a grant from the National League of Cities, Our Community’s Children created the To College, Through College Initiative, a collaboration of dedicated community members from government, business, community-based organizations, and higher education. The TCTC Initiative addresses disparities in postsecondary degree attainment among Grand Rapids Public School students of color and first generation students. A place-based response was enacted and in the summer of 2016, a T2C Studio was opened at the Grand Rapids Public Library downtown. The T2C Studio seeks to eliminate getting to and through college and increase the post-secondary graduation rate from 18% to 40%.

In 2014 Grand Rapids City Manager Greg Sundstrom put forth a 12 Point Plan to improve Police and Community Relations. The plan outlined specific activities and timelines for action including the review of all Human Resources and Diversity & Inclusion Policies, the incorporation of Body Worn Cameras for all police personnel and the implementation of Implicit Bias Training for all officers.

Plan
1. Review City Hiring Practices
2. Strengthen the Connection between Community and Police Department
3. Additional In-Service Training
4. Share our Strategic Plan
5. Phase in Body Worn Cameras
6. Develop Protocols for Body Worn Cameras
7. Retain a Consultant to Review Disparities in Arrest Percentages
8. Retain a Consultant to conduct a review of Race-Based Traffic Stops
9. Review the City’s Diversity & Inclusion Practices
10. Develop & Acquisition Policy for new Technology
11. Develop Investigatory Protocols for Officer Involved Shootings
12. Further Publicize the Role of the Civilian Appeals Board

The City of Grand Rapids, through Our Community’s Children (OCC), received a grant from the Children & Nature Network to develop a plan to enhance authentic connections between nature and young people of color who are living in Grand Rapids. Grand Rapids (population 190,739) is the second largest and fastest growing city in Michigan. Twenty five percent (25%) of its population are children, of which 63% are persons of color. Our Community’s Children assembled a Cities Connecting Children to Nature advisory group, working towards “all Grand Rapids youth [having] equitable access to natural places and spaces for a happy and healthy life.” Equitable includes consideration of race, gender, disability, and culturally relevant opportunities that are “abundant, in depth, meaningful, and diverse.”

The City of Grand Rapids elected Rosalynn Bliss as Mayor in 2016. In her inaugural State of the City address Mayor Bliss, with the support of the City Commission, identified racial equity as a top priority in her administration. The award of the Racial Equity Here grant will provide the tools that the City will need to view all of our activities through the lens of racial equity.



In September 2016, the Grand Rapids City Commission passed a resolution recognizing consular identification cards from all countries as an official form of ID. This action expands the City's 2003 Mexican consular ID only rule and allows undocumented immigrants to receive City services which require valid identification.

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City of Grand Rapids
 Draft Racial Equity Plan
 Revised February 21, 2018

City of Grand Rapids - Racial Equity Here

City Services

Desired Result: City services are equitably delivered.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Identify Racial Equity Leadership Team. Racial Equity Leadership has shared vision, definitions, framework and sense of urgency.	<ul style="list-style-type: none"> Increase the number and percentage of staff who understand that advancing racial equity is a priority of city government Racial Equity Leadership uses tools and clear lines of authority to drive the work, evaluates the interim outcomes and holds the organization accountable Racial Equity Leadership implements plan and structure to drive/oversee the work and creates and sustains internal infrastructure and external partnerships 	<ul style="list-style-type: none"> Convene a REH Leadership Team responsible for high-level accountability, oversight and implementation 	<ul style="list-style-type: none"> Identification of Racial Equity Strategic Leadership Team 	REH Leadership Team	Leadership <ul style="list-style-type: none"> REH Leadership Team includes: Rosalynn Bliss, Eric Delong, Mari Beth Jelks, Patti Caudill, Stacy Stout and Shannon Harris with communication support from Amy Snow-Buckner. Leadership has held meetings and trainings with City Commissioners, Department Managers, budget team and interested staff to introduce our Racial Equity Plan.

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City Services

Desired Result: City services are equitably delivered.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Create organizational racial equity benchmark and identify current racial equity data	<ul style="list-style-type: none"> Identify quantifiable data points to measure racial equity Increase the number and percentage of staff who understand that advancing racial equity is a priority of city government. 	<ul style="list-style-type: none"> Prepare and present benchmark data on racial equity 	<ul style="list-style-type: none"> Employment demographics Procurement demographics Boards & Commissions demographics Neighborhood Safety Index Economic Development Index Youth Initiative Index 	<p>Patti Caudill</p> <p>Patti Caudill</p> <p>Stephanie McMillen</p> <p>Asante Cain and Connie Bohatch</p> <p>Kara Wood</p> <p>Shannon Harris</p>	<ul style="list-style-type: none"> Annual Employment statistics presented – working with Fiscal Services regarding sustainable and ongoing method of preparing and presenting statistics utilizing CGI and the new website Annual Statistics on EBO Construction presented; working with Fiscal Services and CGI to identify sustainable and ongoing method of preparing and presenting Goods & Services and Professional Services statistics Annual Statistics on Boards and Commissions presented. Working on preparing and presenting dashboard information Grand Rapids Police Department monitors crime statistics on an annual basis. The department’s crime reduction strategy of building relationship while aggressively addressing crime continues to yield desired results. Firearms related offenses have fallen precipitously; 2013 – 362; 2014 – 314; and 2015 – 248. The Economic Development Department has assessed programs and services through a racial equity lens and has prepared an A3 with recommended changes. Our Community’s Children implements racial equity strategies in its recruitment efforts, partnerships, online presence and through its program implementation. Reporting across departments occurs on the departmental level. System-wide reporting has not yet been created.

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Revised February 21, 2018

City Services

Desired Result: City services are equitably delivered.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Employee Survey results inform City of progress and value of racial equity work	<ul style="list-style-type: none"> Analysis of Employee Survey results in benchmark for future surveys 	Conduct a bi-annual Employee Survey focused on racial equity	<ul style="list-style-type: none"> Benchmark current survey Identify goals and outcomes for future surveys 	Eric Delong	<ul style="list-style-type: none"> City employee survey was conducted in 2016. Evaluation of results to follow. Team is evaluating a 3rd party administered survey tool designed by GARE as a follow up to our initial survey.
Grand Rapids Racial Equity Values, Vision and Mission incorporates the shared vision and values of our stakeholders, including elected and appointed officials, staff and community partners	<ul style="list-style-type: none"> The Grand Rapids Racial Equity Values, Vision and Mission are completed and shared with internal and external stakeholders Creation of training opportunities and spaces for discussion of Racial Equity issues Elevator speeches are utilized by Racial Equity Team and partners to discuss and influence public engagement 	<ul style="list-style-type: none"> Share and publish the City of GR Racial Equity Values, Vision and Mission Statement internally and externally. Create a space to share internally and externally the values, vision and mission of racial equity with the organization and external partners 	<ul style="list-style-type: none"> Values, mission and vision statements to be shared internally and externally for feedback and evaluation. Create spaces for members of the REH Leadership Team to promote the Vision, Values and Mission Create elevator speeches for communication purposes. 	REH Leadership Team	<ul style="list-style-type: none"> Vision, Mission and Value Statement created and will be vetted with community engagement and input. Foundational Communication Plan was provided by GARE to help promote and publicize the Racial Equity Plan. REH Leadership Team to adapt to the City's specific needs. Elevator speeches to be completed.

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City Services

Desired Result: City services are equitably delivered.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Create internal capacity to advance racial equity	<ul style="list-style-type: none"> Internal staff is trained and confident in utilization of racial toolkits and activities 	<ul style="list-style-type: none"> Utilizing a train-the-trainer method, the REH Leadership Team will identify internal staff to work with each service group on issues of racial equity Identification of train-the-trainer model for employees Infrastructure in place to implement Racial Equity Action Plan 	<ul style="list-style-type: none"> Establish trainers in each service group and/or department to assist in racial equity work 	Patti Caudill	<ul style="list-style-type: none"> Cross Departmental trainers have been identified and training has begun. Trainers will begin providing various training opportunities including but not limited to: <ul style="list-style-type: none"> Racial Equity Lunch and Learns Racial Equity discussion groups Racial Equity “coffee chats” Racial Equity Departmental trainings
Prepare and present racial equity training to all staff and community partners	<ul style="list-style-type: none"> Training is identified and ongoing for city departments 	<ul style="list-style-type: none"> Provide introductory racial equity training to all employees Use a train-the-trainer model to continue to build internal expertise Provide training on: <ul style="list-style-type: none"> RE toolkit RE Communication 	<ul style="list-style-type: none"> REAL Cohort Training All employee training to be completed Provide ongoing training to all employees regarding racial equity principles and activities 	REH Leadership Team Frank Coronado Patti Caudill	<ul style="list-style-type: none"> Completed REAL Cohort Training for Top Management and several key staff. Created and trained all budget employees on the racial equity toolkit. Designing curriculum for all employee training regarding racial equity in city government Currently evaluating the racial equity communication tool for incorporation into the training curriculum

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City Services

Desired Result: City services are equitably delivered.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Incorporate the use of a racial equity tool with policies or programs	<ul style="list-style-type: none"> Departments groups receive training and technical assistance in use of the racial equity tool in programs and services 	<ul style="list-style-type: none"> Each service group to identify and pilot use of GARE racial equity toolkit on a policy or program. 	<ul style="list-style-type: none"> Pilot programs identified REH Leadership Team works with Top Management to evaluate pilot program and identify additional policies and programs to utilize racial equity toolkit 	Eric Delong	<ul style="list-style-type: none"> Racial equity pilot program for FY 2019 budget was launched and is in process. 35 racial equity plans have been received for FY 2019. Staff is working to summarize the information contained. Summary information regarding the identified racial equity plans will be included in the Manager's Budget letter. As departments are interviewed regarding their racial equity projects, evaluation(s) of the tool is being sought and changes if warranted will be made to the process.
Conduct a periodic review of policies and programs	<ul style="list-style-type: none"> Periodic review and evaluation of programs completed and reported 	<ul style="list-style-type: none"> Conduct periodic evaluation of policies and programs to determine disparate impact 	<ul style="list-style-type: none"> Pilot program to identify disparate impact tool for policies and programs 	REH Leadership Team	<ul style="list-style-type: none"> Racial equity plans will be incorporated into the Transformation Plan and/or the Sustainability Plan of the City - depending on the most appropriate location.

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Budget

Desired Result: City resources are invested and expended equitably.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
City's Fiscal Plan is based on principles of racial equity	<ul style="list-style-type: none"> Budget memos include discussion and analysis of racial equity 	<ul style="list-style-type: none"> Develop budget review criteria that integrates City's Racial Equity Plan 	<ul style="list-style-type: none"> 100% of budgets submitted will contain a memo regarding racial equity impacts Evaluate and develop citywide and service group equity goals and strategies specific to budgeting process 	Eric Delong Patti Caudill	<ul style="list-style-type: none"> Budget submittals for the FY 2019 Budget required departments to identify pilot racial equity projects. REH Leadership Team will be designing an evaluation tool based on the REH model for use by management.
Ensure 100% of Service Groups identify a racial equity pilot analysis that includes racial equity goals and outcomes	<ul style="list-style-type: none"> 100% of employees associated with the budget process are trained in how to use racial equity toolkit 	<ul style="list-style-type: none"> Each service group to identify and pilot the use of GARE racial equity toolkit on a policy or program 	<ul style="list-style-type: none"> 100% of service groups to utilize the racial equity toolkit on a pilot budget project 100% of Top Managers and key budget staff trained regarding new criteria and process 	Eric Delong Patti Caudill	<ul style="list-style-type: none"> Employees responsible for budget submittals were trained on the racial equity toolkit. Top Managers and key staff participated in the racial equity training.

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Budget

Desired Result: City resources are invested and expended equitably.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Decision-making for budget and rates will be backed by an equity analysis and, whenever possible, tied to equity goals and outcomes	<ul style="list-style-type: none"> Rates and investments proposed will be designed whenever practical to produce positive equity outcomes 	<ul style="list-style-type: none"> Develop a Budget Equity Assessment tool Modify the 2019 budget process to include the racial equity toolkit into submittals and the narrative. Develop budget review criteria that integrates racial equity into the City's budgeting process Evaluate funding of programs and/or services that have a disparate impact based on race. 	<ul style="list-style-type: none"> 100% of budget submissions contain racial equity narrative 2019 Budget process includes racial equity toolkit City Commission and City Manager budget review includes racial equity lens Disparate treatment analysis completed on all funding requests 	<p>Eric Delong</p> <p>Patti Caudill</p>	<ul style="list-style-type: none"> The REH Leadership Team is currently identifying an evaluation tool to use in conjunction with the pilot program. This tool will be completed and launched with the FY 2019 City Manager's budget hearings and shared with the City Commission for their budget deliberations The 2019 budget instructions included the Racial Equity Toolkit
City leadership will identify budgetary racial equity goals	<ul style="list-style-type: none"> Identification of measurable equity goals for the City as a whole and service groups 	<ul style="list-style-type: none"> Identify baseline data to measure for equity goals 	<ul style="list-style-type: none"> Baseline equity analysis completed Service group and departmental goals and outcomes identified 	<p>Eric Delong</p>	<ul style="list-style-type: none"> The REH Leadership Team will begin an analysis of the methodology to be used to identify citywide equity goals to incorporate into the Transformation Plan and Sustainability Plan.

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Inclusive Engagement

Desired Results: City is viewed as an effective government that effectively engages the community.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Ensure inclusive outreach and public engagement is a priority of the City	<ul style="list-style-type: none"> City staff believes that the City values community participation and engagement City services are well received by community members Community input helps shape City decisions, investments and programs City partners with community to implement community's vision Voter turnout increases 	<ul style="list-style-type: none"> Provide introductory inclusive outreach and public engagement training to employees who routinely engage with the public Create intentional inclusion and outreach programs, specifically targeting neighborhoods of focus 	<ul style="list-style-type: none"> Create comprehensive training for community engagement Administration of training to key city staff regarding community engagement Create regular and on-going communication tools to ensure effective and inclusive engagement of employees and community Identify and create regular opportunities for community engagement Prepare and post effective dashboards that focus on racial equity 	Patti Caudill	<ul style="list-style-type: none"> The REH Leadership Team is currently evaluating the communication tool designed by our partners in the REH Initiative to incorporate the concepts of community engagement and communication into our process(es). Data dashboards focusing on the internal successes and goals of the City will be created and posted.

Draft Racial Equity Plan

Revised February 21, 2018

Inclusive Engagement

Desired Results: City is viewed as an effective government that effectively engages the community.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Strengthen community and police relations	<ul style="list-style-type: none"> City staff believes that the City values community participation and engagement City services are well received by community members City partners with community to implement community's vision Voter turnout increases 	<ul style="list-style-type: none"> Provide introductory inclusive outreach and public engagement training to employees who routinely engage with the public Create intentional inclusion and outreach programs, specifically targeting neighborhoods of focus 	<ul style="list-style-type: none"> Transform police services to encourage and engage authentic resident engagement in police operations Evaluate and incorporate results of various studies, including but not limited to: <ul style="list-style-type: none"> City Manager's 12-Point Plan SAFE Report Traffic Stop Study Conduct a citizen survey regarding community and police relations 	David Rahinsky	<ul style="list-style-type: none"> VoiceGR results to be evaluated annually to monitor community response to the GRPD. Full implementation of the City Manager's 12-Point Plan to be completed GRPD to evaluate and incorporate the recommendations of Traffic Stop Study into operations GRPD and the City to incorporate the recommendations of the SAFE Report GRPD is in the process of completing CALEA certification

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Inclusive Engagement

Desired Results: City is viewed as an effective government that effectively engages the community.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Strengthen City relationships with external stakeholders and community members	<ul style="list-style-type: none"> City staff believes that the City values community participation and engagement City services are well received by community members City partners with community to implement community's vision Voter turnout increases 	<ul style="list-style-type: none"> Prepare and conduct a city-wide survey focused on racial equity 	<ul style="list-style-type: none"> Racial Equity Community Survey designed and administered. Baseline racial equity data collected and analyzed 	Eric Delong	<ul style="list-style-type: none"> This project has not yet been started
Establish a framework for effective and inclusive engagement with the City's diverse communities	<ul style="list-style-type: none"> City staff believes that the City values community participation and engagement. City services are well received by community members. City partners with community to implement community's vision Voter turnout increases 	<ul style="list-style-type: none"> Develop City policies and practices that engage diverse communities in city processes Establish and support an approach to translation and interpretation to ensure employees have effective tools and are able to implement policy 	<ul style="list-style-type: none"> Evaluate policies and procedures related to outreach 	Patti Caudill	<ul style="list-style-type: none"> This project has not yet been started

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Inclusive Engagement

Desired Results: City is viewed as an effective government that effectively engages the community

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Increase representation of people of color on City Boards and Commissions	<ul style="list-style-type: none"> City staff believes that the City values community participation and engagement City services are well received by community members City partners with community to implement community's vision Voter turnout increases 	<ul style="list-style-type: none"> Collect demographic baseline of current members of Boards and Commissions, identify gaps and develop approaches to address gaps. Utilize the GARE Racial Equity toolkit to evaluate recruitment, selection and on-boarding process for Boards and Commissions. 	<ul style="list-style-type: none"> Evaluate demographics of Boards and Commissions Training of Board and Commission members around REH work Increased recruitment for Boards and Commissions 	Stephanie McMillen	<ul style="list-style-type: none"> Annually, the City Clerk's office provides demographics to the City Commission on the makeup of the current boards and commissions. Training of new members of Boards and Commissions conducted A Boards and Commission recruiting event occurred on 2/21/2018 to increase recruitment and representation of Boards and Commissions. Additional event(s) are being planned and marketed.

Draft Racial Equity Plan

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Racial Equity in Workforce and Supplier Diversity

Desired Results: City's communities of color equitably benefit from hiring, employment and procurement opportunities in the city.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report						
Workforce Equity/Diversity											
Ensure workforce equity	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution 	<ul style="list-style-type: none"> The Workforce Team includes representatives of Human Resources, Diversity & Inclusion, labor unions and employees. 	<ul style="list-style-type: none"> Establish Workforce Equity Action Team Demographics of the City workforce reflect the demographics of the community across all levels of the organization 	Mari Beth Jelks	<ul style="list-style-type: none"> Team has not yet been identified Employment demographics are reviewed on an annual basis. The 2018 demographics show the following for Civil Service positions: <table style="margin-left: 40px;"> <tr> <td>Total employees</td> <td>1202</td> </tr> <tr> <td>% employees of color</td> <td>13%</td> </tr> <tr> <td>% white employees</td> <td>87%</td> </tr> </table> Since 2016, the percent of minority employees has increased at a rate of 1% per year 	Total employees	1202	% employees of color	13%	% white employees	87%
Total employees	1202										
% employees of color	13%										
% white employees	87%										
Create service group racial equity plans	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution 	<ul style="list-style-type: none"> Create a template for racial equity plans for departments and service groups Provide technical assistance and training to service groups for identifying and preparing their individual racial equity plans, including outcomes, actions, timelines and metrics 	<ul style="list-style-type: none"> Implementation of service group racial equity plans 	Patti Caudill	<ul style="list-style-type: none"> Template for racial equity plan is currently being vetted by the Diversity and Inclusion Office and will be rolled out following the budget process for FY 2019. The Plan-Do-Check model of evaluation will be used to perfect this evaluation process Training and technical assistance regarding Racial Equity Plans will be conducted following the budget process of 2019 utilizing not only Diversity and Inclusion Staff, but also utilizing the identified Racial Equity Trainers 						

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Racial Equity in Workforce and Supplier Diversity

Desired Results: City's communities of color equitably benefit from hiring, employment and procurement opportunities in the city.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Workforce Equity/Diversity					
Diversify the City workforce to reflect the community in which we serve	The City ensures equitable access to employment opportunities including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution 	<ul style="list-style-type: none"> Service groups creates comprehensive racial equity plan based on demographics and the succession plan Create and publish on the City's website quarterly demographics by department and service groups Transform the City's hiring process to remove barriers and increase diversity of candidates Target outreach to neighborhoods of focus 	<ul style="list-style-type: none"> Demographics of the City's workforce reflect the demographics of the community across all levels 	Mari Beth Jelks	<ul style="list-style-type: none"> Data analytics for succession planning are being perfected and will be included in dashboards utilizing CGI data and Power BI. Staff is currently working with Fiscal Services to identify report requirements for the program. As above, this data is currently being mined and will be presented following the FY 2019 budget submittals Human Resources and Diversity and Inclusion recently (2016) evaluated all of the policies as part of the City Manager's 12 point plan to improve Police and Community Relations. The departments are currently evaluating processes and procedures to increase inclusion and equity of the employment processes. The Human Resources Department is planning community recruiting events in all wards of the city

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Racial Equity in Workforce and Supplier Diversity

Desired Results: City's communities of color equitably benefit from hiring, employment and procurement opportunities in the city.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Workforce Equity/Diversity					
Establish effective and sustainable recruitment strategies	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> ● Recruiting ● Hiring ● Promotions ● Layoffs ● Dispute Resolution 	<ul style="list-style-type: none"> ● Develop a practical recruitment and financial plan for meaningful local and diverse recruitment ● Work with community partners to increase targeted recruitment 	<ul style="list-style-type: none"> ● Identify and create funding plan for effective and sustainable recruiting plan ● Implementation including funding and sustainable marketing of recruiting plan 	Mari Beth Jelks	<ul style="list-style-type: none"> ● Human Resources and Diversity and Inclusion Staff are currently working on a recruiting plan and will present to Top Management and Commission after July 1, 2018 ● See above
Create effective and sustainable marketing and strategic planning to ensure continued recruitment sources	The City ensures equitable access to employment opportunities including but not limited to: <ul style="list-style-type: none"> ● Recruit ● Hiring ● Promotions ● Layoffs ● Dispute Resolution 	<ul style="list-style-type: none"> ● Create ongoing marketing materials and strategic plan to ensure citizens and applicants can easily understand and comprehend City's hiring process 	<ul style="list-style-type: none"> ● Implementation and continuing dissemination of information regarding the Civil Service Process 	Mari Beth Jelks	<ul style="list-style-type: none"> ● Utilizing the REH Communication Plan, the Human Resources and Diversity and Inclusion will create a formal strategic marketing plan

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Racial Equity in Workforce and Supplier Diversity

Desired Results: City's communities of color equitably benefit from hiring, employment and procurement opportunities in the city.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Workforce Equity/Diversity					
Ensure that racial equity is a core competency on select job descriptions	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution 	<ul style="list-style-type: none"> Each service group identifies one or more specific job classifications with key racial equity responsibilities and incorporates racial equity as a core competency/expectation into that job description 	<ul style="list-style-type: none"> Review and evaluate each job description to identify racial equity as a core competency Implement changes to job descriptions 	Mari Beth Jelks	<ul style="list-style-type: none"> The City recently completed a full Classification Review on all positions within the City. Human Resources and Diversity and Inclusion will work together with departments to identify positions to target with racial equity requirements. See above
Create and distribute clear racial equity expectations for managers	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution 	<ul style="list-style-type: none"> Training on equitable hiring practices for all managers Clear expectations and accountability for racially equitable work places. 	<ul style="list-style-type: none"> Provide training to all managers on equitable employment practices 	Mari Beth Jelks	<ul style="list-style-type: none"> Human Resources is currently evaluating various training opportunities to incorporate regarding racial equity and employment practices See above

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Racial Equity in Workforce and Supplier Diversity

Desired Results: City's communities of color equitably benefit from hiring, employment and procurement opportunities in the city.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Workforce Equity/Diversity					
Strengthen personnel policy and practices	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> ● Recruiting ● Hiring ● Promotions ● Layoffs ● Dispute Resolution 	<ul style="list-style-type: none"> ● Review policies and identify racial equity barriers to hiring, retention and upward mobility ● Use the Racial Equity Tool to develop recommended changes. Barriers to be considered to include minimum qualifications (education and experience equivalencies) and the role of seniority in promotions and benefits. 	Evaluation of Human Resources and Diversity & Inclusion policies	Mari Beth Jelks	<ul style="list-style-type: none"> ● A citizens committee was established to evaluate HR Policies and practices in 2017 and made recommendations for changes ● The Community Relations Commission and staff evaluated all Diversity & Inclusion policies and made recommendations regarding changes ● Human Resources and Labor Relations identified employment issues to address through the Racial Equity Toolkit in their budget process. Identified projects were: Evaluation of test process to determine reasons for individuals not taking test(s); and evaluation of union bargaining teams to ensure equity.

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Racial Equity in Workforce and Supplier Diversity

Desired Results: City's communities of color equitably benefit from hiring, employment and procurement opportunities in the city.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Workforce Equity/Diversity					
Continue planning for retirements	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution - 	<ul style="list-style-type: none"> Conduct an analysis of positions that have a large number of anticipated retirements in the next five years Develop and implement career pathways to ensure diverse applicant pool is prepared to compete for those vacancies 	<ul style="list-style-type: none"> Update succession planning information on a quarterly basis Recruitment, hiring, retention, training and promotion processes used to fill openings that result from retirements to advance workforce equity 	Mari Beth Jelks	<ul style="list-style-type: none"> In 2016, the City began identifying and reviewing succession planning information. This data is updated periodically to review where potential openings will be occurring. Data analytics are currently being perfected and will be included in dashboards for department and management utilization following the FY 2019 budget process.
Explore the possibility for premium pay for bilingual staff in community-serving positions where additional language fluency can be utilized	The City ensures equitable access to employment opportunities, including but not limited to: <ul style="list-style-type: none"> Recruiting Hiring Promotions Layoffs Dispute Resolution 	<ul style="list-style-type: none"> Identify positions that interact with the public and develop Recommend options for supplemental pay for bilingual employees 	<ul style="list-style-type: none"> Evaluate and analyze the possibility of providing premium pay for bilingual staff 	Mari Beth Jelks	<ul style="list-style-type: none"> Labor Relations will begin negotiation of labor contracts in 2018. This recommendation will be evaluated with those contract negotiations

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Racial Equity in Workforce and Supplier Diversity

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Supplier Equity/Diversity					
Establish and support a Supplier Diversity Equity Team	<ul style="list-style-type: none"> Creation of a multi-functional Supplier Diversity Equity Team 	<ul style="list-style-type: none"> The Supplier Equity Team includes representatives from Purchasing, Engineering and Economic Development. Coordinate with the REH Leadership Team and REAL Cohort to identify members of a Supplier Diversity Equity Team to work in conjunction with the current Monday Group to enhance and increase the utilization of the EBO programs Create and enhance partnerships with community to enhance EBO programs 	<ul style="list-style-type: none"> Establish and staff Supplier Diversity Equity Team Evaluate and implement appropriate revisions to the Supplier Diversity program based on Inclusive Performance Strategies (IPS) and Dr. White studies Conduct focus groups of business ownerships to identify enhancements to the EBO programs 	Patti Caudill	<ul style="list-style-type: none"> A full time Business Developer was hired in 2018 to focus efforts on the Supplier Diversity Program. Team meeting have begun with Engineering, Purchasing and Economic Development. The following activities are currently being planned: <ul style="list-style-type: none"> How to do Business with the City training for vendors is scheduled for 3/29/2018 Updates to the current Micro-LBE certification program Continued meetings with the Monday Group Evaluation of current bid discount opportunities Diversity and Inclusion Office plays a leadership role in the Monday Group. Diversity and Inclusion Office currently evaluating the possibility of a similar team for Professional Services and Goods and Services

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Supplier Equity/Diversity					
Conduct and publish contracting and procurement data	<ul style="list-style-type: none"> ● Identify benchmark data on: <ul style="list-style-type: none"> ○ Construction ○ Goods & Services ○ Professional Services 	<ul style="list-style-type: none"> ● Collect and analyze data to be able to identify gaps in contracting and procurement 	<ul style="list-style-type: none"> ● Evaluate spending by construction, Goods & Services and Professional Services in accordance with the Equal Business Opportunity programs 	Patti Caudill	<ul style="list-style-type: none"> ● The calendar year EBO Construction report showed utilization of MWBE contractors in the construction program to be: <ul style="list-style-type: none"> MBE: 20.2% WBE: .02% ● Data collected will be incorporated into dashboards to be posted on our website for use by departments, management, commission and our citizens.
Fully integrate new financial system into dashboards for the EBO Program including Goods & Services and Construction	<ul style="list-style-type: none"> ● In collaboration with Fiscal Services, Purchasing and Engineering to create, integrate and dashboard current EBO data on the City's website 	<ul style="list-style-type: none"> ● Fully integrate quarterly reporting for EBO program utilizing the new financial system to prepare and present dashboard for internal and external customers 	<ul style="list-style-type: none"> ● Fully Implement the utilization of the financial system in identifying and reporting on payments 	Patti Caudill	<ul style="list-style-type: none"> ● Diversity and Inclusion staff is currently working with Fiscal Services to obtain reports and statics on utilization for Goods and Services and Professional Services

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Contracting and procurement policies and procedures are designed to eliminate racial equity	<ul style="list-style-type: none"> EBO policies and practices enhance the racial equity of the community 	<ul style="list-style-type: none"> Supplier Equity Team uses the Racial Equity Tool to assess barriers to racial equity. The focus should be on policies and practices that are barriers to subcontracting equity such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors. 	<ul style="list-style-type: none"> Fully implement the utilization of the financial system in identifying and reporting on payments 	Patti Caudill Jeff Dood	<ul style="list-style-type: none"> Diversity and Inclusion staff is currently working with Fiscal Services to obtain reports and statics on utilization for Goods and Services and Professional Services
Bridge the opportunity gap for the City's vulnerable and underserved communities of color	<ul style="list-style-type: none"> Economic development projects enhance the racial equity of our community 	<ul style="list-style-type: none"> Incorporate REH guidelines into departmental and service group plans, focusing specifically on neighborhoods of focus 	<ul style="list-style-type: none"> Incorporation of the racial equity toolkit in community and economic development activities of the City 	Kara Wood Connie Bohatch	<ul style="list-style-type: none"> Economic Development Department completed a racial equity analysis of incentives using the A3 model framework. This analysis has been presented to the Economic Development Project Team. Diversity and Inclusion has incorporated a data analytics tool into the new web design that will provide analytics needed to evaluate this program

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Supplier Equity/Diversity					
Create Racial Equity tool kits for community members and developers that identify how to work with the city	<ul style="list-style-type: none"> The City provides ongoing and inclusive information regarding our economic development processes 	<ul style="list-style-type: none"> Create a Working with Developers Toolkit - a resident-centric how-to-guide to negotiate jobs and other benefits 	<ul style="list-style-type: none"> Create an online toolkit Create workshops based on the toolkit on a regular basis (every other month) Ensure that workshops and materials are offered in Spanish as well as English 	Suzanne Schultz	<ul style="list-style-type: none"> Draft curriculum being developed by the City Planning Department in partnership with the advisory group of the South Division Equitable Development Plan work. Expected to be piloted soon and scalable for other environments and as additional training for neighborhood associations and community-based organizations.

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Racial Equity in Workforce and Supplier Diversity

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Bridge the opportunity gap for the City's vulnerable and underserved communities of color.	<ul style="list-style-type: none"> Economic development projects enhance the racial equity of our community 	<ul style="list-style-type: none"> Assess the use of SmartZone dollars. Innovate and implement policy for use of these funds through a racial equity lens 	<ul style="list-style-type: none"> Report the percentage of SmartZone dollars used to: <ul style="list-style-type: none"> Create jobs Prepare residents for high tech careers 	Eric Delong	<ul style="list-style-type: none"> The Economic Development Department currently reports to the City Commission information regarding utilization in their programs. The Diversity and Inclusion Office is working with Economic Development and the City's web team to design new reporting mechanisms that will be able to report this information disaggregated by race and gender.
			<ul style="list-style-type: none"> Report the number, percentage and types of jobs created in the neighborhoods of focus with SmartZone investments 	Kara Wood	<ul style="list-style-type: none"> See above
			<ul style="list-style-type: none"> Report the number and percentage of residents from neighborhood of focus areas who have created a start-up or advanced to the next level business (growth) due to utilizing SmartZone funding. 	Kara Wood	<ul style="list-style-type: none"> See above

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Neighborhoods

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Provide equitable City funding to neighborhoods	<ul style="list-style-type: none"> Equitable funding formula for neighborhoods established 	<ul style="list-style-type: none"> Assess current Community Development funding to Neighborhood Associations (NAs) through a racial equity lens If needed, adjust target area map and rubrics to advance equity 	<ul style="list-style-type: none"> Complete an A3 analysis of the funding for neighborhoods Utilize the REH toolkit to identify current and future activities through a racial equity lens Identify recommendation and/or policy changes based on the A3 results (through an equity lens) Annually access CDBG, JAG, HOME and other Community Development funding sources through an equity lens and report results. 	Connie Bohatch Stacy Stout	<ul style="list-style-type: none"> This project has not been formally started.

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Neighborhoods

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Creation and enhancement of Neighborhood Associations in neighborhoods of focus.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> City invests in building a sustainable neighborhood association model for SEENA, SECA and MANA 	<ul style="list-style-type: none"> Creation of block clubs in target areas Evaluate the creation of a new model to encourage resident participation and organization 	Stacy Stout Eric Delong	<ul style="list-style-type: none"> Project in process in conjunction with the Neighborhood Economic Connections (NEC) grant. Seeds of Promise is the neighborhood association serving the area formerly served by SECA and MANA. The northern part of SEENA north of Hall is being canvassed by Neighborhood Connectors who are hosting block club trainings/support meetings. 1173 units (homes) have been canvassed as of 2/20/18. 28 residents have been trained/supported in block club development.
All neighborhood associations have core capacity to navigate services and be sustainable	<ul style="list-style-type: none"> Reported increase of financial sustainability among NAs 	<ul style="list-style-type: none"> Create and implement a Neighborhood Association City Orientation 101 to be offered at least twice a year 	<ul style="list-style-type: none"> Completion of Neighborhood Association City Orientation curriculum and offering 	Stacy Stout	<ul style="list-style-type: none"> The Neighborhood Leadership Academy (NLA) launched January 5, 2018 and included 8 training modules. Modules all intersect with financial sustainability from branding, communication, racial equity, donor relations and repair, fund development, working board governance, volunteer management, and more. City Orientation 101 core elements were developed in conjunction with the Neighborhood Associations, however it was recommended to put this on hold until the first cohort of the NLA was finished. The City Orientation 101 core elements will also be assess with community partners and cross referenced with OurCity Academy. The City 101 emphasis is to navigate and understand City services and departments.

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Neighborhoods

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
Create a NA/CBO Academy for organizations to have core capacity.	<ul style="list-style-type: none"> ● Increased understanding among NAs and CBOs served on their core capacity status. ● Increased understanding among NAs and CBOs served on recommended next steps to increase capacity in area(s) of need. 	<ul style="list-style-type: none"> ● Create core capacity in the areas of: <ul style="list-style-type: none"> ○ Authentic Community Engagement ○ Community Organizing ○ Racial Equity ○ Running Effective Meetings ○ Advocating and Negotiation ○ Volunteer Management ○ Working with Development ○ Conflict Resolution/ Crucial Conversation ○ Fund Development ○ Board Development 	<ul style="list-style-type: none"> ● Creation and implementation of Neighborhood Association Academy ● Completion of basic tools and tasks for sustainability: by-laws, formation of block clubs, assemble and train advisors/board, communication plan and strategy, SWOT analysis, strategic plan (and a guide for completing future strategic plans), etc.; and asset-based 	Stacy Stout	<ul style="list-style-type: none"> ● NEC staff hired in September 2017 and completed an intensive 5 week onboarding. ● The first cohort of the Neighborhood Leadership Academy consisted of 8 neighborhood associations (about 30 people each session), 24 hours of classroom instructions, plus additional materials shared between sessions. Evaluations are being analyzed. ● Additional one day trainings are being developed based on NLA evaluations and ongoing conversations with neighborhood associations, residents and community-based organizational partners.

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Neighborhoods

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City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
<p>Establish a Neighborhood Association Toolkit based on the Racial Equity Toolkit</p>	<ul style="list-style-type: none"> ● Neighborhood associations receive the training and technical assistance they need 	<ul style="list-style-type: none"> ● Create Neighborhood Association Toolkit – online and hard copy <ul style="list-style-type: none"> ○ Create templates and examples of meeting agendas, minutes, by-laws, working with neighborhood businesses and other topics ● Create an online Block Club Development Manual (how-to guide) 	<ul style="list-style-type: none"> ● Creation and posting of the Toolkit ● Creation and posting of Block Club Guide 	<p>Stacy Stout</p>	<ul style="list-style-type: none"> ● Outcome project scheduled to start in summer of 2018 as a deliverable of the Neighborhood Economic Connections (NEC) grant. ● Hardcopy templates have been drafted for Block Clubs. Those documents need to be revised and digitized. NEC team to work with Becky Jo Glover to create a webpage where tools will be made available to the community. ● The Neighborhood Leadership Academy (NLA) includes racial equity on the first day and is woven throughout the 8 week curriculum.

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Youth Engagement

Desired Results: The City supports and engages in youth-centric programs that provide meaning and sustainable opportunities for students and young adults ages 15 to 24.

City Organizational Goals & Outcomes

Outcomes	Indicator	Actions	Performance Measures	Accountability	Progress Report
<p>Increase and enhance youth participation in quality civic engagement programming and meaningful employment opportunities within City departments</p> <p>Increase the number of registered voters among youth population</p> <p>Increase knowledge of the functions of City government by youth</p>	<ul style="list-style-type: none"> ● Number of City departments hiring youth workers ● Number of youth employed by City departments ● Number of youth retained as full-time employees ● Number of youth participating in City led youth development programs, Boards and Commissions ● Number of youth who register to vote when they turn 18 ● Number of youth who vote in local elections ● Number of youth who self-report an increased awareness of the functions of City government 	<ul style="list-style-type: none"> ● Continuation of the following programs and initiatives, including but not limited to: <ul style="list-style-type: none"> ○ Mayor’s Youth Council, ○ LEAD ○ Mayor’s 100 ○ Expanded Learning Opp. ○ To College, Through College ○ KidSpeak ○ Youth Police Academy ○ Police Internship ○ Fire Explorers ○ MiCareerQuest ○ City’s Grow Our Own ○ Govern:GR ○ Mayor’s Millennial Advisory 	<ul style="list-style-type: none"> ● Identify funding structures to sustain City government youth employment ● Create marketing plan to promote and recruit youth participants ● Ensure demographics of youth participation in City programs and employment reflect that of the community ● Evaluate satisfaction levels of programs with: <ul style="list-style-type: none"> ○ participants ○ managers ○ depts ○ employment managers ○ local colleges 	<p>Shannon L. Harris</p>	<ul style="list-style-type: none"> ● Landscape mapping of youth development programs and initiatives was done to provide baseline data on which departments were providing youth programming, who was being served and the funding source of the program. This living document that needs updating as data needs evolve. ● Our Community’s Children continues to facilitate civic engagement programs (Mayor’s Youth Council & KidSpeak) a youth employment program (LEAD) as well as post-secondary counselling services to first generation students and students of color (T2C Studio). ● The Human Resources Department continues to create pathways to permanent employment through the Growing Our Own program as well as providing an opportunity for young people to apply for a Utility Aide position if they have participated in programs like the LEAD Program. ● GRPD started a Police Youth Advisory group called “Impact” to build police/community relationships and to provide opportunities for dialogue about current law enforcement issues. ● On-going work that needs to be done includes alignment around best practices and shared outcomes across departments. A reporting system to track outcomes is also a necessary component of this work.