



**Agenda  
Minnetonka City Council  
Special Meeting  
Monday, August 17, 2020  
5:30 p.m.  
WebEx**

---

1. Introductions
2. Race and equity discussion
3. Adjournment

The purpose of this special meeting is to allow the city council to discuss race and equity matters informally and in greater detail than permitted at formal council meetings. While all meetings of the council are open to the public, special meeting discussions are generally limited to the council, staff and consultants.

**City Council Agenda Item #2  
Special Meeting of Aug. 17, 2020**

**Brief Description:** Race and equity discussion

**Background**

This item was last introduced to the city council as an item on the June 29, 2020 study session agenda. The council offered comments and agreed that the issue should be focused on at a future study session. A special meeting was called for the specific purpose of discussing race and equity.

City staff contacted and interviewed potential facilitators to lead a conversation with the city council. As a result of the process, we are pleased to announce that Bill Wells has been selected. Included in the packet is a biography of Mr. Wells, along with a more detailed outline for the discussion. Most notably, some of you may know Mr. Wells since he has been instrumentally involved in the Hopkins Race, Equity, and Diversity (HREI) initiative.

Additional background information can be accessed from the staff report from the June 29, 2020 study session. See attached.

Submitted through:  
Geraldyn Barone, City Manager

Originated by:  
Mike Funk, Assistant City Manager

## William (Bill) W. Wells, Jr.

---

Bill Wells is President, W. Wells & Associates, LLC, a management consulting firm, providing a range of services focused around organizational and leadership development issues. In his work, Bill helps clients create a vision focused on creating a culture of inclusion through strategically advancing diversity, inclusion, equity and engagement. Bill's approach is an integrated process that aligns internal organizational issues with key stakeholder needs, operational goals and corporate social responsibility considerations. Bill also works closely with senior leaders providing coaching and guidance during the culture change and transformation change process. Additionally, Bill's work focuses on effective strategies for positioning his client organizations to be recognized as an "Employer of Choice" as well as a "Great Place to Work".

Previously, Bill served as Vice President - Global Diversity/Chief Diversity Officer (CDO) for Traveler's Insurance (formerly The St. Paul Companies). In his current work, Bill continues as a Diversity, Inclusion and Equity (DI&E) practitioner designing and developing strategic D&I plans for organizations. Additionally, Bill provides customized human capital and talent acquisition & retention solutions as well as design and facilitation of leadership/team-building retreats, workshops, seminars and various types of off/on site sessions.

Beyond the above work, Bill serves as a mentor for business professionals through a special global mentoring program designed to assist high-potential female and diverse business professionals learn how to better navigate corporate cultures. Earlier in his career, Bill held a variety of executive and general management level positions in both the telecommunications and insurance industries. Specifically, Bill has a comprehensive management background including leadership roles in Human Resources, Information Technologies, Marketing, Operations, Strategic Planning and Business Development.

For many years, Bill served as co-producer and legacy contributor for the nationally recognized Multicultural Forum on Workplace Diversity & Inclusion. Bill was also instrumental in helping to facilitate the development of an innovative program designed to enhance recruitment, development, advancement and retention of diverse business professionals to major corporations located in the Twin Cities (MN) metropolitan area. Beyond this, Bill continues to serve on various boards including leadership roles in both the non-profit and public sectors. In these roles, Bill has served as the National Chairman for the National Black MBA Association (NBMBA); President – Twin Cities Chapter (NBMBA), Chairman of the Normandale Community College Foundation (MN) and various others.

During his career, Bill has received numerous awards including the Lifetime Achievement Award (Multicultural Forum), Helping Hands Award (NBMBA), Chairman's Leadership & Diversity Champions Torch Award (U.S. West Communications), Corporate Innovation Award (Bell Communications Research), Outstanding Achiever in Business & Industry (A.T. &T) and Outstanding MBA of the Year (NBMBA, Twin Cities).

Bill holds an MBA degree with a major in Marketing, a graduate certificate in Business Administration and a Bachelor of Arts degree with a Psychology major. Bill is a life member of both the NBMBA and Kappa Alpha Psi Fraternity. Also, Bill is married, has two sons, is a free-lance writer, avid music-lover, jazz enthusiast and enjoys golf.

LinkedIn Profile: <https://www.linkedin.com/in/williamwellsjr>

## **Facilitator Agenda**

- Opening & Welcome Remarks
- Statement of Purpose
- Meeting Protocol
- Introductions - City Council
- Participant Expectations
- Today's Racial Climate
- Role of Leadership
- City's Current Commitment
- Who Is Impacted? Internal/External
- What's the Plan?
- Understanding Diversity, Equity & Inclusion (DEI)
- History of Race in America
- Moving to Racial Awareness, Understanding & Reconciliation
- Strategic Approach to Advancing DEI
- Desired Future State (vision)
- What Does Success Look Like? (Best Practices)
- Open Questions & Answer
- Recap
- Next Steps
- Wrap-up & Adjourn

**City Council Study Session Item #4  
Meeting of June 29, 2020**

**Brief Description:** Diversity and Inclusion Update

**Introduction**

In the wake of the death of Mr. George Floyd and the civil unrest that followed, the purpose of this agenda item is for staff to provide a historical review of the city's diversity and inclusion (D & I) efforts, outline short term actions, and obtain guidance from the city council about future efforts. In recent weeks, council and staff have received feedback from the community requesting action and looking for city leadership.

Diversity and inclusion efforts are not new to the community, and the city has played an increasing role over the last few years. Throughout 2017, 2018, and 2019, staff was immersed in a myriad of activities as described below. At times the efforts have had both challenges and successes. While staff continues to adjust and refine the focus and structure around the work, the level of interest and dedication remains within the organization. As the greater Minnesota metro, Hennepin County and our city grow with population and anticipated shifts in demographics, ensuring an inviting, welcoming, inclusive and equitable community is essential to the future success and vitality of Minnetonka.

It is anticipated that the city council will engage in a deeper conversation about this topic at the upcoming strategic planning session later this summer. However, this evening's discussion is preemptive to update the council on activities and to seek guidance from the council on direction in the near term.

**Current and Anticipated Action Steps**

As noted, there has been a foundation laid and work that was completed by staff in regards to increasing efforts related to diversity and inclusion. Although both staff turnover in key leadership positions over the last year and the impacts of the pandemic have admittedly slowed progress, a new team has been assembled with a renewed sense of urgency to continue building upon the work completed the last three years.

The following activities have been identified as short-term steps that staff have already initiated or have identified to pursue:

- Hosting of courageous conversations. Last week, City Manager Geralyn Barone created a series of three forums to create a safe space for coworkers to simply share how they are feeling about the tumultuous events over the last month. These were well attended.
- Continuing participation with Hopkins Race Equity and Inclusion (HREI). Additional information is listed below, but this has been a collaborative effort between jurisdictions to bring leaders together. HREI has hosted a number of forums and the forum scheduled for April 2020 was postponed due to the pandemic.
- Reconstituting the city's internal D & I committee, tasked with the following:
  - Reviewing mission and goals
  - Reviewing completed D & I work and GARE cohort work (see below for details)
  - Developing an updated work plan and implementation strategies

- Pursuing partnerships with YWCA and City of Richfield. City staff are exploring options for collaborative partnerships with the YWCA and the City of Richfield.
- Pursuing grant opportunity to fund D & I efforts. Staff is currently pursuing grants from the St. Paul Foundation and the McKnight Foundation to provide financial resources for these efforts. This is desirable because the 2020 budget has limited funding for expanded D & I activities.
- Exploring ways to engage the community on the issues of race, equity, diversity and inclusion, with the assistance of a consultant. A number of Minnetonka's comparable and surrounding cities have hired or will be discussing hiring (for 2021) dedicated staff. A consultant would provide immediate help to facilitate community engagement or other identified activities while the city determines long-term staffing. City council guidance is particularly desired on ways to engage the community.
- Considering dedicated funding for D & I in the 2021 budget, which may include additional staff depending on the scope of city efforts. Currently, the city does not have the capacity with existing staff to lead an extensive D & I program. During the upcoming strategic planning and 2021 budget processes, the council can identify long-term priorities and associated funding.

## **Background**

In 2017, city staff established an internal diversity and inclusion (D & I) committee to assist in identifying organizational obstacles to city employment and services and develop an implementation plan to reduce or remove those obstacles. The initial purpose was to help in retaining a positive workplace culture while unprecedented turnover occurred in the organization. The group was initially formed to help identify what the current workplace culture was, what had been lost and gained, and what was needed to do to ensure employees felt welcome and included. Former City Clerk David Maeda led this committee's work.

Beginning in 2018, with the support of the city council, city of Minnetonka staff began participation in the year-long Government Alliance on Race and Equity (GARE) introductory cohort learning program. GARE is a national network of government personnel working to achieve racial equity and advance opportunities for all. A goal for participation in the GARE program was to assist the staff D & I committee with one band of the inclusion spectrum, race and equity, by helping build capacity to analyze policies, practices and procedures. Former Assistant City Manager Perry Vetter led this committee's work.

As part of the cohort tasks, staff collected demographic information, created a racial equity narrative and learned the use of a racial equity toolkit for the evaluation of policies and procedures from a race and equity standpoint. Throughout the course of the cohort work, staff began the process of creating a racial equity statement and racial equity plan.

While the above initiatives were primarily internally focused, a third effort was launched in 2017 with the creation of a community engagement officer within the police department. Officer Scott Marks leads this effort with the support of fellow officers to increase engagement externally in the community by a variety of methods. One of the most notable was the establishment of the faith leaders' consortium, inviting leaders of each local place of worship to join together for an ongoing dialogue. The police department, acting as a catalyst to the effort, has now created this network that is self-sustaining within the community. The group holds regular meetings to address topics of common concern and importance, and comes together during challenging situations that arise in the community. Most recently, Officer Marks hosted a joint video

conference following the death of George Floyd to discuss community action. On another front, Officer Marks has engaged management staff of several multi-family apartments with underrepresented populations with conversations on improving connections with the city. Finally, Officer Marks has led educational forums on implicit bias for employees, city council and boards and commission members.

### **Diversity and Inclusion Committee Update**

Throughout 2017 and 2018, the D & I committee met regularly to work on foundational issues to ensure that work goals were being met. Subgroups were formed to collect research on what other comparable cities were working on, conduct a peer review of our organization's shared values descriptions, and ensure inclusion of D & I initiatives within the traditional work of the organization (such as health rewards program requirements and meeting discussions). Other subgroups began review of current practices, such as recruitment and interview processes, employee events and how to improve the facility environment when hosting meetings or public engagements.

During 2018, the D & I committee paused its work due to a number of factors, most notably the strains on staff support due to personnel turnover; conducting special, primary and general elections; and particularly focusing on completing the GARE cohort. In the fall of 2018, staff reviewed the charge of the D & I committee and updated the group's direction.

### **GARE Cohort Work**

Starting in 2018, the city's ten-member GARE cohort work group included representation from most city departments and a linear cross section of the organization's hierarchy, including the city manager, several department directors, plus other supervisory and front-line employees. Throughout 2018 and 2019, the cohort team participated with other jurisdictions in monthly meetings and met regularly outside of those sessions to complete homework. During the process, each member personally grew with their individual ability to analyze and discuss the topic of racial equity. A summary presentation of the GARE research, data collection and work plan is attached.

At year end, the city's cohort members were surveyed to gather feedback on the GARE model. Although there was general frustration relating to how the materials were presented, leading to a lack of a linear learning progression and some logistics disorganization, staff also felt there were many benefits from participation. These included:

- Appreciating others' perspectives and broadening viewpoints
- Watching *Race and the Power of Illusion* video on redlining
- Learning about applying a different "lens" to view the world
- Meeting and networking with other committed cohort jurisdictions
- Learning different tools and methods for us to adapt and apply
- Differentiating between equality and equity
- Watching staff transform from feeling awkward with the topic to open discussions

To conclude the work of the staff cohort, a racial equity statement and plan was created, as follows:

*Goal: All people in Minnetonka are healthy, safe and thriving.*

To support that goal, planned implementation steps include developing an internal racial equity inventory, structure and learning action plan, along with developing a system to collect racial equity data specific to Minnetonka events.

### **Human Rights Commission Research**

In 2018, the city council expressed an interest in learning about the efforts of human rights commissions in other communities. Staff found at that time that of our ten comparison cities, Brooklyn Park, Eden Prairie, Edina and St. Louis Park have such advisory commissions, and Burnsville, Eagan, Lakeville, Maple Grove, Plymouth and Woodbury do not. At one time, Plymouth did have a commission; however, the city council disbanded the group several years ago.

Notable benefits for those communities with human rights commissions include promoting understanding and tolerance, plus encouraging participation by under-represented groups. Staff research indicates for those cities with a commission, the primary functions include education/outreach, public policy development, and discrimination response. More detail regarding these follows.

#### Education/Outreach

This is the most common endeavor the commissions coordinate and generally have the most direct impact on the community. Examples of educational activities include hosting forums or discussions with speakers, authors, or academics who present on a civil rights issue. Commissions have also sponsored sessions about the Holocaust, Islam, and the history of slavery in the U.S. Some host public gatherings to celebrate important days in human rights history, such as Martin Luther King Jr Day. A few cities sponsor a Human Rights Award, which formally recognizes a resident or business that is working to promote civil rights in the community.

#### Public Policy/Council Support

Another effort of some human rights commissions is to ensure city policies, practices, and procedures are free from bias. For example, ADA compliance, bias response policy, police body camera policy, and an inclusive comprehensive guide plan are reviewed to ensure that all residents are served fairly and without prejudice. A few groups create reports on human rights issues in their community to assist the city council with policy making decisions.

#### Discrimination Response

While all commissions help to maintain policies against discrimination, a number offer a direct outlet for those experiencing discrimination in their city. Sometimes referral is made to an independent mediator. If a resident makes a request for an investigation, all commissions refer the complaint to the Minnesota Department of Human Rights for action. Some cities send a letter of support if notified of an incident of potential bias.

Feedback from the commissions' staff liaisons indicate the need to set clear and specific goals for the commission. Some are directed by the city council, while others create a work plan that is then approved by the council. Developing a yearly work plan provides focus, and designating an annual budget for activities avoids having limited scope and impact. As with other city commissions, assigning the appropriate level of staff support is critical. Typical work completed



by staff includes meeting agenda/report/minutes preparation, research and policy development, and event planning, promotion, and execution.

At the time this information regarding human rights commissions was shared with the city council in 2018, the council did not express interest in pursuing the creation of a commission.

### **Additional Inclusion Work**

#### Police Chief Outreach

A group of engaged citizens, primarily people of color, from New Hope, Plymouth and Minnetonka meet regularly with the three police chiefs to discuss ways to enhance community trust with their police departments. These discussions started in late 2016 focusing on current issues and the role of policing. In addition to these discussions, the group participated in use of force simulation training at the police training facility. The group most recently met following the death of George Floyd.

#### City Event Ideation Session

In the fall of 2018, Elena Imaretska, Chief Innovation Officer for Brave New Workshop, Minnetonka resident, and park board member, facilitated a session with city staff and residents. The goal of the session was for staff and residents to get to know each other, build trust, and together ideate ways the city can make its community events more inclusive. At the conclusion of the session a list of 100 ideas to consider was generated. General themes included establishing and utilizing partnerships, enhancing communications, engaging neighborhoods, updating events, and adding resources. Staff assigned to organizing city activities plan ways to incorporate these ideas or adjust events to make them more inclusive.

#### Hopkins Race and Equity Initiative (HREI)

HREI was formed in 2015 as a collaborative effort between Hopkins Public Schools, the City of Hopkins, the Hopkins Police Department, and Gethsemane Lutheran Church to work on race and equity in the Hopkins area. During the summer of 2018 and again in 2019, Minnetonka's GARE cohort work group and Mayor Brad Wiersum participated in a one day event sponsored by HREI. This event was also attended by representatives of a number of surrounding cities and the Hopkins School District. Staff found the collaborative to be well organized with a mission to create opportunities to increase awareness and understanding. As noted, the group was scheduled to meet this past spring before being postponed due to the pandemic.

#### Minnetonka Methodist Church

Minnetonka Methodist Church has been working on diversity and inclusion efforts for a number of years and reached out to create a dialogue with city staff on how best to support each other's efforts. Staff discussed with representatives on how best to execute that strategy by discussing efforts, resources, networks, trainings and facilitated discussions. Several staff and city officials have participated in the church's restorative justice program, and police leadership have participated on speaker panels sponsored by the church.

### **Discussion Points**

- ***Does the city council have any questions or comments regarding the work of the GARE cohort work group, internal D & I Committee, or other work that has occurred the last couple of years?***
- ***Understanding the need for community engagement and conversation, does the city council support utilizing a consultant – at least in the short term?***
- ***Does the council have other thoughts or direction for staff to initially pursue?***

### **Summary**

Although the city has been involved in diversity, inclusion, race and equity initiatives over the past number of years, recent events of civil unrest have brought to the forefront the need for greater organizational and community responses. The city council is asked to affirm staff's recommended approach and provide initial guidance as the conversation continues in the next several months during the strategic planning and budgeting processes.

Submitted through:  
Geraldyn Barone, City Manager

Originated by:  
Mike Funk, Assistant City Manager

# City of Minnetonka

## Government Alliance on Race and Equity

2018 Cohort



# 2018 GARE Cohort Staff Members



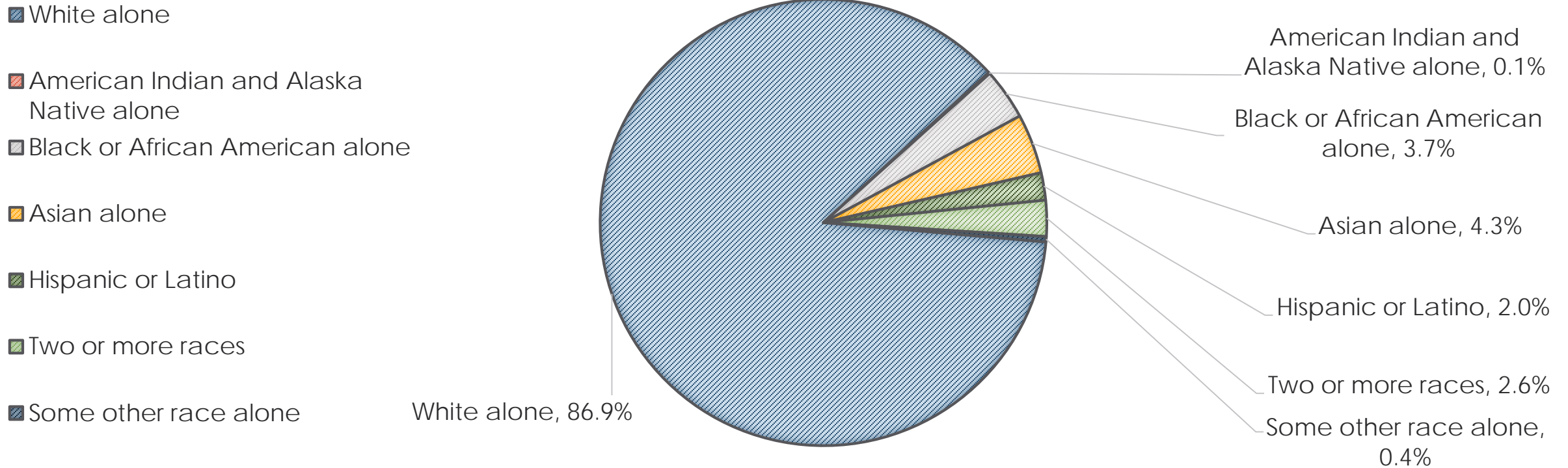
- Geralyn Barone
- Scott Boerboom
- Eileen Connors
- Andy Gardner
- Corrine Heine
- Drew Ingvalson

- David Maeda
- Rachel Meehan
- Christine Petersen
- Kaylee Wallin
- Perry Vetter



# Demographic Information Review

# Demographic Information

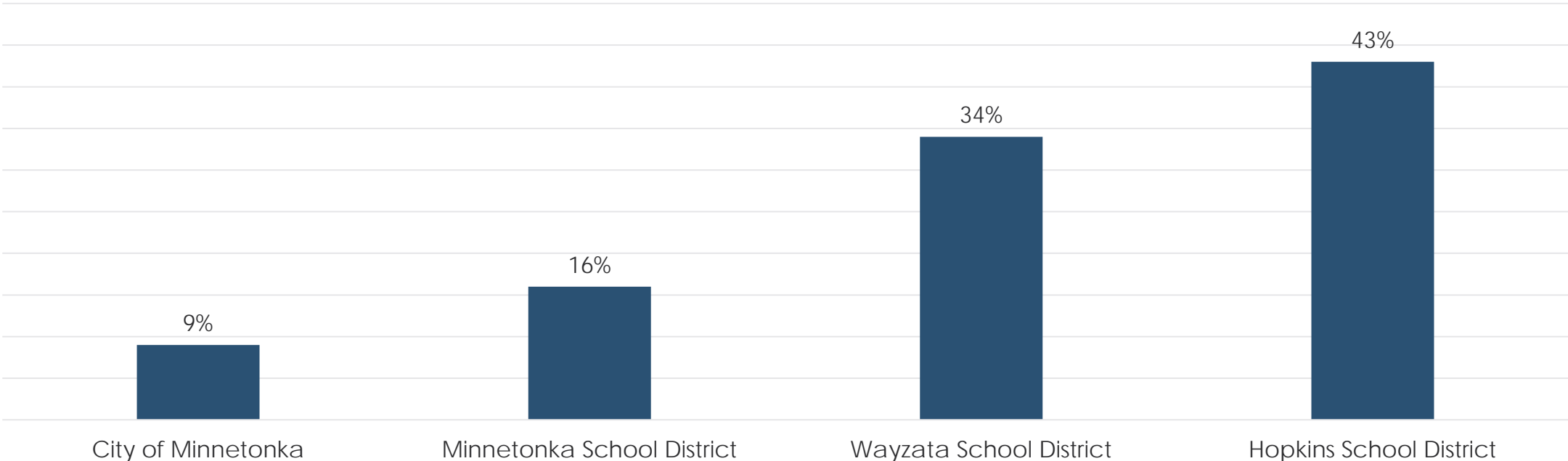


By percentage, the percent of white alone in Minnetonka is higher than Hennepin County (70%) and the Twin Cities Region (74%)

# Demographic Information



Percentage of Residents or Students of Color



# Demographic Information



- The White Alone population in Minnetonka will continue to fall, but not drastically
- Black and Hispanic/Latino groups grew substantially in Minnetonka during the 1990s and 2000s; however, these groups rate of increase appears to be leveling off. Hispanic/Latino growth appears to be slowing down in Hennepin County and the Twin Cities Region; however, Black growth appears to still be continuing in these areas
- The fastest growing groups in Minnetonka will probably be Two or More Races and Asian
- These trends appear to be consistent with Hennepin County and the Twin Cities Region



# Demographic Information



- There are far less White Alone children (78%) than White Alone total population (87%) in Minnetonka
- There is nearly double to amount of Black Alone Children (6.1%) than total Black (3.7%)
- There is 50% more Hispanic/Latino Children (3.1%) than total Hispanic/Latinos (2%)
- Interestingly, the Asian Alone Children population has grown 35% over the past 4 years (4.0% to 5.4%)
- It is unclear if children that grow up in Minnetonka will continue to live in Minnetonka into adulthood

# Demographic Information



- White and Asian had the highest level of education attainment
  - Both had over 96% of people being a HS Graduate or higher; however, Asian actually had a higher Bachelor's Degree or Higher than White (74.6% vs 59.5%)
- Black, Some Other Race, Two or More Races, And Hispanic/Latino all had HS Graduate or higher rates above 80% and had Bachelor's Degree or Higher varying from 29% to 50%

# Demographic Information



- Black, Asian, Some Other Race, Two or More Race, and Hispanic/Latino groups all have similar Labor Force Participation Rate and Employment Ratio Rates with Whites having lower participation and employment ratio
  - Or, in other words, there are more Whites not working or not looking for work in comparison to other groups
- Hispanic/Latinos, Some Other Race and American Indian and Alaska Natives have the zero percent unemployment rates (low data numbers?)
- Black had have low employment rates (2.7%) with Whites, Asians, and Two or More Races having similar rates (4-7%)
- In addition, American Indian and Alaska Native easily have the lowest Labor Force Participation Rate (47.1%)

# Demographic Information



- Two or more Races had the highest poverty rate (21.4%) followed by Black (14.4%)
- No other group had a poverty rate above 7%, with White having the lowest rate (3.8%), with the exception of American Indian and Alaska Native



# History of Minnetonka

# History of Minnetonka



1962 Zoning ordinance:

- City had only one residential district, which allowed private detached dwellings and accessory buildings "ordinarily considered essential to the private residential use of land in suburban areas, such as guest houses, dwellings for servants, private garages, boat houses and docks, stables and pens for poultry or small animals provided the same be for the sole use of the occupants of the land"

# History of Minnetonka



## Affordable Housing Initiatives

- In 1974, the city approved a housing project for elderly, low and moderate income families
- In 1975, the city opposed legislation related to the ability of local governments to set minimum lot sizes
- In 1976, the Minnetonka City Council authorized staff to obtain technical assistance to establish a low interest loan and grant program to help low and moderate income homeowners

# History of Minnetonka



- Established an Economic Improvement Program (EIP) with affordable housing goals
  - Current Affordable Housing Initiatives
    - Homes within Reach/WHAT
    - Housing Improvement Areas
    - Minnetonka Home Enhancements
    - Affordable Housing via TIF Pooling





# Community Partners

# Minnetonka partners



- Employee Diversity and Inclusion Committee
- Place of Worship
  - Minnetonka United Methodist
  - ICA
- Hopkins School District
- City of Hopkins
- TwinWest Chamber of Commerce
  - St. Jude's, Carlson Companies, UHG (United Health Group) and Cargill



# Our Racial Equity Narrative

# Racial Equity Narrative



## **MINNETONKA, MINNESOTA**

Minnetonka strives to be a community where all people have a sense of belonging and potential for success. However, we recognize there is a history of individuals in our country and in our community impacted by deliberate institutional decisions and historical imbalance. We will leverage individual and collective talent, build community connections, work to understand and learn, and employ racial equity tools in decision-making to elevate opportunities for all. We will work to achieve racial equity so everyone has a strong sense of belonging, has equal access to services and can participate in an open, accessible and transparent conversation. A commitment to racial equity is essential to the health of our community.



# GARE Team Feedback

What did you find frustrating or negative with the GARE Cohort?

What was the most beneficial or positive aspect of the GARE Cohort?

# GARE Team Feedback - Frustrating

- Lack of linear progression of learning
- Topics were taught without context of application
- Terminology was not intuitive
- Air of disorganization related to speaker availability, location, following agendas
- Successful examples presented didn't correlate to GARE tools
- Cohort attrition was evident but no discussion about why it was occurring

# GARE Team Feedback - Beneficial

- Appreciating others perspectives and broadening viewpoints
- Watching *Race and the Power of Illusion* on redlining
- Learning about applying a different “lens”
- Meeting and networking with other committed cohort jurisdictions
- Learning different tools and methods for us to adapt and apply
- Differentiating between equality and equity
- Watching staff transform from feeling awkward with the topic to openly discussing



# Our Racial Equity Statement

November 14, 2018 Cohort



# Racial Equity Statement

All people in Minnetonka are healthy,  
safe and thriving.

# Racial Equity Plan

## Goal: Result

**Goal: All people in Minnetonka are healthy, safe and thriving.**

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report
CI: Who we are and what we are aiming for	OA: Connects the indicator – i.e. – Can we own it? What is in our role? Why is it important?			PM: Is someone better off? How well are we doing? How much are we doing?	

# Racial Equity Plan

**Goal: All people in Minnetonka are healthy, safe and thriving.**

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress Report
<ul style="list-style-type: none"> <li>Develop an internal RE inventory, structure and learning action plan (normalizing)</li> </ul>	<ul style="list-style-type: none"> <li>Internal influencers</li> <li>Internal RE survey</li> <li>Learning methodology</li> <li>Training Options</li> </ul>		<ul style="list-style-type: none"> <li>Meet with D&amp;I committee</li> <li>Identify internal influencers (part of survey)</li> <li>Include in Health Rewards</li> <li>Review HR process/teams for hiring</li> </ul>		<ul style="list-style-type: none"> <li>Funded additional training in 2019 budget</li> </ul>
<ul style="list-style-type: none"> <li>Develop a system to collect RE data specific to Minnetonka events (organizing)</li> </ul>	<ul style="list-style-type: none"> <li>Perceived demographics</li> <li>Event participation</li> <li>Demographic change data from day to night</li> <li>Focus groups for events</li> <li>Pre-questions of event audiences of preregistered events</li> </ul>		<ul style="list-style-type: none"> <li>Include event managers</li> <li>Ad-hoc data teams to use/view results</li> <li>Focus groups to evaluate events</li> <li>Compare events of peer cities</li> </ul>		
			<ul style="list-style-type: none"> <li>Revisit, evaluate and update REP</li> </ul>		



CITY OF  
**MINNETONKA**