racial equity plan

FEBRUARY 2021

CITY OF BOULDER

Contents

Acknowledgements

Acknowledgements

Racial Equity Core Team and Equity Ambassadors

Introduction

Respect is one of five of the city of Boulder's organizational values. It states:

> "We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity."

While the city created a diversity policy over two decades ago, an inclusivity assessment conducted in 2017 demonstrated the organization's impact has been limited. Input from community members of color who have bravely shared their perspectives and lived experiences have made it clear we have significant work to do.

As partner members of the Government Alliance on Race and Equity and through shared learning with communities across the nation, employees and leadership at the City of Boulder have been working to understand the role institutional racism has played in perpetuating current racial inequities and develop a vision to advance racial equity through education, programs, policies and budget decisions.

Purpose of the plan

Since 2018, the city has been building organizational capacity and partnering with institutions and communities to adapt internal infrastructure and communication through creation of a Racial Equity Plan. Much of the plan focuses on steps the city must take to eliminate systemic and institutional racism in its policies and practices.

There are also several components that will involve partnerships with community groups, organizations and individuals committed to ending racial inequity in Boulder. The plan was informed by significant and valuable community input, and the city drew from other sources such as: :

— Findings of the 2017 Community Perceptions Assessment

— From the courageous personal stories shared more recently by community members of color in sessions hosted by the Human Relations Commission and City Council

— Frequent conversations with organizations that work with historically oppressed communities

— Participation in the yearly Diversity Summit at the University of Colorado Boulder

— Additional feedback was provided through various community feedback sessions as designed by the city's Racial Equity Engagement Working Group and included in Community Feedback Summary attachment

Why lead with racial equity?

Race is often the greatest predictor of access to success in our current system.

The creation and perpetuation of racial inequities is embedded into government at all levels. Initially focusing on racial equity provides the opportunity to introduce a framework, tools and resources that can also be applied to other marginalized groups based on gender, sexual orientation, ability, class, and age, among others.

If one of us suffers, we all suffer.

Equality

Equity

Modern day Boulder has struggled to face its history. With this document, we put forth our commitment to change with actions and measurable outcomes, because, to paraphrase James Baldwin, **nothing can be changed until it is faced**.

The following Racial Equity Plan is a result of a collaborative effort among several partners dedicated to advancing racial equity within the City of Boulder government to transform Boulder into a more inclusive, safe, and welcoming environment for all who live, work, learn or recreate in our community.

The plan was guided by City of Boulder employees who were members of the city's first Racial Equity Core team, a group of over 60 city staff committed to learning from our partners at the Government Alliance on Race and Equity (GARE), a nationally known non-profit segment of Race Forward. These employees, from all areas of the organization, representing all levels of leadership, have been collectively working in community for over two years to bring before all of us this plan of strategies and actions that, with commitment to measurable outcomes, have the capacity to change our community and hold us to our values.

We know the work ahead will not be easy. The work of dismantling institutional racism will require that some of us give up some comfort and power. Nevertheless, without doing so, we cannot live up to our stated values.

Sincerely,

The City of Boulder's Racial Equity Guiding Coalition

Council Member
Aaron Brockett

Council Member
Rachel Friend

Council Member
Junie Joseph

Council Member
Adam Swetlik

Council Member
Mary Young

Director of
Housing and
Human Services
Kurt Firnhaber

Police Chief
Maris Herold

Equity Program
Manager
Aimee Kane

Planning &
Development
Services Director
Jacob Lindsey

Interim
City Manager
Chris Meschuk

Director of
Human Resources
Jennifer Sprinkle

Advancing existing equity goals

The City of Boulder is guided by the City Charter. The Racial Equity Plan advances and aligns with the Charter as well as established community-wide goals and plans, including the Boulder Valley Comprehensive Plan, the Sustainability and Resilience Framework and other citywide guidance. The city's plans, goals and policies are also informed by federal, state, and county guidance, including that of the Government Alliance on Race and Equity (GARE). The following graphic shows the relationship of the current plan and policy documents that guide the management of the City of Boulder in relation to racial equity.

Federal, state and county context (e.g. GARE)

City of Boulder Charter

Sustainability and Resilience Framework

Racial Equity Plan

Boulder Valley Comprehensive Plan

Department Master Plans

Existing and Future Projects and Programs

Existing and Future Plans and Policies
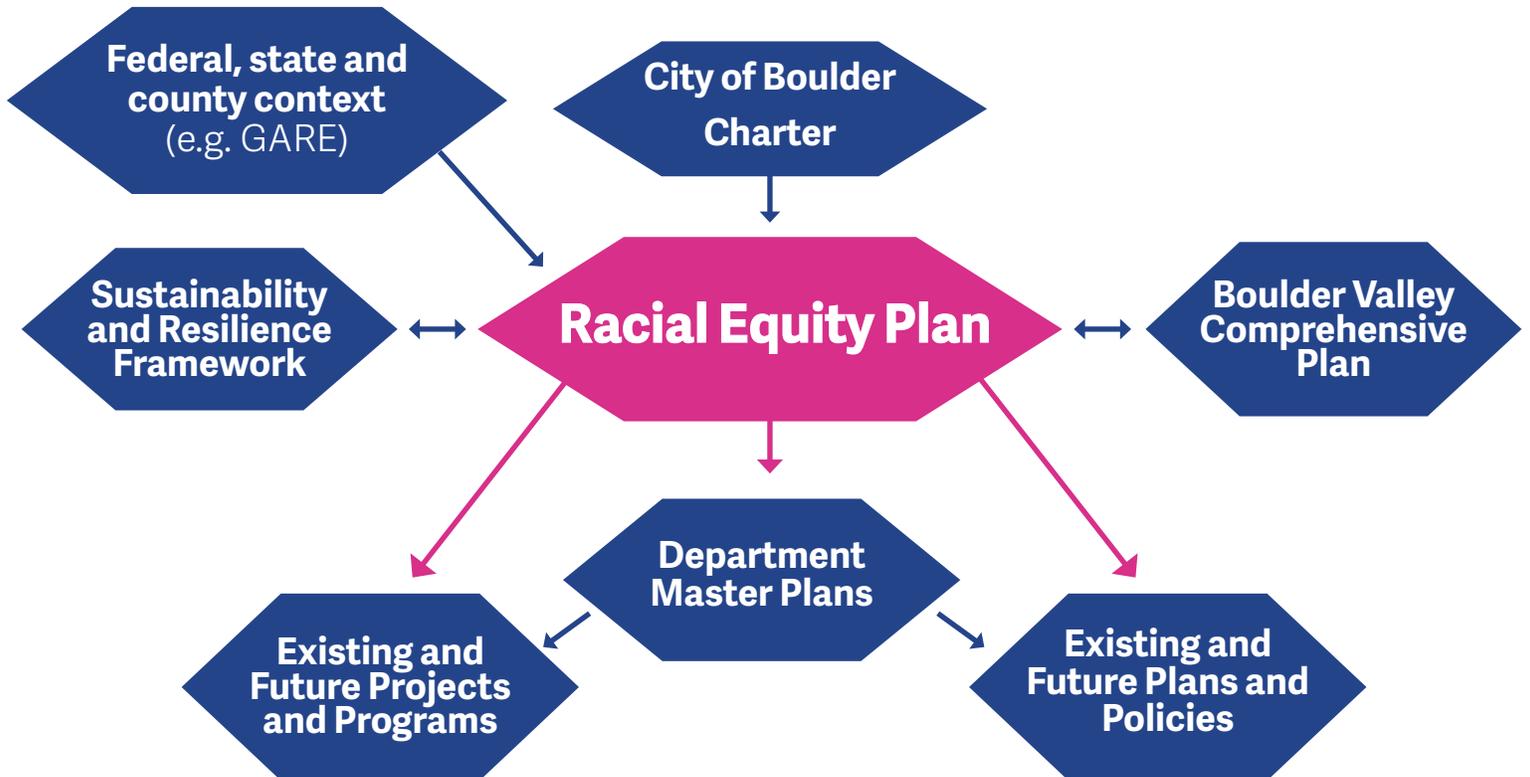
Boulder Valley Comprehensive Plan

The Boulder Valley Comprehensive Plan (BVCP) is developed and jointly adopted by the City of Boulder and Boulder County to guide land use decisions in the Boulder Valley. Intended to integrate a range of community service areas, the BVCP provides high-level policies and goals that stem from long-standing community values. These represent our commitment to:

— A welcoming, inclusive and diverse community

— Physical health, safety and well-being

— An all-mode transportation system to make getting around easy and accessible to everyone

— A diversity of housing types of price ranges

— Great neighborhoods and public spaces

— Sustainability and more

Adopted in 1977, the City of Boulder and Boulder County update the plan periodically. The BVCP supports the community's vision for balancing development and preservation of the Boulder Valley. The BVCP reflects the city's sustainability and resilience framework, described below. In turn, master plans and the city's annual capital and operation budget outline the strategies designed to achieve BVCP's goals.

Human Rights and Human Services

Many other city policies and programs provide context for, and are in alignment with, the Racial Equity Plan. For example, the city's Human Rights Ordinance, overseen by the city's Office of Human Rights and the Human Relations Commission, affords protection against discrimination in housing, employment and public accommodation.

The city's inclusionary housing goals and funding programs, including but not limited to those outlined in the regional HOME Consortium Consolidated Plan; direct services to low-income and Latino families and older adults; Community Mediation program and investment programs like the Health Equity Fund and Human Services Fund are designed to address socio-economic inequities that often disproportionately impact people of color.

City vision and values

City of Boulder Vision

Service excellence for an inspired future

City of Boulder Values

Customer Service
Respect
Integrity
Collaboration
Innovation

All city departments and staff follow city manager guidance in the form of following a shared vision and set of values.

Building on this foundation, the Racial Equity Plan provides citywide goals and strategies that align with existing guidance, as well as guidance to thoroughly inventory and review existing policies.

This will be done using the racial equity instrument to identify and begin to remove bias and any unintended resulting inequities. The racial equity instrument will also be used to develop new departmental and citywide policies to advance racial equity and change citywide habits, processes and decision-making.

For a more in-depth description of the city's vision and values, please refer to the city culture webpage.

Sustainability and Resilience Framework

The City of Boulder is continuously working to fulfill its vision. The Sustainability and Resilience Framework helps provide a common language for all city departments, the local community and the Boulder City Council about what makes a great community. The Sustainability and Resilience Framework aligns city government with a wide range of community priorities to evaluate whether expectations are being met and to adjust, if necessary.

To realize the city's vision of "service excellence for an inspired future," the Sustainability and Resilience Framework establishes seven broad outcome categories which also align with the Racial Equity Plan. The annual budget, as well as strategic plans and master plans, develop strategies to achieve those outcomes. Elements of the Sustainability and Resilience Framework are:

— Safe Community

— Healthy and Socially Thriving Community

— Livable Community

— Accessible and Connected Community

— Environmentally Sustainable Community

— Economically Vital Community

— Good Governance

Racial History of the City of Boulder

Before endeavoring to advance racial equity, it is important to understand some of the City of Boulder's racial past.

For thousands of years generations of Indigenous Peoples lived in and traversed the Boulder Valley – enriching countless oral and tribal traditions that shaped a special connection to the land.[1] However, miners during the beginning of the Gold Rush and a steady influx of white occupiers violated treaties and forcibly removed tribes from the Boulder area, severing their connection with the land. For thousands of Indigenous Peoples who live in reservations outside of Colorado – and for those who live in Boulder today – traditions, stories and languages passed down over the generations still connect them with Boulder lands.

In 1858, the first non-native community in Boulder County was established in the area now known as Settler's Park, in violation of the 1851 Treaty of Fort Laramie. Many of the Indigenous inhabitants were killed or forced to relocate as a result of these white occupiers. In addition, white residents of Boulder played a key role in the Sand Creek Massacre, which set off a long series of conflicts leading to the Battle of Little Bighorn and concluding with the 1890 Wounded Knee Massacre.[2]

In later decades, the local and state governments continued deliberate discrimination against Indigenous Peoples and immigrant people of color, including Asian railroad workers, African Americans and Mexicans. In the 1920s, the Ku Klux Klan (KKK) developed a strong presence in the state, and many members held various positions in elected office and in government administration. The rise of the Klan in Boulder and Colorado paralleled the nationwide ascendancy of the Second Ku Klux Klan. This began in the mid-1910s, as the belief that the cause of the former Confederacy was justified — known as the "Lost Cause" mythos — gained traction.[3]

The KKK eventually became a powerful organization in Boulder County and at the state level, and many of the attacks in Boulder County were targeted at Latino individuals. Their exclusion from the community was exemplified in signs saying "No Mexicans Allowed" posted in front of shops and restaurants across Colorado. In 1922, the Klan organized four parades through the town of Boulder. One included nearly 300 Klansmen, 63 cars and a float covered in white.[4]

1 City of Boulder Tribal Nations and Indigenous Peoples Collaborations. Retrieved from: https://cityofboulder.sharepoint.com/:w:/r/sites/CMO/RECT/_layouts/15/Doc.aspx?sourcedoc=%7B933f44b9-df29-4266-9420-008fa47c2266%7D&action=edit&wdPid=7f4cbeaa

2 Two key Boulder leaders of the Sand Creek Massacre were David Nichols and John Chivington. In 1863, Nichols was elected Boulder Sheriff, but left that post the following year to join the Third Colorado Volunteer Cavalry as a captain. Governor John Evans tasked this unit with the suppression of indigenous peoples. As a military officer, Nichols participated in the Sand Creek Massacre on November 29, 1864. After, Nichols left the sheriff's office having been elected to the Territorial Legislature. In this capacity, he played a key role in the formation of the University of Colorado at Boulder. Retreived from: https://www.cpr.org/show-segment/when-to-stop-honoring-a-questionable-historical-figure-cus-had-that-debate/, https://en.wikipedia.org/wiki/David_H._Nichols
Colonel John Chivington commanded the US Army forces at Sand Creek, and organized a Masonic Lodge in Gold Hill. Retrieved from: https://www.nps.gov/sand/learn/historyculture/john-chivington-biography.htm, https://www.dailycamera.com/2014/11/15/boulder-county-shares-in-sand-creek-massacre-infamy/, http://www.coloradofreemasons.org/pdfDocuments/chivington.pdf
Historical legacy of Sand Creek and continued conflict with indigenous peoples. Retrieved from: https://www.smithsonianmag.com/history/horrific-sand-creek-massacre-will-be-forgotten-no-more-180953403/, https://www.nps.gov/articles/sandcreek.htm

3 "When Bigotry Paraded Through the Streets" (2016). Retrieved from: https://www.theatlantic.com/politics/archive/2016/12/second-klan/509468/

4 Bowley, Nicoli R., "Ten Dollars to Hate Somebody": Hispanic Communities and the Ku Klux Klan in Colorado, 1917-1925 (2017)Retrieved from: https://scholar.colorado.edu/cgi/viewcontent.cgi?article=2497&context=honr_theses

Due to a labor shortage, the immigrant work force was somewhat welcomed for a short time throughout the early to mid-twentieth century. However, after demand subsided and laborers were less needed, people were sent away. On May 18, 1932, the Boulder County Commissioners passed a resolution funding the deportation of Mexican families to the United States-Mexico border based on "there being no prospect of them finding employment."[5]

During the first half of the 20th century, explicit racism gave way to more implicit forms of racism, legally continuing racial and socio-economic segregation. Early zoning maps and regulations were used throughout the U.S. to prevent racial and ethnic minorities from moving into middle- and upper-class neighborhoods.[6] Federal policies such as redlining and discriminatory lending practices were common practice that effectively denied the American dream of homeownership to many people of color.[7]

Local policies are and have been more nuanced, but often still lead to similar disparate impacts as those of explicitly discriminatory policies. A citywide height limit on new construction (ca. 55 feet) to maintain scenic views of the foothills and Flatirons prevented the city from growing upwards. The height limit, the green belt that limited outward expansion of housing, and the fact that a significant portion of the city is zoned exclusively for single-family residential development, all indirectly contribute to the high cost of housing in Boulder.[8]

The high cost of housing in Boulder creates a growing economic divide within the community.[9] Boulder also places a high value on community engagement in the development process, which increases the time and cost to build homes. The imposition of affordable housing impact fees and inclusionary housing requirements that provide permanently affordable housing have the indirect impact of increasing the cost of all residential development. Anecdotally, Boulder's high design expectations, energy efficiency and climate goals, limited vacant land for development, high proportion of jobs to homes, and numerous other polices all have an indirect impact on housing costs. Combined with the historic federal policies and the lack of opportunity to build generational wealth, high housing costs continue to impact who can afford to live in Boulder.

It is important to recognize the racial disparities in Boulder's demographics do not rest solely on zoning and housing policies. In 1974, the City of Boulder elected its first and only Black mayor, Penfield Tate II. He was mayor until 1976. Tate advocated for equality for all and took action to protect the LGBTQ+community and make them feel more welcome.[10]

---

5 Boulder County Commissioners' Resolution, agreeing to pay train fare for unemployed Mexican families to the border, May 18, 1932. Retrieved from: https://teachbocolatinohistory.colorado.edu

6 Silver, Christopher, The Racial Origins of Zoning in American Cities. Thousand Oaks: Sage Publications (1997)

7 Race: The Power of an Illusion Ep. 3 https://www.racepowerofanillusion.org/episodes/three

8 Babcock, Richard; Fred Bosselman, Exclusionary Zoning: Land Use Regulation and Housing in the 1970s. New York: Praeger Publishers (1973)

9 2019 Community Profile. The chart comparing the median sales price of detached and attached homes in Boulder shows a divergence between housing prices and income starting in 2012. A household needs to earn approximately $200,000 a year to afford the median home price in Boulder (assuming 3.5% interest rate, typical homeowner expenses and the homeowner pays no more than 1/3 of their income on housing) https://www-static.bouldercolorado.gov/docs/Middle_Income_Housing_Strategy_October_2016-1-201611221422.pdf

10 Taylor, Carol, Boulder's LGBT history has many lessons to teach, including that backlash often follows progress (2016). Retrieved from http://getboulder.com/boulders-lgbt-history/

He attempted to introduce a sexual preference amendment to Boulder's Human Rights Ordinance, but it lost adoption by the general public. Residents then sought to recall Tate and all council members who supported the amendment. While the recall of Tate failed, he did not win in the next election.[11]Tate is quoted as saying, "The measure of a great city and a great country is not the size of its greenbelt but how it treats its people."

A 2015 article in Boulder Weekly "Black in Boulder: Boulder racism through the eyes of people of color" sums up the reality for people of color living in Boulder:

"I think, generally speaking, people in Boulder pride themselves on being very liberal, very progressive. On top of that, they're very well off overall. I think that idea of liberalism sometimes blinds to the notion of where people in this community contribute to the perpetuation of white privilege or white supremacy — even if they aren't of mind or heart, a person who thinks that these other people are less than."

From 2012 to 2017, civil rights complaints that pertained to unequal treatment in employment, housing charges and public accommodations increased in Boulder. The Community Perception Assessment of Boulder[12] and the Human Relations Commission Speak-out event in 2018 revealed stories of Muslim women afraid to wear headscarves, because they were being insulted in the streets; parents driving their children to Longmont for school, because they were being treated differently by teachers and school administration in Boulder; and people being followed by employees in stores because of the color of their skin.

Across the United States, a person's race remains a key predictor of access, opportunity, safety, and well-being. Boulder is no exception to this. According to the American Community Survey, in 2017 the overall poverty rate in Boulder County was 12.6% for white individuals but jumped to an average of 23.4% for all other races and 23.5% for Latino county residents. Over the years, the City of Boulder has attempted to examine, as individuals and groups, what diversity, equity and inclusion mean to our organization and community. Despite these efforts and good intentions, this work has had limited success in improving racial equity.

As described above, policies and decisions were driven by a variety of motivations. Actions ranged from unquestionably racist to well-meaning and popularly supported but lacking consideration of long-term, unintended consequences. These events and actions were not unique to Boulder and occurred throughout the United

11 University of Colorado Boulder, Penfield Wallace Tate II (1968), retrieved from https://www.colorado.edu/law/pen-wallace-tate-ii-68

12 Community Perception Assessment of Boulder as a Safe and Inclusive Communit. Retrieved from: https://www-static.bouldercolorado.gov/docs/CPA-1-202003061252.pdf

States. However, a more recent rising awareness of racial equity provides us with a contemporary opportunity to scrutinize past decisions through a new lens. We are in a position to consider both socio-economic and racial factors while correcting harms that originated in the past.

To be clear, this plan does not advocate for reversing past policy decisions. Rather, the challenge now is to ensure our policies reflect all community values, including environmental protection, quality of life and racial and soci-economic equity. To do this, we must train a critical eye on past policies and consider their impacts in future decision-making as we actively promote measures to help resolve inequity.

The city intends to understand its relationship with race and is endeavoring to create systems in order to collect data that supports a deeper understanding of its actions and impacts, as well as data to help identify and track outcomes of racial equity work. In December 2019, the City Council of the City of Boulder passed Resolution 1275[13] "...committing the City of Boulder to promote racial equity in city relationships, programs, services and policies."

The City of Boulder has historically leveraged its local resources to push policy efforts upwards to effect systemic change. Like climate policy and policies that address root causes of homelessness, both rooted in consequences of past policy decisions, the city's efforts to address Racial Equity should be part of a broader regional, state and national effort. We cannot and should not do this alone. **We must work together to accomplish scalable change to rectify a system that, for too long, has continued to cause so much harm.**

13 Council Resolution #1275. Retrieved from: https://www-static.bouldercolorado.gov/docs/signed_copy_of_Res_1275-1-202004221428.pdf?_ga=2.95372383.2144821488.1611337950-18428063.1598546093

Find more resources about the racial history of Boulder at the end of this Racial Equity Plan.

Timeline of Work To Date

The City of Boulder has a history, commitment, and intention of improving the ability to welcome, support and serve people of diverse backgrounds within the community and city organization. The city's first diversity policy was developed more than twenty years ago, and efforts continue to this day.

Brief chronology of key, equity-related milestones to date

1973

The city established the Human Relations Commission by ordinance, which had begun its work for the city in the late 1960s. The commission focused on community relations in its formative years, holding public meetings and issuing reports on a range of social issues: race relations, homelessness, services for seniors and youth and poverty, among others.

1999 — 2004

The City of Boulder established agreements with 13 federally recognized American Indian Tribal Nations. These agreements recognized that Tribal Nations and the city share several common open space interests, including preserving the land and cultural resources and providing access for ceremonial practices on open space lands.

2005

In response to a series of hate-motivated incidents Frank Bruno who was the city manager at the time, established a commitment to developing mechanisms to ensure rapid response to hate incidents as well as ongoing effective engagement with community groups.

2006

Establishment of an Inclusiveness and Diversity Team (IDT) to further a City Council initiative ensuring the organization models the ideals of inclusion and diversity.

2008

City's first partnership with CU's Office of Diversity, Equity and Community Engagement on the CU Diversity Summit.

2009

IDT published an ID plan and toolkit as a resource for departments wanting to create their own tailored equity plans.

2009 — 2016

Various trainings and other resources were provided to employees by the IDT on topics such as socio-economic diversity, invisible disabilities, and lesbian, gay, bisexual and transgender (LGBT) issues.

2012

The city embarked on its vision and values initiative and adopted the value of Respect "We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity."

2015

Boulder City Council adopted Resolution No. 1178 as drafted by the Human Relations Commission re-affirming Boulder's status as and commitment to be an inclusive community, its commitment to working with local partners to improve support for and inclusion of diversity, and encouraging other jurisdictions and their elected leaders to do the same.

2016

— The city organization refocused on equity with the first Employee Engagement survey to determine a baseline level of employee understanding, value and support of inclusion and diversity.

— In collaboration with community members and the Human Relations commission, Boulder City Council Adopted Resolution No. 1190 a resolution declaring the second Monday of October of each year to be Indigenous Peoples Day. The resolution acknowledges that:

  — The Boulder area encompasses ancestral homelands of Indigenous Peoples' Nations.

  — Indigenous People in Boulder have, as in all parts of the Americas, endured centuries of cruelty, exploitation and genocide.

  — Facing and acknowledging our past, good as well as bad, makes our community stronger and more resilient.

  — Boulder has benefited directly from Indian removal policies that violated human rights, broke government treaties and forced [Indigenous Peoples] from their homeland.

  — Those now living on these ancestral lands recognize that harm was done and acknowledge that we have a shared responsibility to forge a path forward to address the past and continuing harm to the Indigenous People and the land.

2017

— City Council added Chapter 12-5 "Undocumented Persons" to the Boulder Revised Code declaring the City of Boulder as a Sanctuary City.

— Community Perceptions Assessment finding a persistent lack of inclusion and safety, particularly by non-majority community members and newcomers.

  — Results from assessment informed the Human Relations Commission's 2018-2020 work plan, which included: expanding community outreach and education to increase visibility of and dialogue about issues that are barriers to a welcoming and inclusive community; expanding public participation by scheduling events at times and locations convenient to all members of the public; and supporting community awareness and education activities of local organizations.

2018

— In early March 2018, the Boulder City Council passed an ordinance amending the fire code to allow community members to conduct ceremonial fires within the city via permit.

— The City of Boulder entered partnership with the Government Alliance on Race and Equity and shifted its equity efforts from administering surveys and assessments to gauge awareness, strengths, and opportunities; to becoming more strategic, operationalized and focused on equity as a value integrated into organizational culture.

2019

— In August of 2019, through the work of its Human Relations Commission, the City of Boulder passed Ordinance No. 8335 —the Bias-motivated Hate Crimes Ordinance— significantly expanding protections provided. These included enhanced prosecutorial ability and protections for religious expression covering religious practices by Sikhs, Muslims, Orthodox Jews and other minority groups.

— Resolution 1275 was passed in December of 2019 as a resolution committing the City of Boulder to promote racial equity in city relationships, programs, services, and policies.

— The City of Boulder conducted formal government-to-government consultations with federally recognized American Indian Tribal nations. The City of Boulder respects American Indian Tribal sovereignty and self-determination and conducts government-to-government consultations with federally recognized Tribal Nations. These relationships help us in addressing the past and ongoing harm to the Indigenous Peoples and the land. Consultations also help us fulfill the Indigenous People's Day Resolution and city-tribal agreements. The city has invited the following American Indian Tribal Nations to participate in government-to-government consultations:

  — Apache Tribe of Oklahoma
  — Cheyenne and Arapaho Tribes of Oklahoma
  — Cheyenne River Sioux
  — Comanche Nation of Oklahoma
  — Eastern Shoshone Tribe
  — Jicarilla Apache Nation
  — Kiowa Tribe of Oklahoma
  — Northern Arapaho Tribe
  — Northern Cheyenne Tribe
  — Oglala Sioux Tribe
  — Pawnee Nation of Oklahoma
  — Rosebud Sioux Tribe
  — Southern Ute Indian Tribe
  — Standing Rock Sioux Tribe
  — Ute Indian Tribe of the Uintah & Ouray Reservation
  — Ute Mountain Ute Tribes

Since starting this work in 2018, a core team of city employees from all levels of the organization have been working to normalize racial equity work through training, building leadership support and ensuring racial equity is the city's highest priority. Featured activities include:

Training

— **Advancing Racial Equity: The Role of Government** (ARE) is the cornerstone workshop required of all racial equity core team members, supervisors, new employees, council members and is made available for boards, commissions, and all other city employees. The workshop introduces the role, responsibilities, and opportunities for government to advance racial equity. Participants gain an understanding of racial equity terminology, including implicit and explicit bias and individual, institutional, and structural racism. They gain skill at identifying and addressing institutional and structural racism and increase capacity to advance racial equity in the workplace.

— **Racial Equity Instrument: Intro and Best Practices** is a follow up to ARE and is an opportunity to gain understanding and practice with the six steps of the Racial Equity Instrument. Participants learn how to leverage the instrument within work groups or projects to address impacts, as well as learn practices for assessing the development, implementation, and evaluation of programs, policies, and budgets.

— **Bias and Microaggression** is currently a requirement for all city employees and is intended to be offered to council, advisory boards, and commissions. This training is an extension of the city's work to dismantle systemic racism and inequities at various levels with a focus on the interpersonal level. This training engages individuals in committing to lifelong training, while learning to have courageous conversations about race, white supremacy culture and equity. This training was designed specifically for the city based on a series of focus group conversations with a local consulting team, Kebaya CIRCLE. Future sessions will be hosted with trained city employee equity ambassadors.

Analysis

— Inventory of existing efforts was conducted to understand equity efforts occurring across the city to share across the organization, align resources, build capacity and inform the Racial Equity Plan.

— Community Perceptions Assessment in 2017 was utilized as a baseline of information for the Racial Equity Plan.

— Historic inequities in Boulder were researched by all racial equity core team members and combined into the racial equity story as the introduction to the Racial Equity Plan.

Urgency and Prioritization

— Guiding Coalition members including: council members Mary Young, Aaron Brockett, Adam Swetlik, Junie Joseph, and Rachel Friend work with other city leadership, including: Interim City Manager Chris Meschuk, Police Chief Maris Herold, Housing and Human Services Director Kurt Firnhaber, Human Resources Director Jennifer Sprinkle, Director of Planning and Services Development Jacob Lindsey and Equity Program Manager Aimee Kane to provide leadership and oversight to the Racial Equity Core Team. Monthly meetings are an opportunity to learn of the core team's advancement while also providing high-level strategic planning and guidance. This leverages many council members and internal city leadership to champion an equity focus while making decisions.

Creating Tools

— The Racial Equity Instrument, based on GARE's Racial Equity Toolkit, was developed in addition to accompanying employee training. This six-step model actively inserts racial equity into decision making processes with a particular emphasis in the second step which is an opportunity to create a robust public engagement plan. Additionally, it includes evaluating options and developing recommendations based on that public input. The instrument can be helpful when used at any decision-making phase, but it has the most impact when used at the forefront of planning for a program, project, or budgeting process. As the instrument training is being rolled out several high-priority projects have been identified where the instrument can be piloted and modified to ensure the most effective results.

— The Rapid Response Racial Equity Assessment was developed as part of the city's COVID-19 Recovery plan. This four-step process was an opportunity to embed a racial equity focus when making fast action decisions during the pandemic in partnership with a group of community Recovery Equity Connectors who can provide input into recovery efforts and ensure those most impacted by the virus are given the necessary guidance and resources to minimize illness and death.

— A Racial Equity Assessment is being established and provides a platform for departments to self-assess the status of equity work in their departments, using both qualitative and quantitative information, with the guidance of the Equity Assessment Team. The information gathered via the Equity Assessment will serve as guidance for the department to begin or continue equity work and will set the foundation for equity-related goal setting specific to their business unit.

Strategy and Planning
— The Racial Equity Plan as guided by Council Resolution 1275 directs the city manager, in partnership with the community to develop a plan for delivering services in a manner that promotes racial equity and directs strategic actions to advance and achieve equity, including: intentional collective leadership; community engagement, development of equity tools and infrastructure to support and sustain systemic changes; and a shared accountability with metrics on progress that can be reported back to the community including training by city council members.

Community, Connection and Communication
— The Communication and Engagement Department hired the city's first language access program manager, Manuela Sifuentes, in April 2020. This integral role is designed to coordinate language access programs and services across the city organization, further inclusive engagement strategies, and provide bilingual, culturally competent counsel, direction, implementation, and oversight to better support community members whose primary language is Spanish.

— The Community Connectors model was established in the spring of 2018 to better meet community members where they are. Community Connectors strengthen the relationship between community and city government by partnering to serve as a trusted voice within their neighborhoods or circles. Community Connectors are bicultural and bilingual (e.g., English/Spanish, English/Nepali) and receive a stipend for their time and expertise. A few examples of Community Connector programs that specifically work to advance racial equity by focusing on the inclusion of voices of community members of color are included below:

  — Recovery Equity Connectors – Seven members who ensure that the perspectives of community members of color and Rapid Response Racial Equity Assessments are included in city decision-making throughout recovery process from June 2020 through the present

  — Emergency Response Connectors – 11 Community Connectors (part of a larger team that also includes 23 volunteers) who build trust between community members and local government, sharing COVID-19 updates and public health guidelines, reaching out and navigating for basic needs services, and surfacing the issues and ideas of community members from March 2020 through the present

  — City Text Boulder - four Community Connectors who designed outreach for the city's bilingual texting platform pilot, City Text Boulder, from June 2019 – April 2020

  — East Boulder Subcommunity Planning Working Group - Two Community Connectors, one of whom is the only resident of the East Boulder subcommunity on the Working Group, who co-design and co-facilitate outreach and engagement opportunities for the San Lazaro, Vista Village and larger Latino community from May 2019 through the present

— The Communication and Engagement team has developed several opportunities for Spanish-speaking community members to connect with council members. A few examples include:

  — Interpretation into Spanish of City Council meetings, including COVID-19 updates and presentations/public hearings on Manufactured Home Sales Ordinance, on September 1, 2020 and December 1, 2020.

  — Reflecting the Governor's Stay-at-Home order, virtual Chats with Council were hosted, either Spanish-first (in partnership with KGNU's Pasa La Voz) or interpreted into Spanish, on April 26, May 13, and May 18, 2020, for community members to share about issues that matter most to them.

  — Beginning in the fall of 2018, the Engagement team partnered with Sacred Heart of Jesus Church to host a series of Spanish-first Conversaciones con la Ciudad, or Chats with Council, where congregants could raise issues or concerns important to them and their communities. This program is currently on hold because of the pandemic.

— A Racial Equity web page has been created with up-to-date information about the city's racial equity efforts with an option for community members to register for updates and information about the city's racial equity work.

Racial Equity Engagement Working Group

The purpose of the Racial Equity Engagement Working Group was to co-design meaningful and inclusive engagement and expand the city's outreach so that community members could weigh in on the draft outline of a City of Boulder Racial Equity Plan.

This Working Group consisted of seven working group members, with a majority being people of color. Group members had clear ties to the city and/or a demonstrated ability to work with partner organizations that serve communities of color. The working group was facilitated by Magnolia Landa-Posas and met together for a total of six sessions from November 2019 through October 2020.

Members of the Racial Equity Engagement Working Group included:
— Ingrid Castro-Campos
— Julie Schoenfeld
— Ken Iha
— Maria Murillo
— Marina La Grave
— Nikhil Mankekar
— Dr. Sheila Davis

Community Feedback on the Racial Equity Plan Outline

Community feedback on the plan was primarily collected through community partner feedback sessions, recommended by the Racial Equity Engagement Working Group and facilitated in-person or via online meetings, as well as through the city's Be Heard Boulder online engagement platform.

As recommended by the Racial Equity Engagement Working Group, staff primarily focused bandwidth and resources on ensuring that outreach specifically engaged community members of color and their perspectives, thoughts, and lived experience.

Feedback Session Community Partners

— CU Diversity and Inclusion Summit
— Human Relations Commission
— Latina Community Members (Spanish-first session co-designed with Community Connector)
— Leadership Fellows Boulder County (Fellows and Alum)
— NAACP, Boulder County
— Nepali Community Members (co-designed with Community Connector and in partnership with Rocky Mountain Friends of Nepal and Nepal America Sociocultural Exchange Society)
— Recovery Equity Connectors
— Sabrina Sideris' CU Class
— ¡Suma! – part of the Boulder County Cultural Brokers Resilience Program
— Youth Opportunities Advisory Board
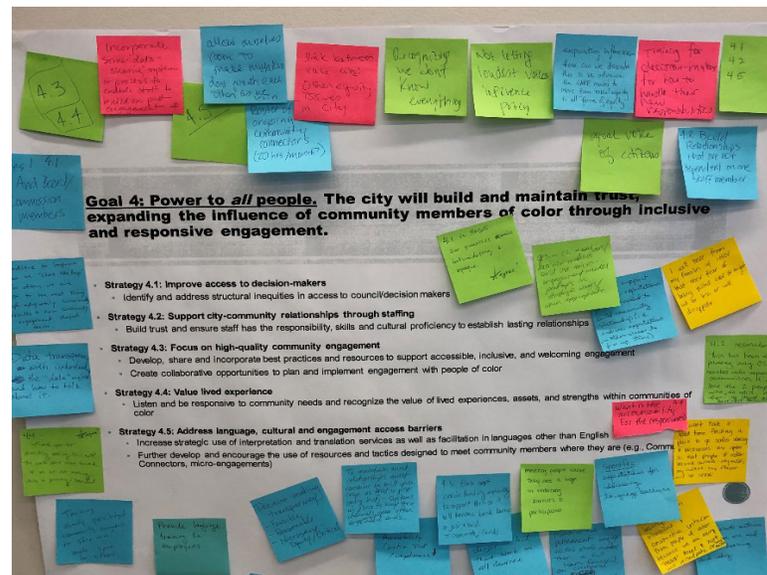
Three overarching themes became clear in compiling and analyzing community feedback:

— Resonant content
— Need for further detail
— Plan for accountability

In response to the content of the Racial Equity Plan, the overwhelming reaction of community members was that the goals and strategies listed resonated, reflected the previously heard concerns of the community, and were headed in a positive direction (e.g., "everything here is on the right track"). While sharing the aspects of the plan that resonated most, community members in general also shared "some skepticism about translating good intentions into effective life-changing policy."

To address this, community members expressed the need for more definition and clarity around the timeline of the Racial Equity Plan. Including further details around each goal, as well as a defined timeline for what progress on the goals will be made by when. Additionally, community members expressed that while a plan on paper is a good start, truly successful implementation of the Racial Equity Plan will depend on ensuring effective accountability and evaluation towards outcomes identified within the plan.

In addition to high level goals and strategies, the plan outlines action items with proposed short-term outcomes through 2022, mid-term outcomes through 2025 and long-term outcomes through 2030. Suggested output data accompany the individual activities.

Planning Timeframe and Tracking Progress

The time horizon for the Racial Equity Plan is three years. Progress will be reported by staff and reviewed annually by City Council with the opportunity for possible amendments to the plan to reflect changes in circumstances and community desires every three years.

The Racial Equity Plan describes goals and strategies for staff, boards, City Council, as well as coordination with the community and partners to advance racial equity. This will be done by ensuring that the City of Boulder's policies, programs, and practices are free from institutional and systemic racism and support a high quality of life and access to opportunity for community members of all races and ethnicities.

We heard from the community that this Racial Equity Plan is only as good as the accountability mechanisms that demand tangible progress. To honor this feedback, as well as the importance of these goals and strategies, staff will report annually on progress, showing the degree to which staff have advanced strategies and achieved outcomes, as detailed below.

Within the logic model, each outcome includes a measurable output. Many of these outputs are unable to include specific figures, as the city simply does not yet have accurate baseline data. As reflected elsewhere in the logic model, collecting this baseline data is a top priority. Outcomes will also be measured in results from staff racial equity training assessments, as well as the city's biannual Community Survey, especially in response to prompts (e.g., "I feel included in the Boulder community") where results will be disaggregated by race and analyzed by trends over time.

Recognizing the need to measure outcomes quantitatively (e.g., numbers, figures) and qualitatively (e.g., experiences, narrative), staff also plan to co-design and co-host a series of focus group listening sessions with community members of color. The goal of these annual sessions will be to hear more about the lived experience of community members of color, as well as the impacts of the city's work to advance racial equity. Additionally, many outcomes will be further developed through departmental racial equity plans. Supporting departments in identifying specific measurements will lead to outputs that are more measurable, realistic, and accurate.

As staff track and communicate our status, we will also gather input from the community to determine the effectiveness of programs and projects that advance Racial Equity Plan strategies and outcomes. City staff also plan to provide an update to City Council each year. This update will include progress on outcomes (measured against outputs where possible), how racial equity priorities determined budget decisions, challenges faced, and accomplishments of the city's work in continuing to advance racial equity. Proposed next steps and adjustments to short-term, mid-term and long-term outcomes in response to City Council feedback may also be included. Updates will be publicly available through an information packet written for council, an oral presentation given to council, and a series of digestible mediums for community members, such as videos, brief online or printed overviews, community gatherings, etc.

As we move forward over the next three years, this living plan will continue to reflect the community's goals well into the future, and City Council will have annual opportunities to review and discuss progress. After three years, the plan will be updated to reflect changes in circumstances, community desires and new priorities.

Goals and Strategies

Goal 1 — Everybody gets it.

The city will normalize and operationalize understanding of institutional and structural racism among people who work for or represent the City of Boulder, including city staff, City Council, Boards and Commissions, and ongoing program volunteers.

Strategy 1.1: Develop equity-focused leadership at all levels

— Leverage the Guiding Coalition to ensure racial equity is embedded in council priorities.
— Develop expectation across work groups to participate on Racial Equity Teams.

Strategy 1.2: Develop workplace-based equity teams

— Organize Racial Equity Teams responsible for leading implementation of the Action Plans within their respective departments.

Strategy 1.3: Provide Racial Equity Training

— Provide introductory Racial Equity Training to all employees.
— In the Racial Equity Training, use a "train-the-trainer" model to continue to build internal expertise. Provide Racial Equity Toolkit training to all managers. Provide training on communications and messaging about racial equity to appropriate staff.
— Make Implicit Bias and Microaggression training mandatory for staff, council, boards, commissions, and volunteers.
— Provide New Employee Orientation (NEO) that grounds new staff members in our organizational culture and what the city is working towards.
— Make the Advancing Racial Equity: The Role of Government training mandatory for all supervisors and available for all staff members.
— Make Using a Racial Equity Instrument training available for all staff members (Advancing Racial Equity: The Role of Government is prerequisite)
— Provide opportunities for staff to engage in meaningful conversations about race.
— Establish clear racial equity expectation language and implement in handbooks, scopes of work, RFPs, and contracts.

Goal 2 — Justly do it.

The city will take action to end racial disparities in city services.

Strategy 2.1: Achieve commitment at the department level

— Departments will create their own Racial Equity Teams and Plans (identify areas of exploration to analyze, the plan to prioritize that work, instrument applied to anything new).

Strategy 2.2: Operationalize the Racial Equity Instrument

— Utilize the Racial Equity Instrument into new city programs and policies.
— Weave the Racial Equity Instrument into the city's decision-making process.
— Strategically integrate the Racial Equity Instrument into the city's existing programs, policies and budgets.

Strategy 2.3: Integrate racial equity into master and strategic Plans

— Ensure consideration of racial equity is incorporated into the development of new master and strategic plans.
— Include Racial Equity Instrument in the city's proposed planning toolkits.

Strategy 2.4: Focus on racial equity in stewarding public funds, racial equity programming and city financial processes

— Utilize the Racial Equity Instrument into budget, purchasing and procurement processes.
— Expand Minority-Owned Business policy beyond federal grants.
— Ensure broader accessibility of city financial processes, including grants, RFPs, taxes, and other processes.

Goal 3 — Community Commitment.

The city will strengthen partnerships and collaborate with community members and organizations that demonstrate a commitment to ending racism.

Strategy 3.1: Partner with community

— Identify organizations and community members interested in partnership and work together to establish ways we can coordinate, collaborate, and complement each other's work.
— Leverage council members in outreach and engagement within the community.

Strategy 3.2: Build community organizational capacity

— Improve relationships between organizations focusing on advancing racial equity, establish mutually beneficial best practices for communications and areas of collaboration.

Strategy 3.3: Seek opportunities to support and promote the value of diversity and multiculturalism

Strategy 3.4: Recognize history of institutional racism within the City of Boulder

— Model changes in systems and structures that may guide other organizations in implementing similar changes.
— Incorporate history of institutional racism and past lessons learned into staff training and decision-making processes.
— Ensure broader accessibility of city financial processes, including grants, RFPs, taxes, and other processes.

Goal 4 — Power to *all* people.

The city will build and maintain trust, expanding the influence of community members of color through inclusive and responsive engagement.

Strategy 4.1: Improve access to decision-makers

— Identify and address structural inequities in access to council/decision makers.

Strategy 4.2: Support city-community relationships through staffing

— Build trust and ensure staff has the responsibility, skills, and cultural proficiency to establish lasting relationships.

Strategy 4.3: Focus on high-quality community engagement

— Develop, share, and incorporate best practices and resources to support accessible, inclusive, and welcoming engagement.
— Create collaborative opportunities to plan and implement engagement with people of color.

Strategy 4.4: Value lived experience

— Listen and be responsive to community needs and recognize the value of lived experiences, assets, and strengths within communities of color.

Strategy 4.5: Address language, cultural and engagement access barriers

— Increase strategic use of interpretation and translation services as well as facilitation in languages other than English.
— Further develop and encourage the use of resources and tactics designed to meet community members where they are (e.g., Community Connectors, micro-engagements).

Goal 5 — Representation matters.

The city will eliminate barriers and create opportunities to build a diverse workforce across the depth and breadth of local government including elected officials, boards, commissions and working groups.

Strategy 5.1: Address boards, commissions and working groups

— Collect the demographic data of boards, commissions and working groups.
— Revamp application process, including forms, to support increased inclusivity.
— Ensure outreach and recruitment processes support and encourage racial equity.
— Identify and mitigate barriers in the operations of board, commission and working group meetings (times of day, frequency, locations, days of the week, etc.).

Strategy 5.2: Develop City of Boulder's workforce

Hiring
— Expand outreach opportunities to attract a more diverse applicant pool.
— Integrate racial demographics into screening matrix.

Recruitment
— Evaluate new and existing position descriptions to reduce barriers to access (e.g., higher education, professional associations).

Retention
— Create support structures for employee racial and ethnic affinity groups.
— Explore and implement compensation for language skills.

Short Term Outcomes

The City of Boulder will use a logic model as one tool to maintain accountability and measure the impact of our efforts. The following are some of the short term outcomes and some of the feedback that helped shape this plan.

Training would be effective

Conduct equity trainings
Growing city staff and leaders' understanding and capacity for, and action to promote and achieve racial equity

City leadership and employees at all levels increase awareness, knowledge and shared commitment to anti-racism.

How will you collect evidence the tool is being used by ALL departments with fidelity?

Create, modify and use equity tools, instruments and assessments

City staff understand and increasingly utilize racial equity assessment tools and instruments for decision making.

weave equity into ALL city's decision processes

Collect and analyze meaningful data
Powering continuous, increased level and rate of improvement by integrating racial equity data into our decision processes

City staff collect relevant data, coordinate data systems to understand and track needs and impacts.

Slow down. Change happens at the speed of trust.

Prioritize inclusive community engagement
Increasing empowerment and efficacy of people of color community members for engagement in city program and process decision making

Complete inventory of barriers for communities of color to publicly participate. Pilot co-design of new inclusive engagement opportunities.

...how to be "seen" when for years POC were not seen.

Use resolutions and declarations to prioritize, elevate and evaluate racial equity

City Council normalizes the use of resolutions and declarations in alignment with the Racial Equity Plan. Staff and community members increasingly understand the purpose and function of resolutions and declarations.

...find ways to pay people and organizations for their consultation and involvement.

Collaborate with institutional partners

Understand and inventory the racial equity work being done by our institutional partners to be aware of, and continue support and expansion of coordinated efforts.

The participation between the government and the agencies and organizations... should increase.

Engage in GARE Network and other professional groups committed to advancing equity

Understand and inventory the racial equity work being done by our institutional partners to be aware of, and continue support and expansion of coordinated efforts.

Racial Equity Teams need to be the leaders that guide everybody.

Implement departmental and citywide equity policies

Each city department has in place a Justice, Equity, Diversity and Inclusion (JEDI) Team.

Seeing more cultural managers in important positions or jobs, that will help our community a lot.

Prioritize a diverse and inclusive workforce

Establish diversification goals. Application of the Racial Equity Instrument to city workforce HR processes.

Very important that money is being dedicated towards these initiatives.

Infuse equity in city investments

Increase use of Racial Equity Instrument (REI) and Rapid Response Equity Assessment (RREA) to assess and improve key investment programs.

Full Logic Model

ACTIVITIES		SHORT-TERM OUTCOMES (2022)	MID-TERM OUTCOMES (2025)	LONG-TERM OUTCOMES (2030)	OUTPUT DATA	HIGHER-LEVEL STATEMENT OR PURPOSE FOR THE ACTIVITY/ OUTCOMES
Conduct Equity Trainings		**City leadership and employees at all levels increase awareness, knowledge, shared commitment to anti-racism.**	**City staff retain knowledge from trainings; increasingly utilize trainings to change institutional habits, processes, decisions.**	**City staff routinely evaluate, modify, add to training offerings to reinforce and build racial equity capacity at all levels.**		
	Advancing Racial Equity: The Role of Government	All supervisors (#s) by 12.31.20; 40% total staff. 80% of trained staff report increased understanding of RE. All new staff participate as part of NEO.	All boards & commissions and city staff participate in Advancing Racial Equity: The Role of Government	Improved knowledge of racial equity concepts among employees and leaderships through feedback from employee engagement surveys	Number of trainings held, number of participants and staff levels trained, trends by survey responses, staff exit interviews	Growing city staff and leaders' understanding and capacity for, and action to promote and achieve racial equity
	Racial Equity Instrument	Increase in training participation by offering at least 4 trainings with 30 participant capacity. 5 case studies on how Instrument was used in decision making process	Continue to host trainings for new staff and evaluate usefulness.	Racial equity is integrated regularly into routine operations and budgets	Number of trainings held, number of participants and staff levels trained, trends by survey responses	
	Bias & Microaggression	All city staff participate in Bias and Microaggression Training by end of 2022	Improved employee engagement and a reduction in the number of employees of color leaving the city	Improved knowledge of racial equity concepts among employees and leaderships through feedback from employee engagement surveys	Number of trainings held, number of participants and staff levels trained, trends by survey responses, staff exit interviews	
Create, modify, use equity tools, instruments, assessments		**City staff understand and increasingly utilize racial equity assessment tools and instruments for decision making.**	**City staff utilize racial equity assessment tools in all budget and Master Plan processes. Council, Boards, Committees, Commissions increasingly understand and utilize assessment tools**	**City staff, City Council, Boards, Committees and Commissions utilize racial equity assessment tools in all decision making processes.**		
	Racial Equity Instrument	Increase in training participation by offering at least 4 trainings with 30 participant capacity. 5 case studies on how Instrument was used in decision making process	City council regularly utilizes the Racial Equity Instrument when establishing organizational priorities and implemented initiation of any new projects that go to council.	Utilization of the racial equity instrument as part of all Master and Strategic planning processes	Standardized racial equity performance metric tracking across all departments, incorporated into department-level Master and Strategic Plans and tracked as part of unified cross-department reporting	Standardizing assessment and reporting methods for use of racial equity tools: establishing norms on analysis, reporting, and continuous monitoring for improvement.
	Rapid Response Equity Assessment	Each recovery team implements the assessment for half of their decisions. Baseline established for utilization Rapid Response Racial Equity Assessment in budgeting processes. Include use of the assessment in relation to any emergency situations that arise.	All continuing recovery team decisions will use the assessment. Rapid Response Racial Equity Assessment used in all budgeting processes; including dashboard to allow for Executive budget decision making across departments. Continue to use the assessment in relation to any emergency situations that arise.	Continue to refine assessment as needed.	Standardized reporting of % contribution of project/programs toward overall city budgetary commitment to improving racial equity within the staff and within the community; incorporate % change per year (ROI) per department-level Master Plan Goals	
	Departmental Equity Assessment Tool	Completion of development of the assessment tool (for individuals and workgroups) by Q1 2021. Assessment facilitated by Pilot JEDI teams to pilot departments by Q3 2021 and updated based on feedback by Q4 2021. Begin roll out of assessment tool to additional departments with JEDI teams by end of 2022.	Completion of the racial equity assessment tool by 50% of individuals and 50% of workgroups within their department and identification of where departmental equity policies need to be solidified and areas in which there are gaps.	All departments complete RE assessment tool every 2 years to evaluate progress and inform the modification, updating and continued improvement of departmental plans to continue progress and alignment with the citywide RE Plan outcomes.	Standardized reporting of trends from assessment tool results, by department with reference to citywide RE Plan outcomes (e.g., % contribution, growth trajectory, types of concerns, %resources considered, %polices evaluated and refined)	
Collect and analyze meaningful data		**City staff collect relevant data, coordinate data systems to understand and track needs and impacts.**	**City staff consolidate data, increasingly use analysis tools to more deeply identify racial equity trends. Increasingly communicating data publicly in an easy to understand manner.**	**City staff, Council, Boards, Committees and Commissions routinely evaluate, modify, improve upon data systems and data utilization. Staff routinely use data in community engagement processes.**		
	Recognize who we serve (community data on residents, workforce, university students, visitors) = store in organized, accessible data repository	Collect and make accessible unified demographic and prosperity data (e.g., economic, health, safety) on our residential, workforce, university affiliates, and visitors [for consistent impact analysis support]	All departments develop and share RE analysis methodology, as well as results from annual impact assessments (progress toward Master Plan RE goals); link all analyses to master data story hub (Open Data Portal)	Support interactive RE data platform (raw and analyzed) to empower leadership to routinely incorporate RE data and impact results (e.g., community-level RE FitBit) into normal strategic conversations and community sharing work	% departments with explicit RE goals (related to city-wide efforts), % departments with logged RE analysis methodology, % departments completing annual impact analysis, % departments with RE reporting on Open Data Portal, % departments contributing to interactive data platform	Powering continuous, increased level and rate of improvement by integrating racial equity data into our decision processes
	Demonstrate substantive commitment to representation within staff at all levels	Collect and make accessible demographic data on all staff, by department and function [for consistent impact analysis support]	All departments report annually as part of Master Plan progress tracking on representation within department	All departments complete and report on changing composition of staff, by role and level of responsibility (transparency)	% departments consistently reporting on RE by role/responsibility level, % departments recognizing changing composition (and drivers)	
	Develop accessible 'data stories' that explain where we are at, what we are learning and trying, and where we are going	Develop and publicly socialize/share qualitative and quantitative indicators of degree of RE over space and time	Cross-department collaboration on unified presentation of RE outcome objectives (by responsibility) and progress tracking; unified vision = unified communication	All departments provide multi-year view on RE goals and achieved outcomes with specific link to explicit RE outcomes within Master Plan and other strategic planning work; recommend interactive web-hosted data sharing tools to facilitate leadership and community conversations and feedback	% departments with explicit RE 'data stories' designed to share growth journey, % departments with qualitative/quantitative indicators of RE relevant to service area, % departments participating in unified presentation efforts of RE efforts across city, % contribution to interactive data sharing platform, % time dedicated to RE reflections during leadership and community	
Use resolutions and declarations to prioritize, elevate and evaluate racial equity		**City Council normalizes the use of resolutions and declarations in alignment with the Racial Equity Plan. Staff and community members increasingly understand the purpose and function of resolutions and declarations.**	**City Council and Staff increasingly utilize resolutions and declarations to establish and reinforce racial equity accountability. Resolutions and declarations are increasingly designed with early input from community members experiencing racial burdens.**	**All resolutions are rooted in, and contain racial equity-based language and actionable elements. Declarations are increasingly designed and approved with application of a racial equity focus.**		
	Pass resolutions and declarations to engage City Council in advancing racial equity, boosting accountability	City council passes the first slate of racial equity resolutions, including a resolution for the city to promote racial equity in city relationships, programs, services and policies; and a resolution declaring racism a public health risk. Issue other resolutions and declarations as opportunities arise.	Pass additional racial-equity resolutions as opportunities arise. Evaluate and develop accountability infrastructure for reviewing past resolutions.	Develop a robust resolution process that incorporates racial equity in all resolutions.		Publicly formalizing the city's commitments to racial equity for increased community knowledge and engagement, and to increase city accountability to advance racial equity
	Ensure consistent use of racial equity focus in city resolutions and declarations	Staff will ensure that other resolutions are consistent with prior racial equity resolutions.	Staff engages impacted community members to receive input and ideas for resolutions.	Staff and city council members engage in evaluation of racial equity impact of resolutions and declarations		

ACTIVITIES		SHORT-TERM OUTCOMES (2022)	MID-TERM OUTCOMES (2025)	LONG-TERM OUTCOMES (2030)	OUTPUT DATA	HIGHER-LEVEL STATEMENT OR PURPOSE FOR THE ACTIVITY/ OUTCOMES
	Evaluate racial equity impact of resolutions and declarations	Staff and City Council will begin to develop resolution review and evaluation process.	Staff utilize the racial equity instrument on all resolutions, and ensure that resolutions are consistent with the city's racial equity goals.	Staff develops evaluation metrics to measure the impact of racial equity resolutions and addresses successes or shortcomings in new resolutions.		
Implement departmental and citywide equity policies		**Each city department has in place a Justice, Equity, Diversity and Inclusion (JEDI) Team.**	**JEDI Teams complete departmental equity assessment to inform specific department equity plans. Plans are implemented, communicated citywide, and include community engagement as needed.**	**All city departments routinely assess, modify and improve racial equity plans to maintain alignment with the citywide Racial Equity Plan outcomes.**		
	Development of Department Equity teams	JEDI teams for 3 pilot departments will be developed by Q2 2021. Pilot JEDI teams in coordination with citywide RE facilitators will facilitate completion of the racial equity assessment tool to individuals and workgroups within their department by end of 2021. Staff from all city departments will have been informed about and supported in the use of the RE Department Teams Toolkit to begin recruitment and selection of members for their departmental JEDI team by the end of	All departmental JEDI teams have facilitated the completion of the racial equity assessment tool by 50% of individuals and 50% of workgroups within their department by 2025 and identified where departmental equity policies need to be solidified and areas in which there are gaps.	All departments will have JEDI teams which have completed at least one full round of the Assessment Tool. JEDI teams will facilitate completion of the RE assessment tool every 2 years to evaluate progress and inform the development, modification, updating and continued improvement of departmental plans to continue progress and alignment with the citywide RE Plan outcomes.	# of formed departmental equity teams. # of completed departmental equity plans. Trends by assessment tool data and departmental plans.	Ensuring that city racial equity goals, policies and practices are manifest at every departmental level of the city institution.
	Department policy review, updates and development	Inventory of all departments' policies will be complete by end of 2022 for all departments with a JEDI team.	Use racial equity instrument to identify and begin to remove bias and develop new departmental policies to advance racial equity and change departmental habits, processes and decision-making.	All departmental policies include a focus on equity and are consistently reviewed for gaps using equity assessment tools. City staff routinely evaluate, modify, and add to departmental policies to reinforce and build racial equity at all levels.	Trends by assessment tool data (staff and community feedback). %s of diverse staff, boards, commission members hired and retained, etc. Policies tie into all the other aspects/outputs listed...	
	Citywide policy review, updates and development	Inventory of all citywide policies will be complete by end of 2022.	Use racial equity instrument to identify and begin to remove bias and develop new citywide policies to advance racial equity and change citywide habits, processes and decision-making.	All citywide policies include a focus on equity and are consistently reviewed for gaps using equity assessment tools. City staff routinely evaluate, modify, add to citywide policies to reinforce and build racial equity at all levels.	Trends by assessment tool data (staff and community feedback). %s of diverse staff, boards, commission members hired and retained, etc. Policies tie into all the other aspects/outputs listed...	
	Departmental RE Plans	N/A yet. This will follow results from Equity Assessment tool.	Pilot JEDI teams have developed departmental equity plans (that are in alignment with the citywide RE Plan) to address identified departmental gaps based on results from the equity assessment tool by the end of 2025.	All departments have developed equity plans (that are in alignment with the citywide RE Plan) to address identified departmental gaps based on results from the equity assessment tool. Implementation of all department plans is occuring by 2030 and being communicated	Departmental equity plans	
	Guiding Coalition	Leadership support of embedding racial equity work in departmental work plans	Utilization of prioritization tools and community input in determining equity impacts of policy decisions	All guiding coalition members demonstrate an in depth understanding of city's RE practices, tools and instruments and consistently advocate for advancing equity in all policy decisions	Feedback from Guiding Coalition team members	
	Embed a committment to advancing racial equity in citywide master and strategic plans	Focus on equity is embedded in the Pilot Departmental Master Planning & Strategic Planning Guide	City department master and strategic plans participate in an Equity Assessment to establish areas of equity focus and align with work plans	Specific goals are set and in all master and strategic plans with appropriate funding resources allocated.	# and departmental master and strategic plans with accompanying workplan items focused on advancing racial equity	
	Individual RE Plans	Develop and finalize individual RE Plan expectations.	Individual RE Plans are embedded in annual work plans and evaluations. XX% of staff show improvement towards individual RE plan goals.	Specific annual goals are set and we'll continue to refine and improve process as needed.	# and % of individual staff members who meet or exceed RE Plan goals Data by race, gender to see who has completed plans/made progress	
Engage in GARE Network and other professional groups committed to advancing equity (National League of Cities, National Association for Civilian Oversight in Law Enforcement, International		**Identify city staff liaisons to GARE. Coordinate dissemination of GARE information to RE Core Team members and other city staff.**	**Expand and deepen participataion in GARE. Evaluate and identify additional partnerships/learning opportunities within GARE.**	**Be the leaders in equity and connect with regional partners (other local GARE members such as Boulder County, Denver, Etc) in these efforts.**		Fostering and reinforcing a culture and practice of learning and collaboration with state, regional, national and international racial equity partners
	Participation in network calls, issue groups	Racial Equity Core Team members display and convey an understanding on what is happening in other jurisdictions; city supervisors don't view staff racial equity contributions as an 'add' on to their work, but rather part of their work	City staff outside of Racial Equity Core Team utilize the GARE portal and participate in specific topic groups related to their work	City staff continue to build capacity and bring forth ideas to advance racial equity in departmental work planning	Number of city staff who regularly participate in network calls, issue groups	
	Participation in regional, national meetings	Racial Equity Core Team members have the opportunity to build capacity and bring back learning to core team members and other city staff	Other city staff have the opportunity to attend regional and national meetings in order to build capacity and implement learning into own work plan	City staff continue to build capacity and bring forth ideas to advance racial equity in departmental work planning	Number of city staff who regularly participate in meetings and present innovative ways of advancing racial equity to colleagues and leadership	
	Presentations to GARE	Racial Equity Core Team Members represent city equity work to other GARE members in an effort to advance equity at a systemic level	Racial Equity Core Team members build skills and leadership in presenting on racial equity best practices	City of Boulder staff are seen as leaders and models in advancing racial equity on a larger systemic scale	Feedback from city staff and other agencies who reach out for more information on city programs, policies and decisions	
Collaborate with institutional partners		**Understand and inventory the racial equity work being done by our institutional partners to be aware of, and continue support and expansion of coordinated efforts.**	**Improve Integration and collaboration with partners in a more formalized manner including increased/clearly defined leadership to advance racial equity efforts and better serve other marginalized communities through shared outcomes.**	**Using a clearly defined system and formalized agreements around a focus on racial equity and other marginalized communities, collaborate with institutional partners around shared metrics in a cohesive way with shared accountability and transparency.**		
	CU and Naropa	Baseline established of number of students of color participating in public meetings and applying for staff positions	Increase % of student participation in public meetings and applying for staff positions;host commuity conversations on racial equity	Students remain in the city of Boulder post graduation for 5 years	Data collected through surveys with students; participation rates of students participating in public meetings	
	Community Foundations	Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity	Create shared calendar for equity related events; host commuity conversations on racial equity	Regularly host equity related events with partner organizations	Data collected through community surveys	

27

ACTIVITIES		SHORT-TERM OUTCOMES (2022)	MID-TERM OUTCOMES (2025)	LONG-TERM OUTCOMES (2030)	OUTPUT DATA	HIGHER-LEVEL STATEMENT OR PURPOSE FOR THE ACTIVITY/ OUTCOMES
		applying for staff positions	positions;host commuity conversations on racial equity	graduation for 5 years	participating in public meetings	
	Community Foundations	Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity	Create shared calendar for equity related events; host commuity conversations on racial equity	Regularly host equity related events with partner organizations	Data collected through community surveys	Strengthening partnerships and collaboration wtih community members and organizations that demonstrate a commitment to ending racism, for better community-wide
	Local government partners	Partner with other agencies in sharing training, tools and resources; participate in partner equity initiatives and act as the convener when appropriate	Racial equity initiatves begin to be integrated into regional plans	Regularly host equity related events with partner organizations		
	Non-profit community partners	Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity	Implement equity-focused partnerships, evaluate partnerships together on an annual basis and apply lessons learned to future partnership work; host commuity conversations on racial equity	Regularly host equity related events with partner organizations	Data collected through community surveys	
Prioritize inclusive community engagement		**Complete inventory of barriers for communities of color to publicly participate. Pilot co-design of new inclusive engagement opportunities. Ensure alignment of Engagement Strategic Framework and trainings with RE Plan.**	**Expand and systemitize our co-design of inclusive engagement opportunities. Increase the inclusivity of entire engagement processes from beginning to end.**	**Reflecting full and consistent use of the Engagement Strategic Framework, all city engagement opportunities are open and inclusive to all community members.**	# of participants, % of participation by historically excluded community members, number of engagement opportunities co-designed with community members of color, response on biennial City of Boulder Community Survey	
	Public comm with Council, City manager	Pilot inclusive engagement opportunities for council meetings (could be during meetings or a process outside set meetings, such as Conversaciones con la Ciudad).	Institutionalize inclusive practices for council meetings.	On-going assessment and strengthening of inclusive practices.	# of participants, % of participation by historically excluded community members	Increasing empowerment and efficacy of people of color community members for engagement in city program and process decision making, through increased, sustained level of equitable engagement
	Community Connectors	Community Connectors are engaged through several project-based, long-term, and work group processes. Situationally-effective practices are identified and shared with organization.	Community Connectors are institutionalized into wbrking group processes. Integration into project-based and long-term processes is expanded. Situationally-effective practices are identified, updated, and shared.	Situationally-effective practices are continually identified, updated, and shared.	# of projects and working group processes, effective integration of feedback into engagement processes	
	Boards, Commissions, Committees	100 % of board /commission members complete implicit bias and RE core training. Identification of barriers to participation for community members of color.	100% of working group members complete implicit bias and RE core training. 100% of incoming board/commission memebrs complete implicit and RE core training. Increase racial or ethnic diversity of board and commission members.	On-going assessment and improvement of accessibility, support, and training.	Increase in # of board / commission / working group members of color.	
	Language access	Draft and share with community an initial Language Access Strategic Plan. Thresholds are identified for translating documents/webpages and interpreting engagement opportunities.	Institutionalize language access for specific documents/webpages/engagement opportunities. Evaluate ongoing language access needs of community.	Evaluate ongoing language access needs of community.	# of community members engaging in interpreted/translated/native content or engagement opportunities.	
	Engagement Opportunities	Pilot inclusive engagement opportunities for short-term and long-term projects or processes. Develop resources, best practices, and additional trainings for staff.	Institutionalize inclusive practices for engagement opportunities.	Continue to identify, refine, and update inclusive engagement practices as needed.	# of participants, % of participation by historically excluded community members	
Infuse equity in city investments		**Increase use of Racial Equity Instrument (REI) and Rapid Response Equity Assessment (RREA) to assess and improve key investment programs.**	**Increase use of Racial Equity Instrument and Rapid Response Equity Assessment. Develop citywide process to routinely evaluate and track racial equity impacts from investment programs. Increased equitable funding, contracting.**	**Racial equity assessments are incoporated into all city investment processes. City staff routinely track and publicy report racial equity impacts resulting from city investments. City investments are commensurate with ongoing needs of people of color community members.**		
	Community Investments (i.e. grant programs, contracts to non-profits)	Complete Racial Equity Instrument assessments on at least three grant or funding programs.	Complete REI on all grant/funding programs, per program and as a whole regarding funding directives and impact. Increase use of outcome/impact evaluation for departmental and citywide racial equity improvements. Increase funding for POC-led, POC-served agencies.	Sustained higher, or increased diversity of grant contracts. Increased long-term stability of POC-led agencies, services.	# of assessment completed. # of dollars allocated, attributed to POC-led, POC-served agencies.	Investing in increased quality of life, resilience and inclusion of people of color and people of color-led agencies and businesses, through a wide range of budget, procurement and funding programs
	Procurement	Identify procurement processes to which the assessment instruments could be applied	Increase use of REI and RREA. Develop citywide process to routinely evaluate and track racial equity impacts from investment programs. Increased outreach to, contracts to POC-led businesses.	Increased diversity of contractors, consultants, by percentage of the total city contractors and consultants and within types of procurement.	# of contracts awarded. # of bids submitted, contracts awarded to POC and other underrepresented groups	
	Allocate appropriate funding to equity programs, including money allocated for staffing and supporting programs	Financial resources are allocated to ensure appropriate staffing and resources for Citywide Racial Equity Program	Financial resources are allocated to ensure appropriate staff and resources for departmental initiatives; specific line times in department budgets dedicated to equity work	Citywide dollars routinely assessed and allocated to support new opportunities for initiatives to address racial equity	# of dollars allocated, attributed to racial equity work, POC-benefit activities, programs and services	
	Budget processes (departments, city-wide) [add council language]	Evaluate impact of RREA on the 2021 budget process. Complete a REI for the citywide 2022 budget process.	Use REI in combination with data analysis tools and community engagement to improve strategic investment decision making processes. Increase budget allocation for programs, services to POC.	Incremental, annual increase of department program budgets/citywide budget attributed to relieving racial equity.	# of dollars allocated, attributed to racial equity work, POC-benefit activities, programs and services	
	New investment initiatives	Staff will capture insights and ideas for meeting community needs, related to COVID19 and other disparities; best new ideas for addressing income, other	Staff will asess potential revised or new investment policies and projects to advance racial equity.	Staff will implement and routinely assess new opportunities for initiatives to address racial equity	# and nature of new investment initiatives.	

ACTIVITIES		SHORT-TERM OUTCOMES (2022)	MID-TERM OUTCOMES (2025)	LONG-TERM OUTCOMES (2030)	OUTPUT DATA	HIGHER-LEVEL STATEMENT OR PURPOSE FOR THE ACTIVITY/ OUTCOMES
Prioritize a diverse and inclusive workforce		**Establish diversification goals. Application of the RE Instrument to city workforce HR processes.**	**Establish and implement recruitment and retention strategies**	**Our city workforce and leadership meets or exceeds the racial diversity reflected in our community.**		
	City workforce recruitment	Establish baseline for the number of qualified people of color, including women of color, hired by the city. Review and update hiring policies to prevent bias in recruitment and hiring strategies, including ensuring that recruitment is not based on quotas alone.	10% increase in number of people of color, including women of color, hired into leadership positions within the city	10% increase in number of people of color, including women of color, hired into leadership positions in the city	Employee demographic data and employee engagement surveys	Eliminate barriers and create opportunities to build a diverse workforce and volunteer base including elected officials, boards, commissions and working groups -- for a
	City staff retention	100% of hiring managers trained on Bias and hiring; baseline established of number of employees of color leaving the city; baseline understanding about the reasons for which employees of color leave the city.	Incremental annual decrease of employees of color leaving the city (excluding employees retiring). Managers receive guidance on supporting, retaining employees of color.	10% increase in number of people of color, including women of colored in leadership positions in the city	Employee demographic data and employee engagement surveys	
	City staff advancement (training/promotions/succession planning)	Identify career tracks; conduct an analysis of positions that have a large number of anticipated retirements in the coming five years, for opportunities to increase recruitment of qualified people of color.	Develop and implement career pathways to ensure a diverse applicant pool is prepared to compete for vacancies; expand and sustain a high functioning professional development program	Equitable succession plan created and evaluated on a quarterly basis. Sustained, incremental increase in qualified people of color employees who advance in job mobility and leadership within the city.	Employee demographic data and employee engagement surveys	

Resources

Definitions

Using shared definitions of key terms in the city's racial equity work provides clarity and consistency across the organization, which leads to better analysis of how institutional racism functions and is maintained. We can then be more effective in deconstructing these mechanisms that support institutional racism and begin constructing ones that produce equitable outcomes.

— **Adverse Impacts:** refers to practices or policies that appear neutral but have a discriminatory effect on a protected group. Source: Office of Equity and Human Rights (OEHR)

— **Communities of Color:** is a term used primarily in the United States to describe communities of people who are not identified as white, emphasizing common experiences of racism. Source: OEHR

— **Community outcomes:** The specific result you are seeking to achieve within the community that advances racial equity. Source: Seattle RSJI

— **Discrimination:** refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

— **Disparate Impacts:** refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

— **Diversity:** includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from one another. Source: UC Berkeley CEID

— **Environmental Justice:** According to the US Environmental Protection Agency, environmental justice is the right to a clean, safe and healthy quality of life for people of all races, incomes and cultures. Environmental justice emphasizes accountability, democratic practices, remedying the historical impact of environmental racism, just and equitable treatment, and self-determination.

— **Ethnicity:** a category of people who identify with each other based on common language, ancestral, social, cultural, or national experiences. Source: Oxford English Dictionary

— **Equity:** when one's identity cannot predict the outcome. Source: OEHR

— **Equity Focus:** is a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities. Source: OEHR

— **Inclusive Engagement:** Processes inclusive of people of diverse races, ethnicities, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so community members can effectively engage in the design and delivery of public services. Source: Seattle RSJI

— **Institutional Racism:** occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) Source: Race Forward, Moving the Race Conversation Forward

- **Latino/Latina:** a person of Latin American origin or descent, using traditional gendered language.
- **Latinx:** a person of Latin American origin or descent sometimes used as a gender-neutral or nonbinary alternative to Latino or Latina.
- **Marginalized populations:** groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions. Source: National Centre for Determinants of Health
- **Performance Metrics:** measures an organization's behavior, activities, and performance. It assesses how well workers are doing their respective tasks and how companies are accomplishing their objectives. It provides hard data and gives off outcomes that appraise clearly defined quantities within a range that facilitates improvement and upgrading. Source: Wikipedia
- **Privilege:** refers to the unearned set of advantages, entitlements, and benefits bestowed by the formal and informal institutions of society to ALL members of a dominant group (e.g. White privilege, male privilege, economic privilege, etc.). Privilege is usually invisible to those who have it. Source: OEHR
- **Race: A non-scientific,** social construct that divides people into distinct groups based on characteristics such as physical appearance, ancestral heritage, cultural affiliation, cultural history, or ethnic classification. Source: Maurianne Adams, Lee Anne Bell and Pat Griffin, editors. Teaching for Diversity and Social Justice: A Sourcebook. New York: Routledge.
- **Racial Equity:** when race does not determine or predict the distribution of resources, economic/political/social opportunities, and burdens for group members in society. Source: OEHR and Seattle RSJI
- **Racial Equity Framework:** An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (e.g., community self-determination, shifting power) in order to replace them with structures that produce equitable outcomes.
- **Racial Equity Tools:** A set of strategies, procedures, and resources designed to integrate explicit consideration of racial equity and that can be implemented and applied throughout organizational policy, procedures, and operations to ensure/drive equitable process, impacts, and outcomes. Source: OEHR
- **Stakeholders:** Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Source: Seattle RSJI
- **Structural Racism:** is racial bias among institutions and across society. Source: Race Forward, Moving the Race Conversation Forward
- **Underserved:** refers to people and places that historically and currently have not had equitable resources or access to infrastructure, healthy environments, housing choice, etc. Disparities may be recognized in both services and in outcomes. Source: OEHR

Racial Inequity Data

Prosperity Now Scorecard

Although Boulder County ranked markedly better than the state as a whole on many measures of prosperity, that wealth was not always equally distributed. For example, Boulder was measured as having half the average Colorado poverty rate at just 5.8 percent, it had higher income inequality and higher costs of homeownership. Fewer people in Boulder were without health insurance than the statewide or nationwide average; however, proportionally more of the uninsured in this county were people of color.

The organization Prosperity Now published its annual scorecards to determine where Americans are most — and least — able to build wealth, avoid poverty and create a more prosperous future for themselves. In the report, all 50 states and Washington, D.C. receive a rank in three categories: outcome rank, racial disparity rank and scorecard rank. Outcome rank shows how a state is doing for its residents overall, without accounting for racial disparities. Racial disparity rank looks at just that — gaps across 26 outcome measures between white residents and residents of color.

Here's how Colorado ranked:

— Scorecard rank: 14 (out of 50 states)
— Outcome rank: 7
— Racial disparity rank: 42

40% — RACIAL DISPARITY RANK **42**

60% — OUTCOME RANK **7**

SCORECARD RANK **14**
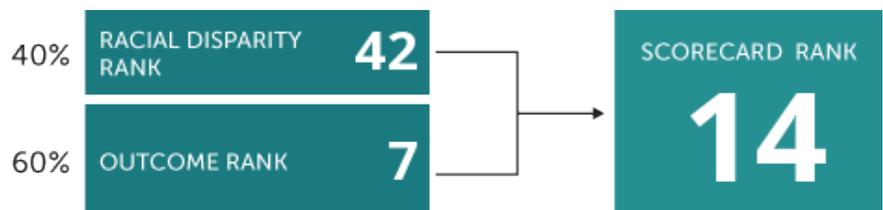
The rankings were based on an analysis
of 78 measures spanning five categories: financial assets and income; businesses and jobs; homeownership and housing; health care; and education. It also assessed each state for 28 policies that promote financial security.

Colorado ranks 14th on the prosperity of its residents compared to the 50 states and the District of Columbia. This rank is based on states' performance on economic measures for all residents but also accounts for racial disparities in outcomes. Relative to other states, Colorado's performance ranks in the top 10 states for residents overall. However, the extreme gap between White residents and residents of color drops the state's rank and has negative implications for the prosperity of Colorado. For example, the homeownership rate of White households is 70% compared to 50% for Latino households and 40% for Black households.

The Scorecard ranks states and DC from best to worst: #1 is the most desirable, #51 is the least desirable. The Scorecard rank is a factor of two underlying ranks: an Outcome rank for all residents and a Racial Disparity rank on the gap in outcomes between White residents and residents of color. The Outcome rank accounts for 60% of the Scorecard rank and the Racial Disparity rank for 40%. This average is then re-ranked to obtain the final Scorecard rank, making it possible for states to have lower Outcome and Racial Disparity ranks than their final Scorecard rank.

The Outcome Rank is calculated by averaging the individual ranks on 52 outcome measures for all residents compared to residents of other states and DC. The Racial Disparity rank is calculated by averaging the gaps in outcomes for White residents and residents of color on 26 measures. A Racial Disparity Rank of 51 means that the disparity is the largest compared to all states and DC, and a lower rank indicates that the disparity is narrower than in other parts of the country.

City of Boulder Population and Demographics

The following population data provides a snapshot of our City of Boulder demographics.

This data set is portrayed in several different formats for a more complete illustration of our community's popualtion. Please note that much of this information relies on data from the decennial Census and the most recent data available is from 2010. This section will be updated in future editions of the city's Racial Equity Plan, once data from the 2020 Census is publicly available from the Census Bureau.

Race and Hispanic Origin	
ⓘ White alone, percent	⚠ 87.4%
ⓘ Black or African American alone, percent (a)	⚠ 1.2%
ⓘ American Indian and Alaska Native alone, percent (a)	⚠ 0.2%
ⓘ Asian alone, percent (a)	⚠ 5.8%
ⓘ Native Hawaiian and Other Pacific Islander alone, percent (a)	⚠ 0.1%
ⓘ Two or More Races, percent	⚠ 3.8%
ⓘ Hispanic or Latino, percent (b)	⚠ 9.7%
ⓘ White alone, not Hispanic or Latino, percent	⚠ 79.6%

*estimated population as of July 1, 2019, per U.S. Census Bureau*

This image represents a Racial Dot Map, created by the University of Virginia's Weldon Cooper Center for Public Service and utilizing Census data from 2010. Each dot represents one person living in a given census tract, not a specific address. Individual dots are randomly located and align with the aggregate population within a given census tract.

While concerns exist about the researchers lumping together "Other Races / Native American / Multi-racial" categories into one dot color, the Racial Dot Map may still provide a helpful big-picture perspective of our city's demographics.

2010 Census Block Data

1 Dot = 1 Person

- 🔵 White
- 🟢 Black
- 🔴 Asian
- 🟠 Hispanic
- 🟤 Other Race / Native American / Multi-racial
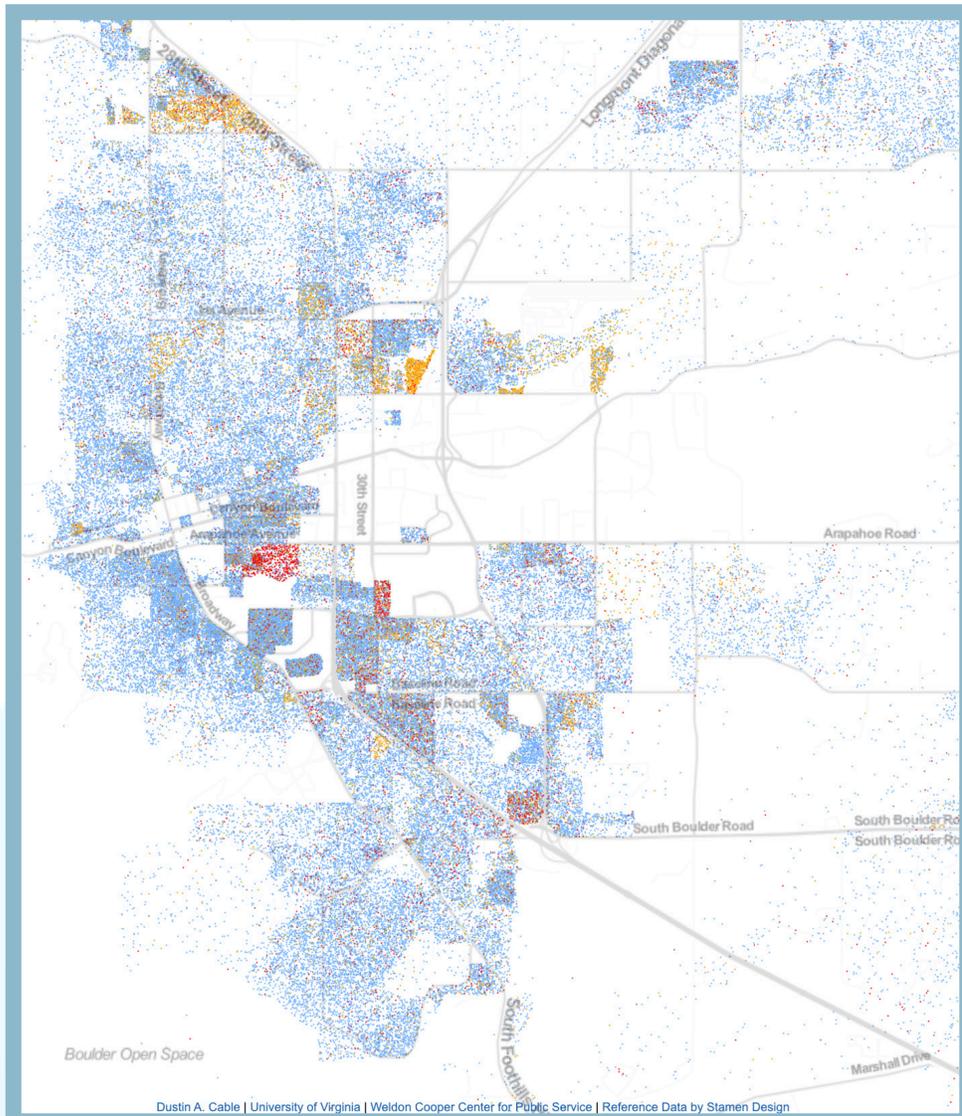
The following eight maps showing census tract data from the American Community Survey 5-year Estimates (2012-2017). The data are broken out into percentages of different racial groups. There are still questions to answer about the best way to use this, but the hope is that in combination with other data, they can help us determine where public services are needed to create a more equitable city.

Observations about the maps:

— Pay attention to percentages because colors of maps can be deceiving
— Confirms a predominantly white population
— Classification method is quantiles (equal number of observations in each class), but maybe another method is more valuable

Data source: Living Atlas provided by ESRI, sourcing the 2012-2017 ACS 5-Year Census Tract Data
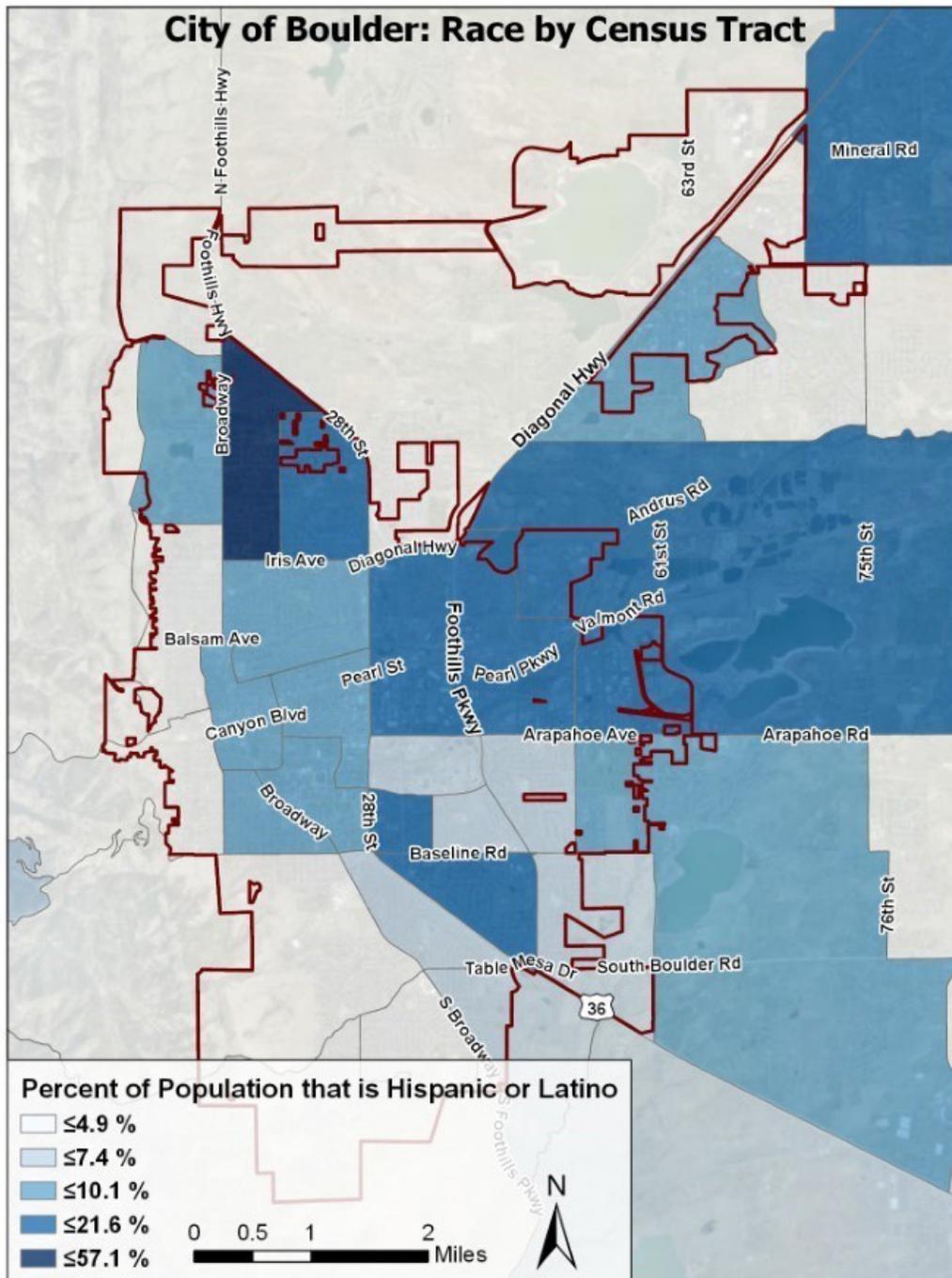
City of Boulder: Race by Census Tract
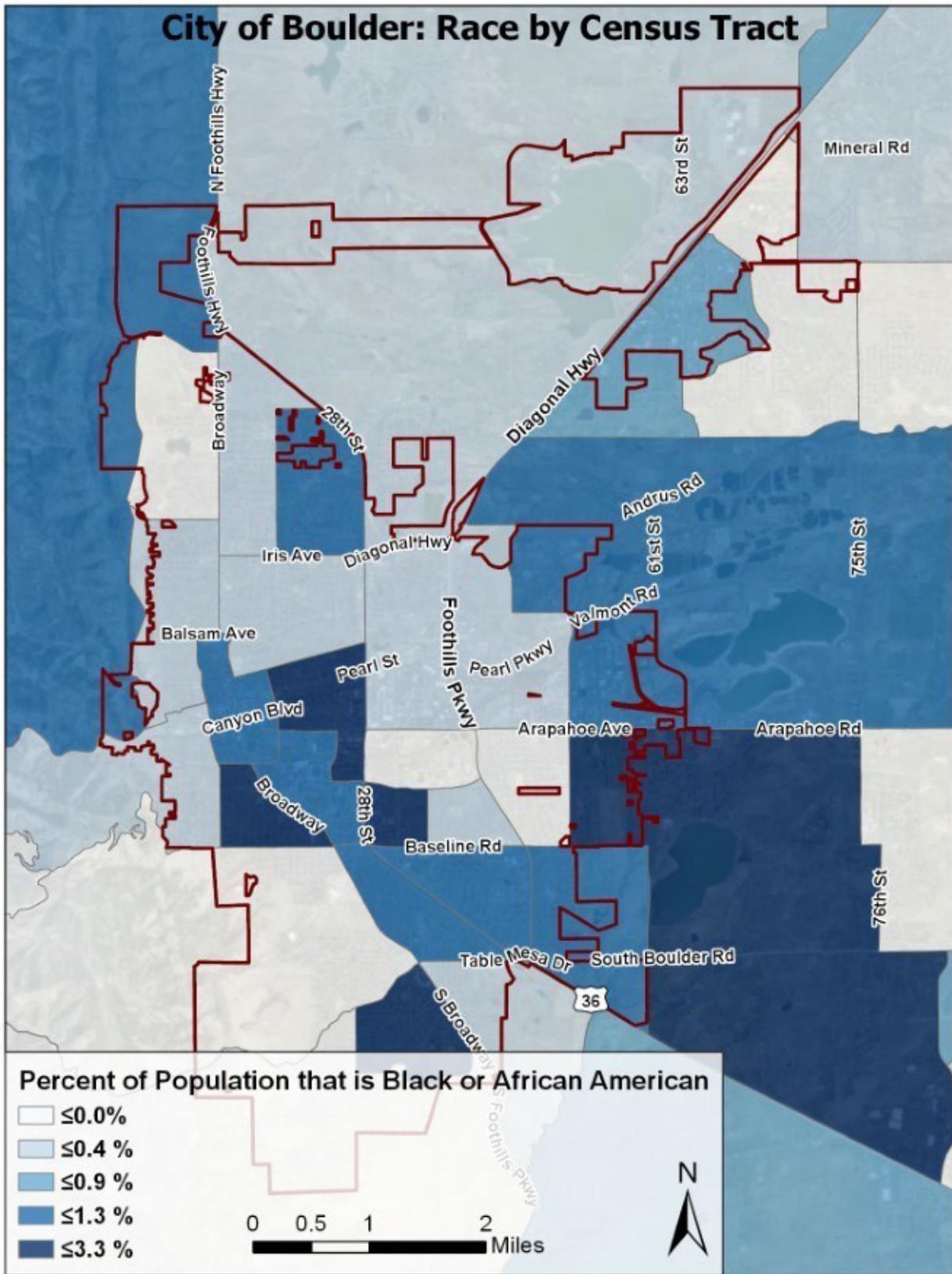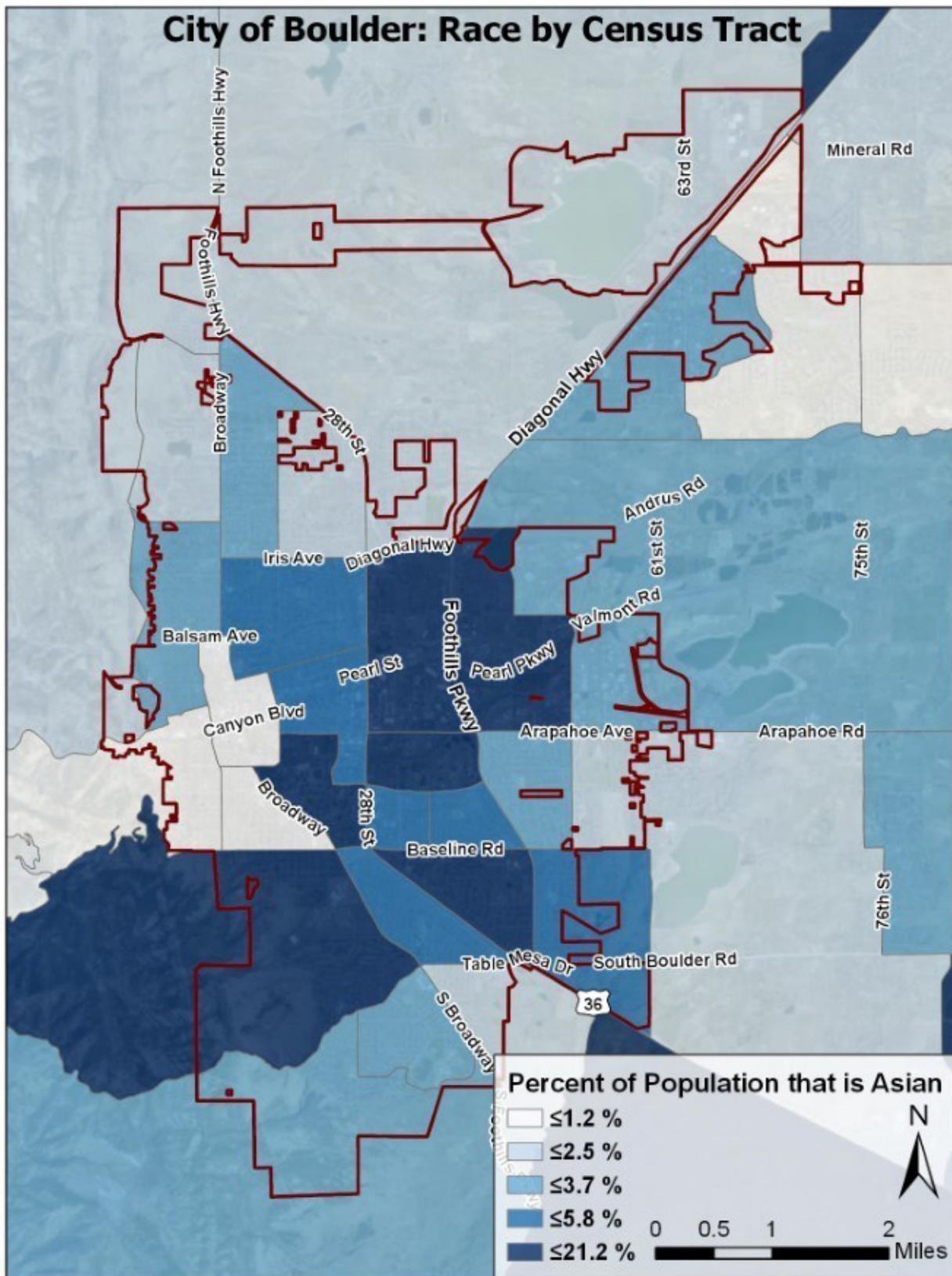
Percent of Population that is Hispanic or Latino
≤4.9 %
≤7.4 %
≤10.1 %
≤21.6 %
≤57.1 %

City of Boulder: Race by Census Tract

Percent of Population that is Black or African American
- ≤0.0%
- ≤0.4 %
- ≤0.9 %
- ≤1.3 %
- ≤3.3 %

City of Boulder: Race by Census Tract

Percent of Population that is Asian
- ≤1.2 %
- ≤2.5 %
- ≤3.7 %
- ≤5.8 %
- ≤21.2 %

0   0.5   1   2
                      Miles

City of Boulder: Race by Census Tract

Percent of Population that is Native Hawaiian and Other Pacific Islander

- ≤0.0 %
- ≤0.1 %
- ≤0.2 %
- ≤0.5 %
- ≤0.8 %

0   0.5   1   2   Miles

N

City of Boulder: Race by Census Tract

Percent of Population that is American Indian and Alaska Native

- ≤0.0 %
- ≤0.2 %
- ≤0.4 %
- ≤0.6 %
- ≤2.0 %

0   0.5   1   2 Miles

N

City of Boulder: Race by Census Tract

Percent of Population that is Some Other Race
≤0.0 %
≤0.1 %
≤0.3 %
≤0.6 %
≤3.4 %

City of Boulder: Race by Census Tract

Percent of Population other than Non-Hispanic White
- ≤11.3 %
- ≤15.5 %
- ≤21 %
- ≤29.8 %
- ≤59.6 %

City of Boulder: Race by Census Tract

Percent of Population that is Non-Hispanic White
- ≤70.1
- ≤79.6
- ≤84.8
- ≤88.6
- ≤95.7
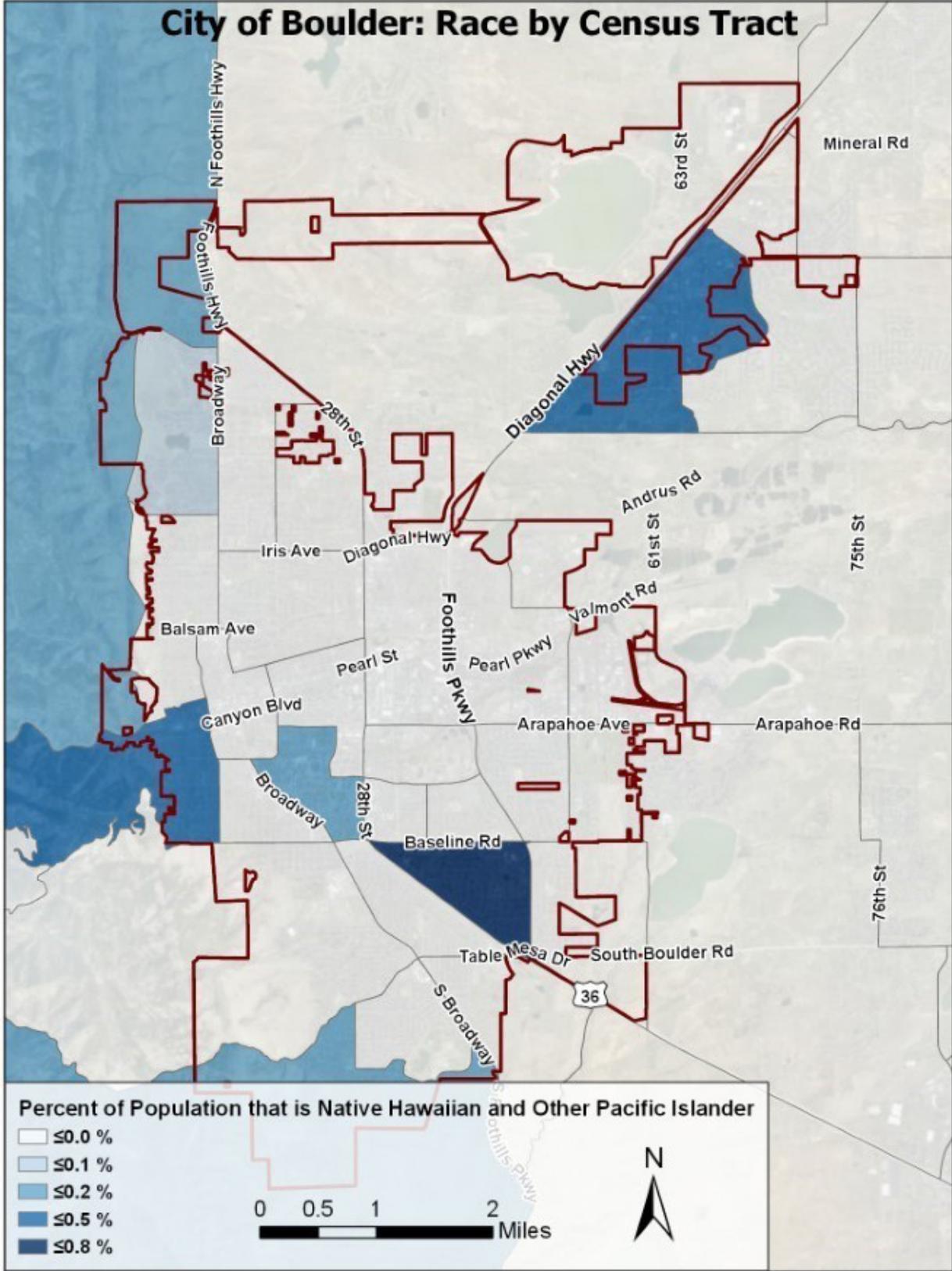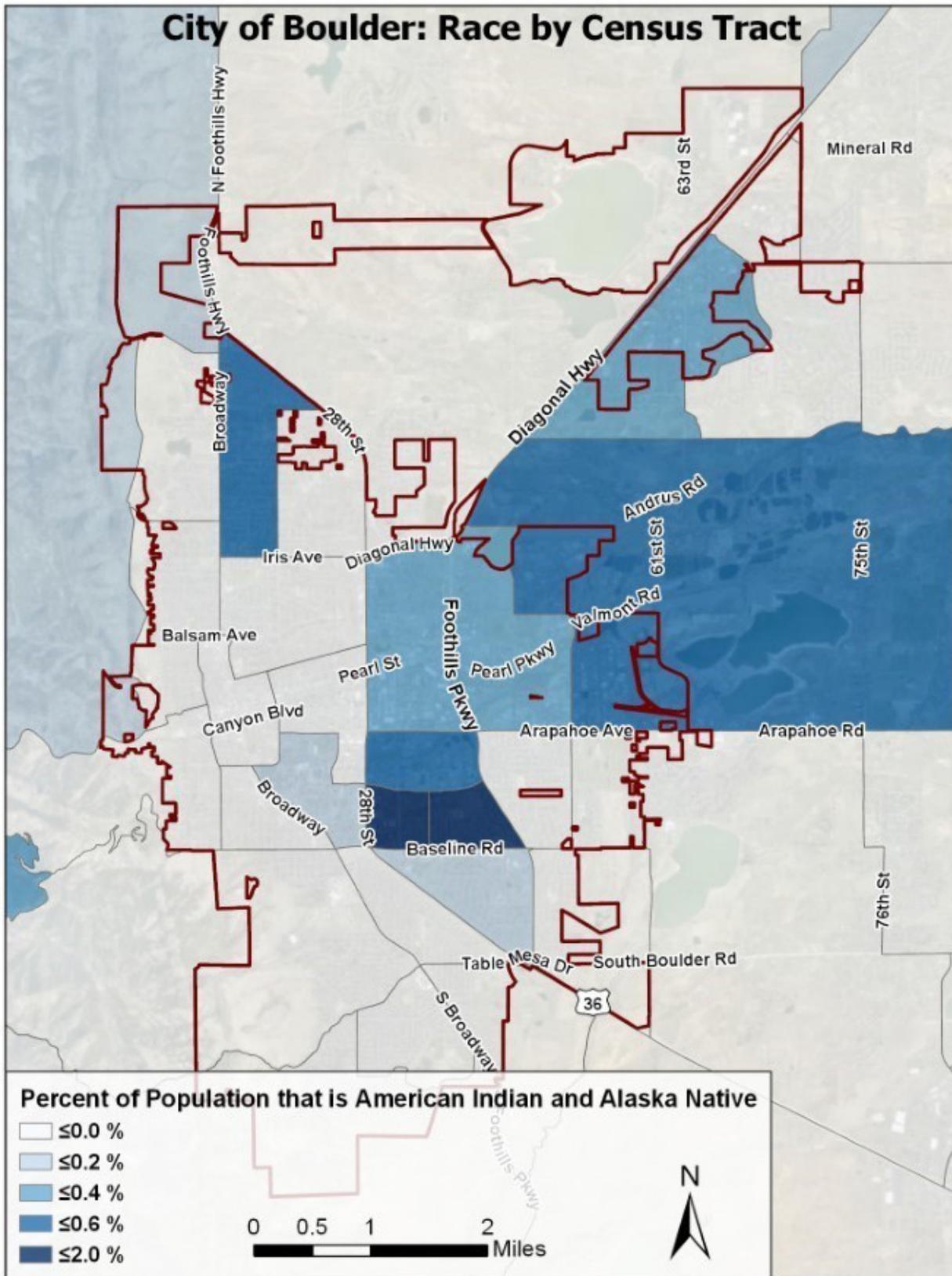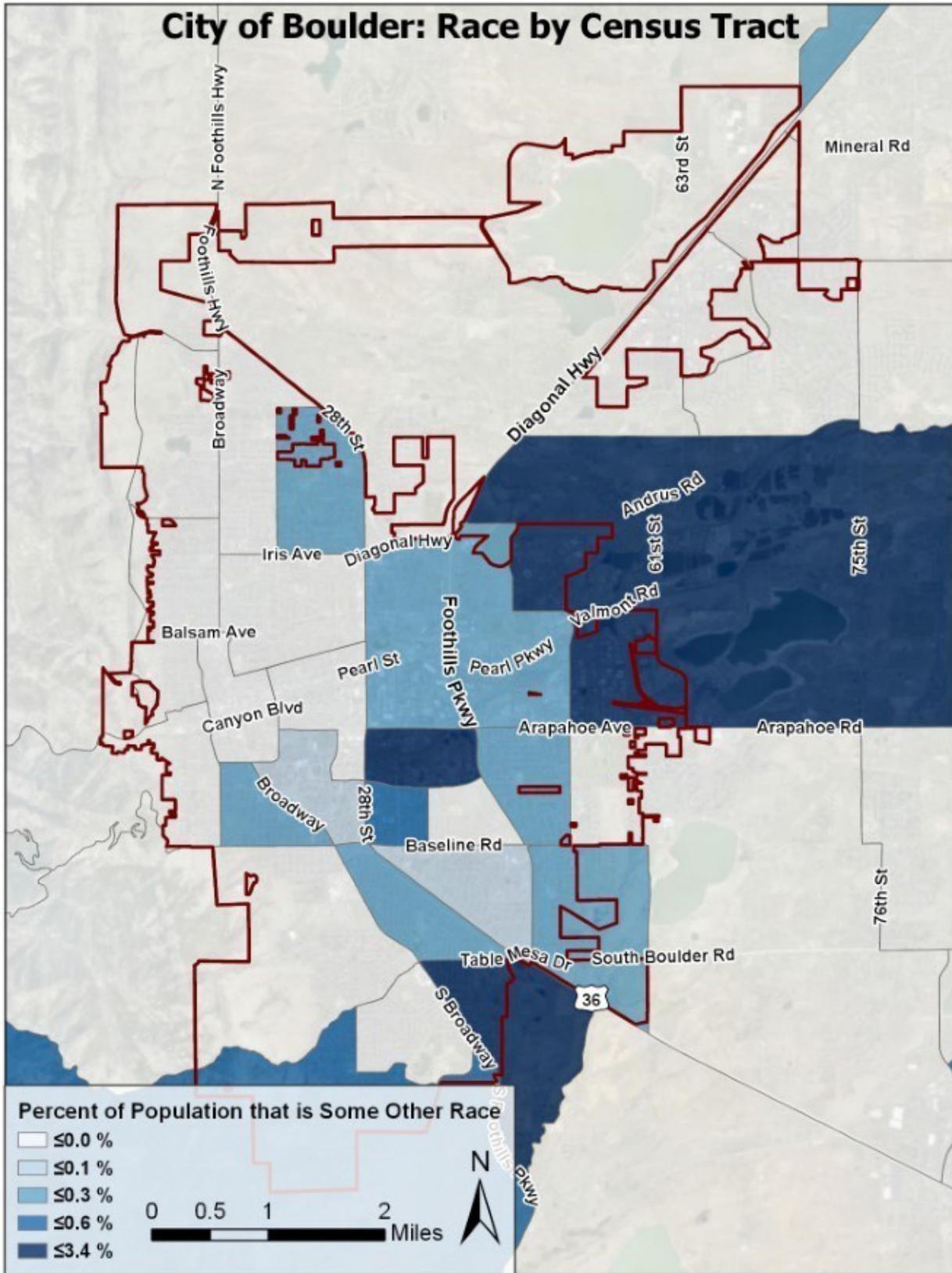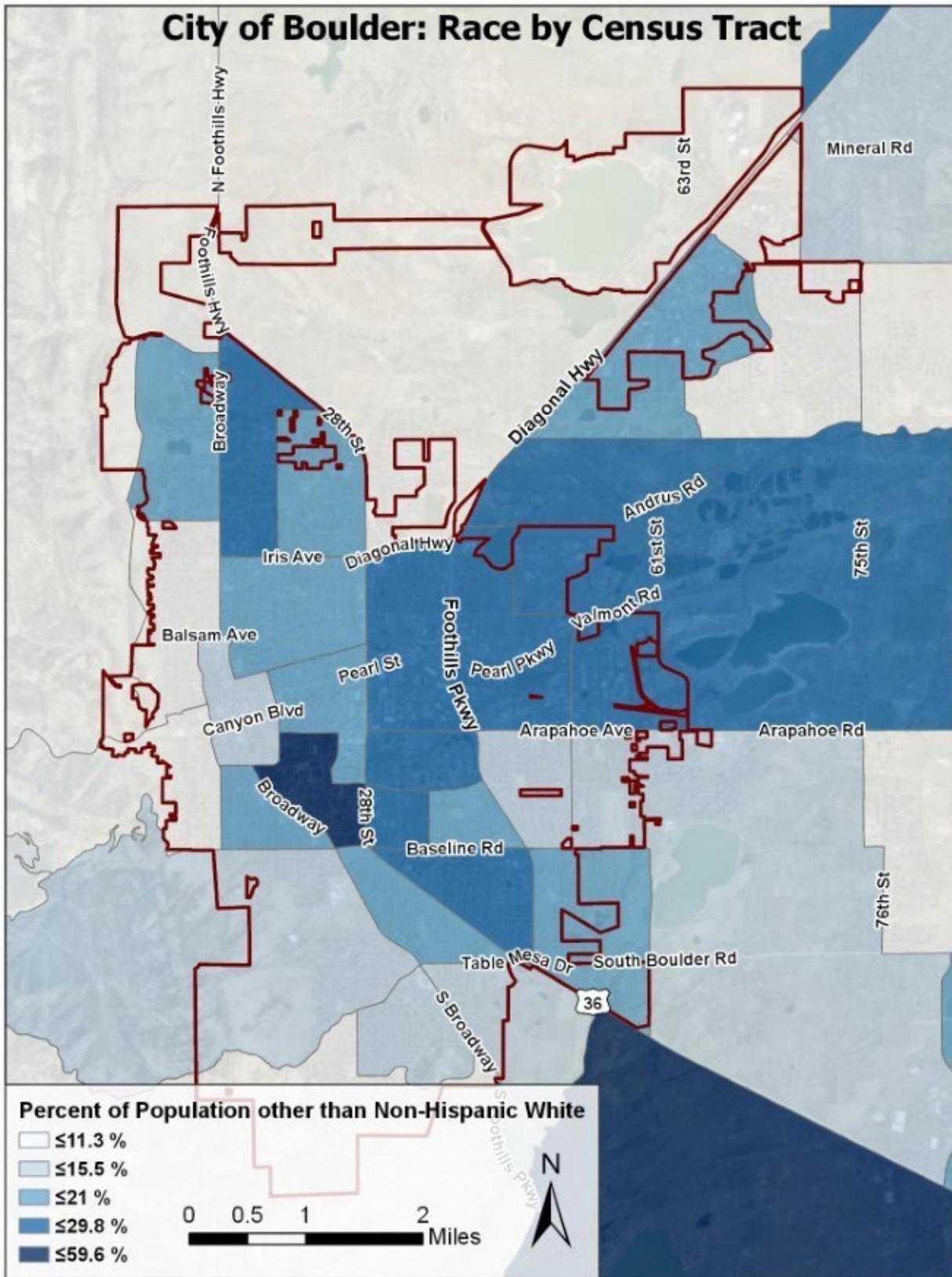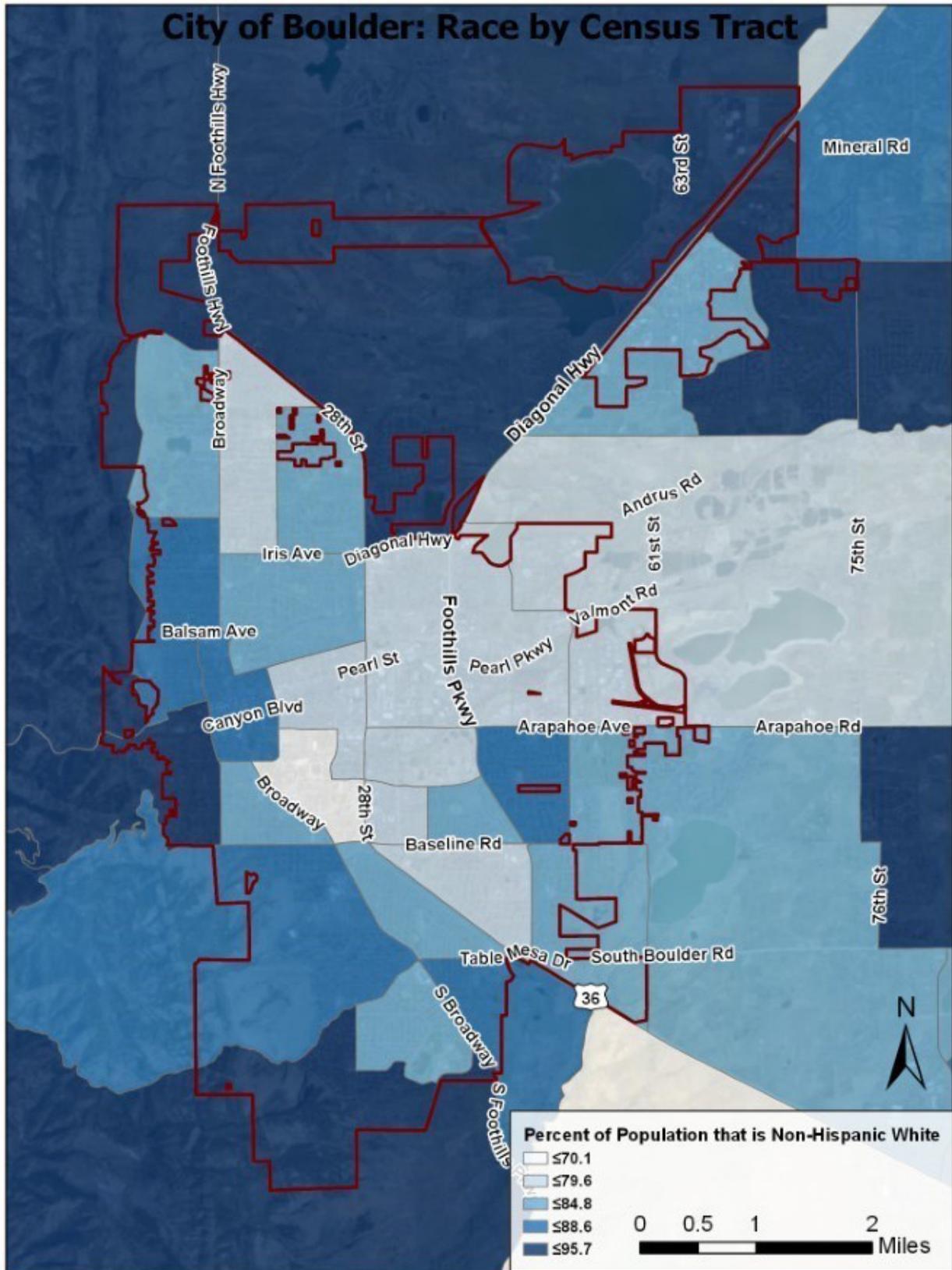
— Hickcox, Abby (2007) "Green Belt, White City: Race and the Natural Landscape in Boulder, Colorado," Discourse: Journal for Theoretical Studies in Media and Culture: Vol. 29 : Iss. 2 , Article 3. Available at: https://digitalcommons.wayne.edu/discourse/vol29/iss2/3

   — Summary: hidden behind the guise of open space preservation and conservation lurks a philosophy of ensuring the "right people" enjoy Boulder's landscape in perpetuity.

— Southern Arapahoe Chief Niwot, History and Background

— Toward Right Relationship with Native Peoples, Toolkit

— Conflict, Race, Violence Video (Boulder County Latino History)

— Latinos of Boulder County, Colorado; 1900-1980; Volume I: History and Contributions; Chapter: Conflict, Racism, and Violence, 1910-1940

— Ellen Tate Interview (2001) from the Carnegie Library, Boulder, CO

   — ABSTRACT: Ellen Tate describes growing up in Philadelphia, moving frequently with her husband, Penfield Tate II, while he was in the military; and moving to Boulder in 1967. She speaks about experiences as an African American, experiencing racism while traveling in the 1960s, creating a sense of black community in Boulder, and race relations in general in Boulder.

— De Laris Carpenter Interview (2001) from the Carnegie Library, Boulder, CO

   — ABSTRACT: De Laris Carpenter talks about her upbringing in Mississippi; her life in Boulder; her career as a teacher, counselor, and administrator; and the role of family in her life, addressing both her own childhood and her role as a parent. Throughout the interview, she discusses the African American community and interactions of the white and African American communities, including discussion of racism in Boulder, at the University of Colorado, Boulder, and in the Boulder Valley Schools.

— "Boulder Releases Data on Law Enforcement Discrimination", KUNC Report, May 1, 2019

— "Boulder prides itself on being welcoming to all. But its citizens of color tell a different story", Daily Camera Article, July 28, 2018

City of Boulder, 2021

More at www.bouldercolorado.gov