

To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: August 10, 2021
Initiated By: C. Kirby Dearth, City Management Analyst
Katherine L. Crowder, City Management Intern
Re: Community Task Force - Diversity, Equity, and Inclusion (DEI) Framework and Recommendations

Purpose

On August 8, 2020, Dublin City Council passed Resolution 41-20, approving the formation of the Community Task Force. The members of the Task Force represent a wide range of perspectives and identities in the community, including residents throughout Dublin, the business community, the school district, and youth leaders within the community. This memo summarizes the purpose of the Community Task Force and its work throughout the process of forming this Diversity, Equity, and Inclusion Framework. The Task Force will present this information at the August 16, 2021, Dublin City Council meeting by the Chair and Vice-Chair of the Task Force, Kofi Amponsah, and Bridgette Mariea.

Process

City Council directed the Task Force to identify solutions to defeat social injustice, bias, bigotry, and racism in the community and establish corresponding long-term goals. During the first few months of the Task Force, its members decided to establish subcommittees to facilitate more in-depth dialogue relative to key areas of opportunity and need throughout the community. The formation of subcommittees allowed for the delineation of inclusivity, diversity, justice, and equity, facilitating the efficient development of recommendations for creating an equitable community.

As part of an evaluative process, staff reviewed industry best practices throughout the United States relative to DEI Task Forces and their deliverables. Staff identified one particular framework developed by the City of Beaverton, Oregon, that received support from the Dublin Community Task Force. The Beaverton model effectively categorizes "aspirational goals" within conceptual "priority areas." The members of the Task Force adopted the Beaverton document as a model and, therefore, established General Recommendations, Public Engagement, City Practices, Public Safety, Economic Empowerment, Mobility and Transportation, Housing and Livability, and Community Building and Inclusion as its recommended priority areas.

The recommended priority areas were delegated to each subcommittee to examine and develop aspirational goals and recommended indicators of success, while the City Practices and Public Safety priority areas were carefully crafted by the City's internal DEI Committee and the Chief's Advisory Committee and reviewed by the Task Force at large. Each subdivision (Economics and Infrastructure, Education and Communication, and Youth Subcommittee) worked with relevant City staff and external subject matter experts and were continuously informed throughout the development of aspirational goals and indicators of success. While aspirational goals serve as recommended general directives from the Task Force, each corresponding indicator of success

serves as specific steps that the City can take to facilitate the actualization of the Task Force's goals for the community.

Members of the Task Force have developed their recommendations following numerous briefings by various City of Dublin divisions, including Economic Development, Transportation and Mobility, Planning, and Public Safety. Additionally, the Task Force commonly leveraged the City's LGBTQ+ Liaisons, Dublin's Law Director, and Dublin City School staff in its self-evaluation of the subcommittees' work. These sessions were designed to inform the Task Force of the City's efforts regarding police/community relations, initiatives toward affordable housing, transportation programs (affordable transportation), efforts to improve inclusivity and diversity, and support of LGBTQ+ individuals, all within the context of industry best practices. Consistent engagement with staff and subject matter experts served as inspiration for the Task Force as it developed its aspirational goals and indicators for success.

The Task Force has met 12 times at large and participated in over 20 subcommittee discussions throughout the past year. While the Task Force desired to be more actively engaged with the community in person, doing so has been difficult to impossible due to COVID-19 restrictions. A vast majority of meetings were held virtually due to the complications of the pandemic. However, the Task Force's final meeting was held in person as a result of the lifting of public health measures. At this meeting, the Task Force worked on the language of the DEI framework until it was satisfactory. At their July 20 meeting, members of the Task Force voted unanimously to approve the submittal of their DEI framework to City Council.

Recommendations

The Community Task Force and City of Dublin staff recommend that the Dublin City Council accept the Community Task Force DEI Framework and consider the implementation of its recommendations.



DIVERSITY, EQUITY & INCLUSION

Dublin Community Task Force | Diversity, Equity and Inclusion Framework | July 2021



TABLE OF CONTENTS

A Message from Dublin City Council	1
Community Task Force Message	2
Community Task Force Founding Purpose and Societal Context	4
Dublin Demographic Analysis	6
Definitions	8
Priority Area 1 – General Recommendations	11
Priority Area 2 – Public Engagement	12
Priority Area 3 – City Practices	14
Priority Area 4 – Public Safety	16
Priority Area 5 – Economic Empowerment	18
Priority Area 6 – Housing	20
Priority Area 7 – Mobility and Transportation	23
Priority Area 8 – Community Building and Inclusion	24

A MESSAGE FROM DUBLIN CITY COUNCIL

Dublin is a community that values diversity, equity and inclusion for all. As public officials, we in the City of Dublin work for every citizen, regardless of age, gender, ethnicity, race, religion, sexual orientation or any other social or personal characteristics. Inclusion is ingrained in our philosophy as a local democracy.

This framework serves as an outward expression of the City's commitment to these values. It is intended to communicate our goals and principles, hold the City accountable, and strengthen our ongoing efforts to promote the inclusive culture that makes Dublin a place for all people to thrive.

In 2020, Dublin City Council formed a Community Task Force and Chief's Advisory Committee to assist and advise the City on combating social injustice, inequity, intolerance, negative stereotyping and discrimination. These volunteer groups are composed of Dublin community stakeholders, including representatives from our diverse populations, youth, business owners and representatives from our school districts.

Join us in fostering a future that is both exceptionally open and unapologetically diverse, where all feel welcome and valued.

efforts or participate in an ongoing Community Advisory Committee and Chief's Advisory Committee meetings. Reach out to one of the City's LGBTQ+ liaisons or a Dublin Police Department Community Liaison Officer. Have meaningful conversations with your neighbors. Above all else, be respectful of everyone you meet and be inspired by, not fearful of, your differences. Dublin does not tolerate hate or discrimination of any kind, and we as a City promote the truth that we are all better because of our diversity.

We want to thank each member of the Community Task Force and Chief's Advisory Committee for their time and leadership. This framework would not have been possible without their input, efforts, review, suggestions and commitment to seeing this effort through.

We would also like to encourage everyone in the community to participate in these vital and ongoing efforts. Stay informed about City outreach and engagement

While current events and political climate changes will often demand a timely response from City leadership, this framework serves as the measured foundation by which all of our actions and practices will be developed and evaluated. It outlines specific indicators of success and measurable goals to evaluate our progress. It is our backbone.

While inclusion has long been one of our guiding principles as a City, we now need it to be our driving force. Join us in fostering a future that is both exceptionally open and unapologetically diverse, where all feel welcome and valued.

Sincerely,
Dublin City Council



Back Row: **Greg Peterson** (Ward 1), **John Reiner** (Ward 3), **Christina A. Alutto** (At-Large), **Jane Fox** (Ward 2), **Andy Keeler** (At-Large). Front Row: **Mayor Chris Amorose Groomes** (At-Large), **Vice Mayor Cathy De Rosa** (Ward 4).

COMMUNITY TASK FORCE MESSAGE

Like many communities in the summer of 2020, Dublin area residents were motivated to act against racism. We are a group of representatives from the community who worked together to develop recommendations for Dublin City Council to create a more diverse, equitable and inclusive community. Our group, the Community Task Force, is made up of 18 volunteers representing various interests and backgrounds (including residents, businesses, students and nonprofits) but all motivated to help build a strong, thriving, diverse and equitable community.

Building on Resolution 37-20 that passed June 2020, Dublin City Council directed the Dublin City Manager to establish a Community Task Force to recommend solutions and establish long-term goals, among other duties, which can help Dublin become a more diverse, equitable, inclusive and welcoming community. This direction was formalized in Resolution 41-20, which passed August 2020.

“ We invite each of you — every Dublin community member and every person who cares about Dublin — to read through this report and to select at least one priority area and accompanying recommendation that you can help us meet.”

We have met for more than a year and worked together to develop recommendations we believe will reduce racism and create an equitable community. The COVID-19 pandemic has impeded some of our efforts and has directly hampered our ability to secure more participation by members of the broader Dublin community. In spite of these unique challenges, we have successfully developed and approved a substantive list of priority areas and recommendations on how to meet these priorities (which we call “success indicators”). We believe action on these recommendations will go a long way toward meeting the goals of inclusivity, diversity, justice and equity.

Our primary takeaway from this effort is that our work is just a first step. The aspirations we hold for our community at large are not easily met or maintained. Fighting racism in all its forms is a necessity; creating diversity and equity requires significant commitments of time, money and resources. To make any substantive changes or lasting improvements, what was started with the Community Task Force must be continued. One of our recommendations is the creation of a DEI Advisory Committee, which would work together with other community stakeholders to help meet the Community Task Force’s priority areas and to identify additional actions and collaborative efforts necessary to move Dublin even closer to our ideals. Authentic progress can’t be achieved with short-term focus, trendy statements or laudable one-time investments; it is a constant and dynamic community effort. We hope Dublin City Council and other Dublin residents agree.

We invite each of you — every Dublin community member and every person who cares about Dublin — to read through this report and to select at least one priority area and accompanying recommendation that you can help us meet. Our community, like other suburbs, is a reflection of us and our values, and we have decided we will not tolerate racism (intentional or not). We have decided to counter discrimination with equitable and enduring opportunities for all. Ultimately, our city’s meaning and strength is created, fostered and celebrated by the commitments each of us makes to one another and to our future fellow community members.

MEMBERS OF THE COMMUNITY TASK FORCE

Members

Kofi Amponsah – Chair
Bridgette Mariea – Vice Chair
Erica Adams
Audrey Bannister - Youth
Rama Billakanty
Samhi Boppana - Youth
Will Knapke - Youth
Jamil Robinson - Youth
Isao Shoji
Nancy Sofowora
Vincent Wang
Stephen White

Contributing

Deneisha Franklin
Dr. Todd Hoadley
Ron Jordan
Lynette Mercado
Dr. Ajay Satyapriya
Silvina Smith

Chief's Advisory Committee

Judge Dewayne Maynard - Chair
Ajmeri Hoque - Vice Chair
Srikanth Gaddam
Cortney Ingram
Cameron Justice
Susan Ortega
Imran Malik
Isao Shoji
Stella Villalba
Yanling Yin



From left: **Deidra Wolf** (Executive Assistant to the City Manager), **Homer Rogers** (Assistant City Manager), **Rama Billakanty**, **Cheyenne Pyle** (Office of the City Manager Intern), **Dr. Bennyce Hamilton** (Dublin City Schools Director of Diversity, Equity, and Inclusion) **Erica Adams**, **Lt. Greg Lattanzi**, **Bridgette Mariea**, **J.M. Rayburn** (City Planner and LGBTQ+ Liaison), **Nancy Sofowora**, **Kirby Dearth** (Office of the City Manager Management Analyst), **Isao Shoji**, **Vincent Wang**, **Will Knapke** and **Dana McDaniel** (City Manager). Not pictured: **Kofi Amponsah**, **Stephen White**, **Samhi Boppana**, **Jamil Robinson** and **Audrey Bannister**.

COMMUNITY TASK FORCE FOUNDING PURPOSE AND SOCIETAL CONTEXT

Historically, the City of Dublin and Dublin City Council have actively issued measures to combat inequality and racism in the community. In 2015, Dublin City Council passed Resolution 86-15, rejecting discrimination of any kind and urging the Ohio General Assembly to consider legislation to ensure equal opportunity and respect for all people. Additionally, the City Manager signed partnering Administrative Order 2.66, specifically prohibiting discrimination within the work environment of the City of Dublin. In 2017, Dublin City Council built upon this strong foundation by passing Resolution 37-17 to combat intolerance, negative stereotyping and discrimination based on religion, belief or ethnicity. Alongside this resolution, the City of Dublin worked with Dublin youth to organize Martin Luther King Jr. Sunday Suppers. These events bring together neighbors, leaders, students and community members to discuss the community's strengths and areas of opportunity.

Additionally, the City of Dublin organized town halls to enable open communication and connection between diverse residential communities and city officials. In 2019, the City of Dublin contracted consultants to facilitate a diversity and inclusion strategic plan to evaluate the organization's current strengths, opportunities and weaknesses.

These events bring together neighbors, leaders, students and community members to discuss the community's strengths and areas of opportunity.

Throughout 2020, several societal events prompted echoing calls for the reaffirmation of civil rights in America. These events prompted a magnification of the actions and responsiveness of public and private efforts to improve diversity, equity and inclusion nationwide. In adherence to society's calls, Dublin City Council passed Resolution 37-20, condemning racism, declaring that Black lives do matter, and pledging to combat injustice and inequity. After careful consideration and substantial discussion, Dublin City Council unanimously passed Resolution 41-20 on Aug. 10, 2020, establishing the Community Task Force and the Chief's Advisory Committee.

Dublin City Council entrusted the Community Task Force to identify long-term community goals and recommend dedicated solutions to defeat social injustice, bias, bigotry, inequity and racism within Dublin as a community and an organization. Throughout the following year, the Community Task Force held 11 public meetings at large and 21 various subcommittee meetings to enable deeper conversations and research key areas of opportunity and need in the community.

Throughout this process, the Chief's Advisory Committee and a City of Dublin internal diversity, equity and inclusion committee also participated in formulating certain goals presented within this strategic framework.



DUBLIN DEMOGRAPHIC ANALYSIS

PURPOSE

The City of Dublin is a proud local democracy that is home to more than 50,000 residents. Dublin strives to be a global city of choice for people of all walks of life. The City of Dublin is tasked with effectively incorporating cultural understanding and the celebration of diversity into its daily organizational responsibilities. Therefore, it is imperative that the City of Dublin understand the demographic composition and the unique perspectives of the residential population living within the City's boundaries in relation to City of Dublin employees, the school districts that serve Dublin, the Franklin County region, and the state of Ohio.

RESIDENT RACIAL DEMOGRAPHICS AND AGE COMPARISON

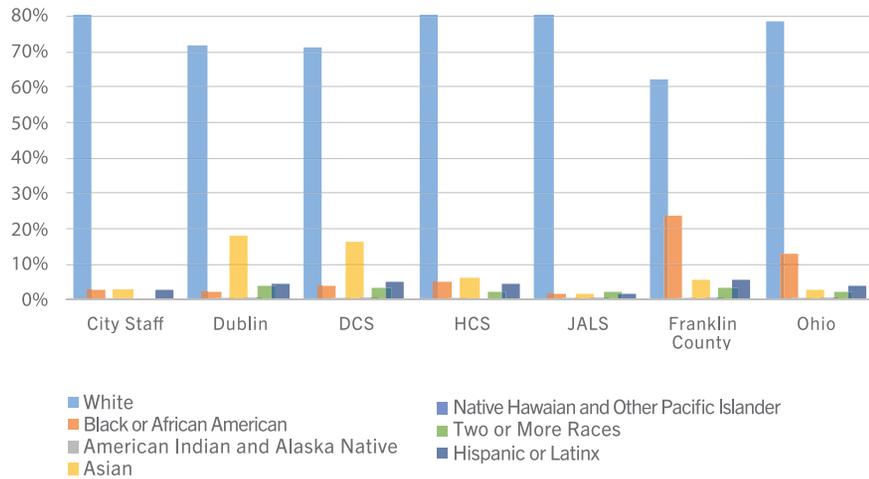
The City of Dublin is composed of many unique communities with diverse perspectives and traditions. For example, almost 20 percent of Dublin households speak a language other than English at home, compared with only 13.5 percent of Franklin County households and 7.2 percent of households across Ohio. One of these established communities includes the Asian community. Within the Hilliard City School District (HCS), Jonathan Alder Local Schools (JALS), Franklin County and Ohio, Asian Americans account for 2.5 percent, 2.1 percent, 5.7 percent and 2.5 percent, respectively. However, the Asian community accounts for 18.3 percent of residents of the City of Dublin, and 16.3 percent of residents of Dublin City Schools (DCS).

Inversely, Black Americans make up 23.8 percent and 13.1 percent of the Franklin County and Ohio populations, respectively, but only 2.3 percent of Dublin residents, 4 percent of DCS residents, 5 percent of HCS residents, and 1.6 percent of JALS. Hispanic or Latinx Americans currently make up 4.7 percent of Dublin residents, 4.9 percent of DCS residents, 4.3 percent of HCS residents, 1.8 percent of JALS residents, 5.8 percent of Franklin County residents, and 4 percent of Ohio residents. Lastly, white Americans account 71.6 percent of Dublin residents, 71 percent of DCS residents, 91.9 percent of HCS residents, 93 percent of JALS residents, 62.1 percent of Franklin County residents, and 78.4 percent of Ohioans.

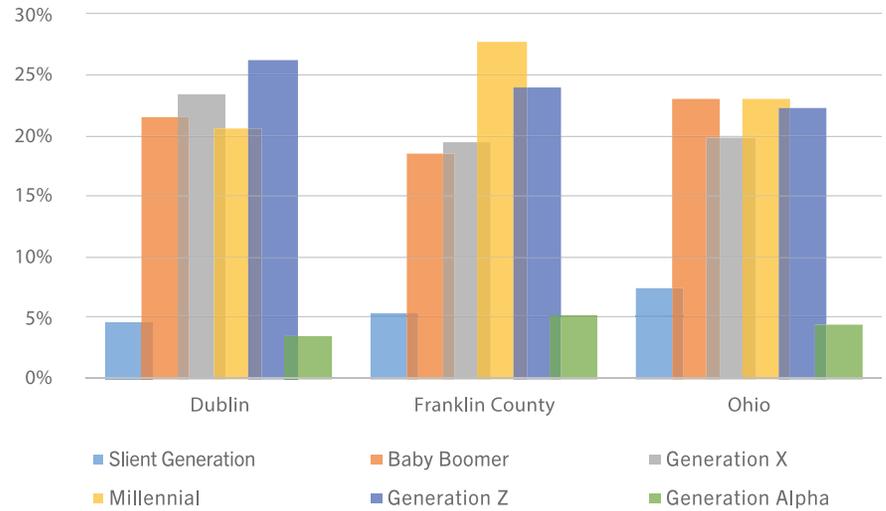
The majority of Dublin's population consists of members of Generation Z and Generation X, with baby boomers and millennials following closely behind. This age distribution is unique to the City of Dublin, as millennials are significantly more prevalent than all other generations in the DCS district and Franklin County as a whole. Additionally, millennials are the largest generation in Ohio at large. However, the distribution of all other age groups across the state is much more in line with that of the City of Dublin.



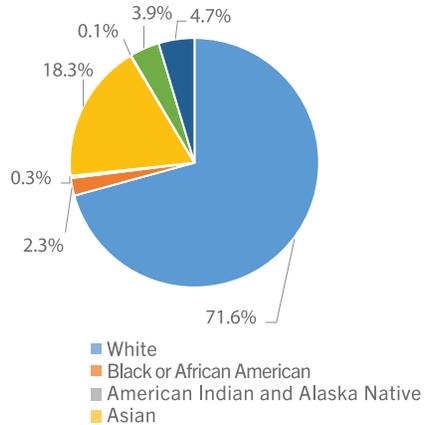
OHIO RACIAL DEMOGRAPHICS



AGE DEMOGRAPHICS | YOUNGEST TO OLDEST

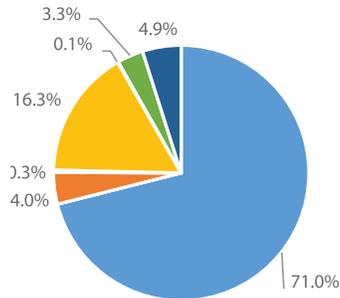


CITY OF DUBLIN RESIDENT RACIAL DEMOGRAPHICS

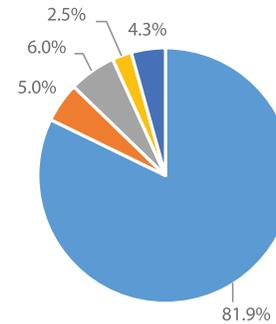


SCHOOL DISTRICTS RACIAL DEMOGRAPHICS

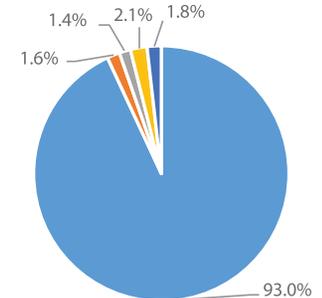
Dublin City Schools



Hilliard City Schools



Jonathan Alder City Local Schools



DEFINITIONS

PURPOSE

A number of terms that are commonly used to describe people living in modern society have deeply seeded roots in racism, ignorance and stereotypes. Additionally, several of the terms used to communicate diversity, equity and inclusion (DEI) concerns can be interpreted in a variety of ways. Therefore, the Community Task Force identified a need to establish a list of formal definitions of DEI terms in order to foster understanding, streamline communication and ensure the use of representative language.

Without agreeing upon our interpretations of definitions, we risk our use of language constraining our ability to discuss and address societal issues governing the treatment of diverse people. The Community Task Force has adopted the following glossary of equity, diversity and inclusion terms provided by the Pacific University of Oregon to guide the conversations and recommendations presented within this formal document. This list serves as a living document and is subject to revisions, additions and further review. The Community Task Force acknowledges that this list is not entirely exhaustive, and it reserves the right to update it when necessary.

IMPORTANT DEFINITIONS

Diversity | The wide variety of visible and invisible, shared and different, personal and group characteristics among human beings

Equity | Equity takes into consideration the fact that the social identifiers (race, gender, socioeconomic status, etc.) do, in fact, affect equality. In an equitable environment, an individual or a group would be given what was needed to give them equal advantage. This would not necessarily be equal to what others were receiving. It could be more or different. Equity is an ideal and a goal, not a process. It ensures that everyone has the resources they need to succeed.

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





The Community Task Force's Diversity, Equity and Inclusion (DEI) Framework is composed of eight priority areas containing aspirational goals and indicators of success. The following is a summary of the goals of each priority area.

PRIORITY AREA 1 | GENERAL RECOMMENDATIONS

ESTABLISH AN ONGOING DIVERSITY, EQUITY AND INCLUSION ADVISORY COMMITTEE

It is imperative to the successful implementation and elaboration of this framework that Dublin City Council establishes an ongoing Diversity, Equity and Inclusion (DEI) Advisory Committee.

Indicators of Success

- Dublin City Council establishes a Diversity, Equity and Inclusion Advisory Committee comprising 13 to 16 residents and community members appointed with staggered, two- to three- year terms and consisting of diverse members of the community.
- The Dublin DEI Advisory Committee effectively collaborates with City Council and City staff to facilitate, monitor and evaluate the implementation and expansion of the Community Task Force's recommendations.
- The Dublin DEI Advisory Committee serves as a public-facing community resource that enables two-way communication between the City of Dublin and community members representing diverse interests throughout the community.
- The Dublin DEI Advisory Committee is composed of a number of ex officio representatives, for example local school districts, the Dublin Chamber of Commerce, and other relevant community organizations.

PASS AN ANTI-DISCRIMINATION ORDINANCE

It is important that Dublin City Council considers, crafts and adopts a comprehensive anti-discrimination ordinance.

Indicators of Success

- Dublin City Council adopts an ordinance that bars housing discrimination on the basis of an individual's source of income.
- Dublin City Council adopts an ordinance that prohibits housing, public accommodations and employment discrimination on the basis of sexual orientation, gender identity or gender expression.



PRIORITY AREA 2 | PUBLIC ENGAGEMENT

IMPROVE COMMUNICATIONS AND OUTREACH

The City should work to continuously understand the communal diversity within Dublin, while promoting a welcoming environment by building relationships and trust.

Indicators of Success

- The City releases official city statements, materials and digital content in several different languages.
- Dublin's communications team reevaluates its communication channels to ensure that it is reaching all racial demographics and communities in Dublin.
- The City seeks opportunities to amplify voices and communities through official City of Dublin content, such as Dublin News Now and social media messaging.
- The City evaluates its inventory of key navigational signage and infrastructure assets in and around City buildings and the community at large in an effort to update them to increase the use of icons, multilingual and gender-neutral language.
- The City leverages diverse community leaders to expand communications efforts regarding City practices and electoral engagement.
- The City increases the number of interpreters at City events to promote engagement in multilingual communities and expand accessibility options for those who may be blind, deaf or mute.

SUPPORT LEADERSHIP DEVELOPMENT

The City must promote understanding of Dublin government and the community at large by recruiting diversity into City leadership development and education efforts.

Indicators of Success

- The Citizen University, Dublin Citizens' Police Academy and Washington Township Citizens' Fire Academy programs incorporate acknowledgment of Dublin's diversity in their curriculums.
- The total number of diverse Citizen University, Dublin Citizens' Police Academy and Washington Township Citizens' Fire Academy program alumni increases annually.
- The City supports training programs for historically underrepresented communities and young people about what it takes to run for local elected office or to staff a board or commission.
- The City institutes a process for facilitating shadowing experiences and mentorships with elected City of Dublin officials for diverse community leaders and young people.
- The City sponsors community leaders from diverse backgrounds to complete the Dublin Chamber of Commerce's "Leadership Dublin" program.



FACILITATE YOUTH ENGAGEMENT

The City should treat the young people of Dublin as relevant stakeholders, engaging and including representatives as much as possible.

Indicators of Success

- The City includes four positions on the future Dublin DEI Advisory Committee that will be filled by one senior representative from each high school and one from the Emerald Campus. Each member will represent schools within their “high-school track” alongside an informal deputy of junior standing to ensure succession planning.
- The City forms a formal Youth Advisory Committee composed of the school representatives of the DEI Advisory Committee, their informal deputies, and any other interested parties to effectively open communication between the City and Dublin youth regarding concerns and perspectives that lie outside the scope of DEI.
- The City works with Syntero, the Dublin Community Recreation Center, Dublin Arts Council, Dublin-based athletic teams and clubs, and Dublin City Schools to build and advertise diverse events and innovative approaches in an attempt to attract diverse interest in opportunities to engage youth in DEI efforts and training.
- The City works with school representatives to strategically engage with Dublin youth at City events, roundtables and youth-dedicated town halls.

INSURE REFLECTIVE GOVERNMENT AND CITY PRACTICES

City officials and staff’s goals, values and decisions should be informed by perspectives provided by diverse Dublin residents and communities.

Indicators of Success

- City staff/City Council/boards and commissions participate in Dublin-specific DEI and cultural competency training.
- City staff/City Council/boards and commissions leverage the perspectives of the future DEI Advisory Committee.
- The City will organize and facilitate a series of town halls to engage with specific communities. Staff/City Council/boards and commissions leverage these annual town halls as opportunities to engage with the concerns of diverse communities and engage with their perspectives.
- City leadership and elected officials meet with community leaders in an informal setting regarding their perspectives throughout the year.

PRIORITY AREA 3 | CITY PRACTICES

BACKGROUND

Despite the deep concentration of Asian Americans in the City of Dublin, Asian individuals only make up 3 percent of City of Dublin staff. The proportion of Black Americans who make up the City of Dublin workforce is largely in line with the demographic composition of the school district community at 3 percent. Black Americans currently occupy 4 percent of senior leadership positions. Although Hispanic or Latinx individuals make up almost 5 percent of Dublin residents, members of this community only account for 3 percent of the Dublin workforce. White Americans account for 91 percent of Dublin staff. White individuals are disproportionately overrepresented in the demographics of the City of Dublin's workforce.

Note: The following indicators of success were compiled from the work of the City of Dublin's internal DEI committee and reviewed by the Community Task Force. These indicators of success serve as "objectives" within the City's Internal DEI Strategic Plan, which is a separate document from the Community Task Force's DEI Framework.



DIVERSIFY THE WORKFORCE

The City must recruit, retain and promote a demographically diverse staff.

Indicators of Success

- The City increases its diversity of historically underrepresented populations to be more reflective of Central Ohio's population demographics over a 5- to 10-year period.
- City leaders create and sustain an organizational infrastructure to support accountability in achieving equity goals within the agency.
- City staff implements an inclusive and comprehensive outreach, engagement and assessment plan focusing on hiring standards and practices, such as advertising, the creation of job descriptions, search processes and education of search committee/hiring managers to aid in the recruitment of diversity.
- The City retains and promotes a more compositionally diverse workforce.



FACILITATE EDUCATION AND AWARENESS

It is important that the City enhance its understanding and awareness of diversity, equity, and inclusion.

Indicators of Success

- The City establishes a standing internal DEI committee that consults with leadership and provides recommendations.
- The City's Human Resource Department creates DEI-specific training programs (for full-time and part-time employees) and increases participation in required and voluntary training each year.
- City programs provide resources and support activities to incorporate diverse perspectives into the workplace.
- City staff actively measures and evaluates the workforce's DEI awareness.
- The City commits to assessing the likely outcomes of its administrative policies, rules and regulations on diversity, equity and inclusion in Dublin.

EVALUATE BUSINESS PRACTICES

The City establishes and maintains business practices that ensure fairness and equity for diverse vendors and contractors seeking to do business with the City.

Indicators of Success

- The City effectively increases the percentage of diverse vendors and contractors that do business with the City.
- The City facilitates an increase in the number of locally owned diverse businesses.

MONITOR SERVICE DELIVERY

It is imperative that the City understand its customers and ensure that services are designed and delivered in an equitable and inclusive manner.

Indicators of Success

- Increase the demonstrated cultural fluency and competency of City staff.
- City divisions collect standardized demographic user data to identify gaps and/or overrepresentation.
- City divisions use an equity toolkit when developing policies, programs and budgets.
- City customers feel that City service interactions are responded to with equity and access as indicated by standardized user feedback tools.

PRIORITY AREA 4 | PUBLIC SAFETY

Note: The following indicators of success were compiled from the work of the Chief's Advisory Committee and reviewed by the Community Task Force.

PROMOTING PUBLIC SAFETY AND A SENSE OF SECURITY

Dublin Police ensures public safety, a sense of security, and community engagement while acknowledging and respecting the various cultures and perspectives of diverse residents.

Indicators of Success

- The Dublin Police Department cultivates a culturally responsive public safety staff.
- The City produces policies and continues training sessions that reduce the potential for implicit biases that may affect decision-making.
- City officials promote policies and programs that contribute to a community environment in which minority and immigrant communities are welcomed and included.
- Dublin Police employ procedural justice in policy and interactions with the public with a focus on young and vulnerable communities.
- City officials promote policies that ensure the safety of all individuals during arrest processing, searches and placement in custody.
- The City provides education and training opportunities for Dublin Police staff, encouraging collaboration and a better understanding of diverse perspectives, experiences and expectations.

CULTIVATING COMMUNITY ENGAGEMENT AND PUBLIC TRUST

Dublin Police develops and executes a comprehensive community engagement strategy that effectively connects police with Dublin residents, businesses and community stakeholders.

Indicators of Success

- City officials establish an ongoing Chief's Advisory Committee.
- The Dublin Police Department develops various diversity, equity and inclusion engagement events that promote collaboration, communication and partnership among Dublin Police and diverse constituents.
- Leadership engages with people with disabilities and disability advocacy associations in an effort to increase awareness for Dublin Police staff and enhance services for the community.
- The Dublin Police Department researches and develops future partnerships in public safety related mental health resources.
- The Dublin Police Department improve communication strategies to better inform and solicit feedback from the community as a whole, including diverse communities and stakeholders, during public meetings and engagement opportunities.

ENSURING TRANSPARENCY AND ACCOUNTABILITY

Dublin Police effectively facilitates accountability by focusing reporting procedures on delivering transparency and information accessibility.

Indicators of Success

- The Chief's Advisory Committee holds regular meetings to ensure consistent communication with the community.
- The City maintains Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation standards.
- The Dublin Police Department makes crime statistics, enforcement data, agency policies, annual agency reviews and policing analyses of resistance and pursuit available online to better inform key stakeholders of the department's values, goals, progress and performance measurements.
- The City solicits community input when making or revising policies on topics including but not limited to responding to resistance, officer-involved critical incidents, body-worn cameras, pursuit, domestic violence response protocols, the School Resource Officer program and Community Liaison Officer Program.

DIVERSIFYING POLICE PERSONNEL

Dublin Police takes active and explicit steps toward diversifying the demographics of the department.

Indicators of Success

- The City improves the diversity of the Dublin Police applicant pool and awareness of professional development opportunities.
- The Dublin Police Department recruits, retains and promotes a demographically diverse Dublin Police staff.
- Dublin Police focuses on equitable hiring practices and require all hiring committee members and recruiting representatives to successfully complete diversity, equity and inclusion training prior to participation in the selection process.
- The Dublin Police Department improves agency capacities for communication with diverse populations by incentivizing non-English proficiency from current members and future candidates.



PRIORITY AREA 5 | ECONOMIC EMPOWERMENT

INCREASE WORKFORCE DIVERSITY

The City prioritizes workforce and workplace diversity within City of Dublin limits by creating, identifying and supporting programs and businesses that result in increased diversity.

Indicators of Success

- The City assists businesses in increasing the diversity of their employee applicant pool and retaining diverse employees.
- The City helps businesses increase the diversity of the subcontractors, independent contractors and freelancers they hire or employ.
- There is an increase in minority-owned businesses within the City of Dublin.
- The City examines and selects specific actions or programs to intentionally attract more diverse businesses, more minority-owned businesses and more diverse employee applicants.
- The City partners with surrounding cities, counties and other stakeholders to incorporate programs that assist the City in accomplishing its economic empowerment goals.
 - Partner with like-minded advocates and programs that can help the City accomplish its goals (for example, ALVIS, the Exit Program and IMPACT which work with the formerly incarcerated).
 - Recognize and address the need for employers to find, hire and retain various levels of skilled and unskilled employees.
 - Continue to anticipate changing demographics and intentionally prioritize younger employees, business owners and residents.

REDUCE RACIAL WEALTH GAP

The City assesses whether there is a wealth gap within the City and in the broader region. The City's research will be used to determine which actions can be taken to improve access to resources, financial stability and equitable treatment within the City and regionally.

Indicators of Success

- The City places special emphasis on researching, understanding and addressing the persistent community sentiment that there are widening and stark economic differences on either side of the Scioto River.
- The City offers and/or supports adult education opportunities to encourage self-sustainability.
- The City offers and/or supports mentoring programs which can reduce barriers to success.
- The City offers and/or supports apprenticeship programs, associate degrees, leadership development programs and internships for City residents, with a special emphasis on diversity to develop an effective pipeline of diverse talent for local employment opportunities and for participation in City government including boards, commissions, City Council, etc.
- The City offers and/or supports apprenticeship programs, associate degrees, leadership development program, and internships for non-City residents with special emphasis on diversity to increase applicant pool for Dublin-area businesses.
- The City identifies, supports and expands policies, programs and businesses that create stability and success for those in need within Dublin, including the Dublin Food Pantry, Welcome Warehouse and Neighborhood Bridges Dublin.

SUPPORT DIVERSITY AMONG DUBLIN BUSINESSES

The City embraces and widely celebrates a comprehensive and long-term commitment to diversity, equity and inclusion in relationship to all things business.

Indicators of Success

- The City considers development of a resource platform for Dublin and surrounding businesses and for those who are considering locating in Dublin.
- The City considers duplicating the FitBiz model to offer custom info and assistance to Dublin businesses that want to improve the diversity of their workforce.
- The City partners with advocates who can help the City reach its goals.
 - Numerous advocates and programs can partner with the City to elevate diversity, meet the City's goals and increase the likelihood of long-term success (from re-entry programs to immigrant services, from veterans' organizations to disability advocates, etc.).
- The City recognizes and embraces the fact that bold assertions attract people and entities which share the City's diversity values.
- The City features diversity efforts in the standard recruitment presentations made by the City to potential business partners.
- The City develops a recognition program to highlight DEI initiatives and efforts among Dublin businesses and feature them in City communications.
- The City establishes a reward program that celebrates the successes of Dublin businesses with incentives tied to DEI metrics.



PRIORITY AREA 6 | HOUSING

BACKGROUND

Dublin's median property value reached \$371,800 in 2018, with an average monthly mortgage totaling \$2,586. Of the total Dublin housing stock, 76.1 percent of homes are owner-occupied. For reference, Franklin County and Ohio's median property values in 2018 were roughly half of that of the City of Dublin. Additionally, DCS, HCS, JALS, Franklin County and Ohio's owner-occupied rates were recorded at 58.5 percent, 70.6 percent, 83.4 percent, 53.4 percent and 66.1 percent, respectively. Therefore, homes within the City of Dublin are not only typically more expensive than those throughout the region and state, but they are also more likely to be inhabited by the owners of the properties in all geographic areas compared within this analysis excluding the JALS District. For the residents of Dublin who occupy rented properties, the average monthly rent is \$1,379.

In comparison, the average monthly rental rate in Franklin County is \$974, and that of Ohio at large is \$808. Therefore, fewer rentals are available in the City of Dublin, and residents who rent typically spend more on monthly rent than the average resident of the region and the state. Additionally, Black and Asian Americans account for a disproportionately larger percentage of total renters in the City of Dublin. Inversely, white residents account for a disproportionately smaller percentage of total renters.

The strong housing market can be partially attributed to the number of college-educated Dublin residents and the comparatively low unemployment rates. In fact, 74.6 percent of Dublin residents hold at least a bachelor's degree, compared with 40 percent of Franklin County residents and 28.3 percent of Ohioans at large. Additionally, the City's unemployment rate is significantly lower than that of the region and state. Interestingly, a majority of those employed within the City of Dublin are not residents. Ninety-two percent of those employed in the City of Dublin live outside its jurisdiction. The City of Dublin also has a strong concentration of white-collar jobs that is more than 20 percent greater than that of Ohio at large.

CONDUCT HOUSING STUDY

The City commits to a clear and deep assessment of past and current housing realities in the City, within the entire Dublin City Schools district, and in closely bordering neighborhoods, including but not limited to reports on the current demographics of these residents, the housing and rental stocks, and documentation of specific practices, regulations, policies and ordinances that affect who lives where.

Indicators of Success

- City strategy leverages the MORPC Regional Housing Strategy as a guide for increasing affordable housing.
- City leadership maintains and increases a commitment to the development of a broader regional housing plan that supports a diverse Central Ohio.
- The City reevaluates how planning and zoning laws and policies may restrict or expand access to rentals and owner-occupied housing.
 - Provide an accurate depiction of whether and how exclusionary zoning (in all its manifestations) contributed to the current demographics and owner-occupied and rental units.
- The City incorporates industry best practices regarding housing policies.
- The City develops and publishes a comprehensive list of opportunities to improve the diversity of residents with no consideration of feasibility.
- The City identifies and reduces barriers to home buying, including offering information and assistance to potential borrowers of diverse backgrounds.
- The City identifies and reduces barriers to renting, including working with landlords and offering information and assistance to potential renters of diverse backgrounds.
- City leaders recruit potential partners to work with the City to achieve more diversity among residents.
- City leaders leverage the results of research and assessments to modify the City of Dublin master plan and policies.

CREATE AFFORDABLE HOUSING

The City develops a long-term plan to significantly increase the number of affordable housing units in and near the City, increasing the socioeconomic diversity of residents.

Indicators of Success

- The City implements policies informed by the City's housing study that creates housing accessible to those of lower socioeconomic status and recognizes the broadly accepted definition of affordable housing as that which does not exceed more than 30 percent of a household's income.
- The City considers traditional and new opportunities to increase affordable housing, looking to make improvements big and small in the short term and long term. The City explores how inclusionary housing can be adopted in Dublin.
- The City evaluates if new and current housing developments can provide affordable housing, including preserving a specified percentage of said housing to be designated as affordable.
- City officials ensure that affordable housing is available throughout Dublin rather than in one designated area.
 - A key facet of diversity, equity and inclusion is the co-mingling of diverse residents to promote relationships and understanding.

- New and remodeled units aesthetically blend in with the other units within a neighborhood.
 - Although it is challenging to balance costs with affordability, affordable housing should not suffer from substandard construction and should be aesthetically pleasing.
- The City passes an ordinance that prohibits source of income discrimination; therefore, renters can use their legal funds for rent in the City of Dublin.
- The City works with existing neighborhood associations and developers of new neighborhoods to either offer or provide NOAH (naturally occurring affordable housing) options that let homeowners rent part of their homes to others.
- City code permits housing options and modifications that meet the needs of seniors, extended families living together and people with disabilities.
- City officials partner with organizations and interest groups to increase the number of lower-income residents renting in the Dublin area.
- The City evaluates and considers innovative ways to subsidize low-income residents renting in Dublin.
- The City partners with other governmental entities and interests to increase access to affordable housing in bordering communities.
- The City actively works to prevent and reduce homelessness in Dublin.
- The City works to identify and reduce barriers to renting, including working with landlords and offering information and assistance to potential renters of diverse backgrounds.

2010 CENSUS HOUSING INFO

	Owner Occupied	Renter Occupied
Total	11,869	3,101
White	87.8%	68.0%
Black or African American	1.4%	3.2%
American Indian/Alaska	0.0%	0.1%
Asian	9.9%	26.3%
Two or More Races	0.6%	1.5%

STRENGTHEN RESIDENTIAL DIVERSITY

The City deliberately and effectively increases the number of minority residents at all levels of affordability and wealth.

Indicators of Success

- City policies reduce barriers that middle- and upper- income minorities perceive and/or experience when considering moving to Dublin.
- City Council and City leadership consider creating incentives to attract diverse residents to Dublin.
- The City identifies and reduces causes of displacement and movement out of Dublin.
- The City identifies and reduces barriers to home buying, including offering information and assistance to potential borrowers of diverse backgrounds.
- The City identifies and reduces barriers to renting, including offering information and assistance to potential renters of diverse backgrounds.

CELEBRATE RESIDENTIAL DIVERSITY

The City celebrates and strengthens the diversity that exists among residents.

Indicators of Success

- The City supports and connects with the significant Asian population living in Dublin to improve their experiences, strengthen their connection to Dublin, and encourage more residents to live in the City.
- City staff actively communicates with current residents to identify and reduce existing challenges and barriers.
- City staff coordinates with diverse residents in its efforts to attract and retain additional diverse residents.

INTEGRATE DEI HOUSING PRIORITIES

The City integrates housing-related DEI priorities within the City of Dublin master plan.

Indicators of Success

- As the City considers how to become more diverse, equitable and inclusive overall, it amends the master plan to be consistent with DEI goals, including increased diversity among those who call Dublin home.
- The City actively communicates and educates current residents regarding DEI housing priorities in an attempt to mitigate NIMBY (not in my backyard) concerns.

HOUSING DEMOGRAPHICS



PRIORITY AREA 7 | MOBILITY AND TRANSPORTATION

PROVIDE AFFORDABLE TRANSPORTATION

The City prioritizes increasing affordable and efficient modes of transportation for employees of businesses located in the broader Dublin area.

Indicators of Success

- City strategy leverages the MORPC Regional Housing Strategy as a guide for increasing affordable housing.
- City leadership maintains and increases a commitment to the development of a broader regional housing plan that supports a diverse Central Ohio.
- The City works with COTA to maintain and increase affordable transportation to and from the Dublin area.
- City leadership applies knowledge gained and technologies developed as part of the Beta District and U.S. 33 Corridor programs to improve access and equity for current and future employees of all income levels.
- The City works with businesses to improve the availability of reliable and affordable transportation for their employees.
- The City partners with organizations and other government entities to anticipate and solve future transportation challenges.

EXPAND THE DUBLIN CONNECTOR

The City commits to expanding and promoting the Dublin Connector program.

Indicators of Success

- The City leverages the Dublin Mobility Study to determine how to effectively facilitate equitable access to mobility.
- City Council commits to funding and promoting the Dublin Connector program to help employees and visitors using bus transit and help seniors and the disabled navigate Dublin.
 - City Council supports the SHARE program.
 - City Council promotes the GoDublin app.
- The City expands visibility and usability of existing last-mile shuttle service to improve Dublin companies' access to a dependable workforce.
- The City creates at least one mobility hub east of the Scioto River.
- City Council and City staff support and promote the use of micro-transit services.

FACILITATE DEI TRANSPORTATION PROGRAMS

The City develops and supports programs and strategies which use transportation to meet DEI goals and aspirations.

Indicators of Success

- The City considers the necessity for expanded bus lines and COTA Park and Ride locations.
- City staff explores the role of enhanced public transportation throughout neighborhoods, including stops at specific businesses and community anchors.
- The City maintains and expands Dublin bike paths and trails to connect with regional trail systems, with a special emphasis placed on the ability to cross the Scioto River.
- City policies support and expand all additional modes of transport, including bikes, scooters, walking, minibuses, ridesharing, kayaks, etc.
- The City creates unique opportunities to bring Dublin residents and employees together and to transport them to and from events safely.
- The City supports and promotes transit options and last-mile mobility offerings.
- City studies and researches how Transit-Rich Neighborhoods (TRN) affect diversity and equity.
- The City partners with COTA to offer transit to major regional events in an effort to promote the use of public transit outside of lower-income ridership.



PRIORITY AREA 8 | COMMUNITY BUILDING AND INCLUSION

IMPROVE DUBLIN'S INCLUSIVITY

The City must commit to improving the community's inclusivity by providing its residents opportunities to engage in DEI training, conversations and awareness campaigns.

Indicators of Success

- The City develops an educational speaker's series for the general public regarding topics of DEI and cultural awareness.
- The City establishes a minimum number of annual open speaker events, town halls and DEI training.
- The City will integrate an innovative approach to provide several welcoming classes in different languages to new members of the community.
- The City proactively organizes and facilitates community events in response to the greater societal incidence of discrimination, racism or unrest.
- The City commits to assessing the likely outcomes of its legislative policy on diversity, equity and inclusion in Dublin.

PROMOTE DUBLIN'S DIVERSITY

It is important that the City take active measures to acknowledge, appreciate and uplift diversity within the community in a public setting whenever possible.

Indicators of Success

- The City will integrate cultural awareness and celebration into the City's events.
 - Diversity is acknowledged in public spaces and communication materials, such as print, press media, social media and all digital channels.
- The City will work with the Dublin Arts Council to promote diverse cultural art in public places throughout the community.
- The City of Dublin will sponsor an annual community diversity celebration that attracts the interest of all communities throughout the Central Ohio region.

SUPPORT THE LGBTQ+ COMMUNITY

It is imperative to the future of the community that the City take active steps in improving its support of the LGBTQ+ community.

Indicators of Success

- City Council passes a non-discrimination ordinance that protects LGBTQ+ people from employment, housing and public accommodation discrimination based on sexual orientation and gender expression/identity.
- The City provides LGBTQ+-focused City services, such as offering employment support, hosting Pride-related events and mental-health assistance.
- The City institutes an LGBTQ+ bullying prevention policy for City services and events.
- The City institutes gender transition policies for Dublin employees.
- The City takes public stances in favor of LGBTQ+ equality, including Dublin Link pedestrian bridge lightings for significant communal holidays, publicly supporting related legislation, issuing proclamations and resolutions, and treating the LGBTQ+ community as a stakeholder.



Together We Are Better




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Dublin
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