

RECOMMENDATIONS TO CITY COUNCIL FOR ADVANCING DIVERSITY, EQUITY & INCLUSION IN THE CITY OF WHEAT RIDGE

This report summarizes the work and presents recommendations from the City of Wheat Ridge Race and Equity Task Force following two years of assessment, review and consideration.

April 2023



PREAMBLE

The Task Force was formed to create change and equity in our community, with the ultimate goal of providing a safe and inviting environment to live in peace and harmony. The review of City of Wheat Ridge practices and policies has been a long time coming, and as the City of Wheat Ridge rides a new tide toward equity and racial justice, it is our hope that this report and any resulting actions the City chooses to take based on the contents herein, are at least as far reaching.

DEDICATION

This document is dedicated to the memory and guidance of Saha AmaraSingham – he gifted the Task Force and the City with the benefits of a lifetime immersed in equity work. Peace to you, Saha!

LAND ACKNOWLEDGEMENT *(This draft statement is pending approval from local tribal nations)*

We pause to acknowledge that we are on the traditional territory of the Tsistsistas (Cheyenne), the Hinono'ei (Arapaho) and the Nu-u-ciu (Ute). We further recognize the 48 contemporary tribal nations who lived on the lands that make up the State of Colorado. This area was the site of trade, hunting, gathering, and healing for many Native Nations. As Inhabitants of these spaces, we honor the tribal nations' interconnected human relationship to land, air, and water. The expansion of industrialized civilization on this land came at a dire cost to these Tribes and their descendants.

As residents of Wheat Ridge, we commit to reconciling our problematic history by building authentic and respectful connections with the tribal nations who once lived here. May this acknowledgement demonstrate a commitment to working to dismantle ongoing legacies of oppression and inequities and recognize the current and future contributions of Indigenous communities in Wheat Ridge.

As we move through our community, give pause to connect with the land that you are currently standing on. Now introduce yourself spiritually; build a relationship with Mother Earth that provides for all our relations. Please take a moment to honor these ancestral grounds and celebrate the resilience and strength that Indigenous people have shown.

APPOINTED TASK FORCE MEMBERS PAST AND PRESENT

Shannon Kishel, District I	Renee Kleck, District II	Terry Gale, District IV
Elise St. Peter, District I	Saha AmaraSingham, District III	Allison Brown, District IV
Jenny Snell, District I	Becky Wells Kabore, District III	Anisa Valdez, At-Large
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Andres C. Martinez, District II	Tabbitha Cardinal, District IV	

THANK YOU

A special thank you to everyone who took the time to work with the Race and Equity Task Force:

Marianne Schilling	Jeff Hirt	Steve Kirkpatrick	Kersten Armstrong
Dr. Nita Mosby Tyler	Eric Ameigh	Michael Clasen	Tom Parchman
Monica D. Williams	Ashley Holland	Scott Cutler	Shandea Sergent
Rebekah Raudabaugh	Rana Razzaque	Chief Murtha	Jeremiah Brunner
Judge Christopher Randall	Arianne Riveria	Division Chief Guadnola	Brian Mason
Patrick Goff	Dave Kollar	Division Chief Lorentz	Kimberly Woods, J.D.
Sara Spaulding	Gerald Dahl	Millie Lewis	Don'te Franklin
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EXECUTIVE SUMMARY

This Race and Equity Task Force was formed beginning with [Resolution No. 35-2020](#) on June 22, 2020 and culminated with the appointment of 20 community members (announced by press release on February 10, 2021). 20 community members were selected (four each from Council Districts I-IV and four members at-large). The Task Force began its work on March 25, 2021 and met on the 2nd and 4th Thursday of each month for two years. Since 2021, the Task Force has held official meetings a total of 40 times. An additional 30 meetings were conducted in smaller groups outside the larger Task Force meetings, and all members worked individually conducting research, working on recommendations, and editing the recommendation report. In total, the Task Force collectively spent approximately over 1,000 volunteer hours over two years to complete this report.

The bulk of the early work of the Task Force can be broken into three (3) categories; group training led by The Equity Project (Dr. Dwinita Mosby Tyler and Monica D. Williams), presentations by staff representatives within the City of Wheat Ridge and meetings concerning the self-governance of the group. The Equity Group provided the Task Force with a background in diversity, equity and inclusion (DEI) work and guided the Task Force in creating an Equity Lens to use as a baseline for future work. The initial presentations from the City focused on the formation of the City of Wheat Ridge, the City Charter and on the legal underpinnings of these documents. As a result of discussions about structure, the Task Force selected chairs and created bylaws.

With a background in place, the Task Force established 11 focus areas to be researched. The recommendations included in this report are in two parts: 1) recommendations for each focus area and 2) general priority recommendations that did not fit within a specific focus area. The focus areas are included below:

- Court
- Police
- Education
- Human Resources
- Election
- Economic Opportunity
- Health
- Homelessness
- Affordable Housing
- Infrastructure
- City Charter

Each of the sections below represent the resulting work and conclusions for the subjects above. Sections have a summary of meetings, research, and presentations affecting them. Where relevant, information on what is already in progress as well as completed tasks within the City are mentioned (What's Working). Areas of concern or within which there can be improvement are listed as Opportunities. Full recommendations are then listed in order of priority in the form of a matrix. The Task Force made initial assessments about the amount of time it may take to implement each recommendation (Timeline), possible financial impacts (Cost) and benefits to the community (DEI Benefit).

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Finally, there are recommendations which impact every subject and step beyond the purview of any specific department or system of organization within the City of Wheat Ridge. They will determine the success of the implementation of any endeavor by the city to address race, diversity, equity or inclusion. The first three recommendations below (*) stand on their own independent of the focus areas, and the rest of the recommendations listed below are also included in the focus area recommendations. In order of priority, they are as follows:

General Priority Recommendations	Timeline	Cost	DEI Benefit
Develop and adopt a citywide Race, Diversity and Equity Lens. The Task Force also recommends the City of Wheat Ridge join the Government Alliance on Race and Equity (GARE), a national network of government working to achieve racial equity and advance opportunities for all. *	Short Term	Low	High
Create a position for a Diversity, Equity and Inclusion (DEI) Manager for the City. Additionally, consider creating an internship along with this position. *	Short Term	High	High
Transition the Race and Equity Task Force to an ongoing advisory committee. *	Short term	Low	High
Create an Oversight Board of Wheat Ridge residents to address community complaints regarding all city departments, to ensure everyone has an equal voice.	Short Term	Low	High
Review the City Charter and update it every 8-12 years to help keep it relevant.	Long Term	Low	High
Partner with and/or develop a program like Denver Support Team Assistance (STAR) Response Program to better connect mental health providers to calls for service related to individuals in need of support.	Short Term	Medium	High
Increase support for and promote the growth of the Hub at Everitt Middle School.	Short term	Medium	High
Provide ongoing anti-bias training for all city employees and contractors.	Mid term	Medium	High
Improve the City's website and citywide communications to include easier navigation for seniors, ADA accommodations and more multilingual access.	Mid term	High	High

BACKGROUND

The Race and Equity Task Force was directed by City Council to carry out a thorough review of City policies, services, and ordinances to identify policies and practices that may contribute to discrimination. The Task Force was asked to provide updates to City Council and report recommendations, including ways in which success will be measured toward becoming a more inclusive and responsive community.

Task Force Overview

The Task Force discussed in detail the importance of the work ahead. They understood that deliberate change takes time and focus and that a lot of work is ahead. As the Task Force moved forward, it practiced the use of an equity lens as a protocol for evaluating policies, programs, practices, and decisions which will result in equitable outcomes and a more welcoming and inclusive city.

This group is eclectic. There is representation from students to educators, youth to senior community members, LGBTQ+ individuals and allies, members with diverse ethnic and racial backgrounds, and beyond. The Task Force appreciated its ability to share unique perspectives with each other and the city while understanding that they do not represent all voices in Wheat Ridge.

Getting Started

The Race and Equity Task Force has met on the second and fourth Thursdays of each month since March 25, 2021. The meetings were first entirely virtual and then moved to a hybrid approach beginning in June 2021. The volunteer co-chairs met on Mondays following the Task Force meetings. The co-chairs were originally Terry Gale, Jenny Snell, and Jeff Richards. Terry Gale stepped away from the co-chair role earlier in 2022, and Alex Goldsmith has served in his place. Together, the co-chairs led the development of the Task Force bylaws (see: Appendix A)

Dr. Dwinita Mosby Tyler and Monica D. Williams led meetings focusing on race and equity and how the group might structure itself, focus efforts, define goals and outcomes, and overall mission. Dr. Tyler facilitated the equity lens discussion and development.

RACE AND EQUITY LENS

With the guidance of Dr. Tyler, the group considered, defined, and adopted a Race and Equity Lens with the objectives of providing a common vocabulary, identifying inequity, inspiring self-examination, and advancing equity in the city. It also established a method, delineated through a series of questions, to root out inequities.

Objective: By using a racial and equity lens, the Wheat Ridge Race and Equity Task Force endeavors to:

- Provide a common vocabulary and system for evaluating policies, programs, practices, and decisions in our work
- Review and identify policies, programs, practices, and decisions which result in equitable outcomes for all
- Inspire self-examination about personal attitudes surrounding equity
- Advance equity in the city of Wheat Ridge

Method: Consider the following questions when reviewing or identifying policies and practices that contribute to discrimination, exclusion, and systemic inequity:

- Are all racial, ethnic, gender, religious, language, ability, and LGBTQ+ identities, regardless of housing status, that have historically been excluded, currently consulted and/or represented in making the change, policy or decision at hand?
- How is each of these groups affected by a policy/procedure? More specifically, is there potential for negative impacts to the group? Are there groups that are disproportionately, consistently, or habitually bearing negative impacts?
- What are the barriers to an equitable outcome for all involved?
- Does this policy, program, practice, or decision address existing disparities?

FOCUS AREAS

After the group created the equity lens, they worked to develop a priority list of focus areas for review. The Task Force first reviewed the City Charter in detail (see: Appendix B), and then created 11 focus areas with the intent to research each and develop recommendations for City Council.

The Task Force used its meeting time by spending the first meeting of the month meeting City staff and learning about specific topic areas of interest. The second meeting of the month was used as a working session for the three focus area groups to work on their research. The group reviewed the City Charter in detail to determine focus areas. That review yielded this list of priorities and topics. Each topic was studied, which resulted in the list of recommendations found in the report.

- Court
- Election
- Affordable Housing
- Police
- Economic Opportunity
- Infrastructure
- Education
- Health
- City Charter
- Human Resources
- Homelessness

Staff Presentations

To establish a baseline understanding of the City and how it works, the Task Force received presentations from and had robust discussions with several staff members and community groups. See the complete list of presentations below:

Date	Name and Title	Topic
4/22/21	Patrick Goff, City Manager Jerry Dahl, City Attorney	City overview
5/13/21	Sara Spaulding, Communications Manager/PIO Bridget Dvorak, Digital Media Specialist	Communications, Outreach and City Engagement
5/27/21	Jeff Hirt, Senior Neighborhood Planner Ashley Holland, Community Engagement Specialist	Let's Talk Program

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6/10/21	Jerry Dahl, City Attorney	City Code/City Charter
8/26/21	Darrel Guadnola, Division Chief	Police
10/14/21	Chris Randall, Municipal Judge	Municipal Court
11/4/21	Rebekah Raudabaugh, Homeless Navigator	Homeless Navigation Program
12/9/21	Scott Cutler, Senior Planner	Community Development
1/13/22	Rana Razzaque, Arianne Rivera, Dave Kollar	Jeffco Public Schools
2/10/22	Zach Lovato, Manager of Parks, Forestry and Open Space	Parks and Recreation
3/10/22	Steve Art, Economic Development Manager	City Manager's Office
4/14/22	Steve Kirkpatrick, City Clerk	City Clerk's Office
5/12/22 7/14/22	Michael Clasen, HR Manager Millie Lewis, Sr. HR Business Partner	Human Resources

RECOMMENDATIONS

The Task Force reviewed 11 focus areas in total, however, it spent most of the time reviewing the first three areas (Court, Education, Police) because the group determined that these three focus areas were the most important. The following eight focus areas were also reviewed, and recommendations were developed based upon discussion and presentations with City staff. City Staff has reviewed the focus area overviews and recommendations for accuracy while being mindful not to encourage or dissuade any of the specific ideas from the Task Force.

In the creation of the recommendations, the group considered three items: Timeline, Cost and DEI Benefit. Each of the items are defined below:

- Timeline: Timeline as related to time it would take for action to be established, but not necessarily completed. Short term refers to activities that are to be established in less than one year; mid-term refers to activities to be established in 1-3 years; long term activities refer to activities to be established in 3-10 years. An activity established in year one would likely have ongoing associated activities for the City to implement.
- Cost: Cost estimate considers that some actions require ongoing commitments from the City, which are considered in the assessing cost. For example, necessity for City staff.
- DEI Benefit: Diversity Equity and Inclusion (DEI) Benefit roughly identifies the impact a recommendation has on the diversity, equity and inclusion of the City of Wheat Ridge, categorized as High, Medium, Low.

Focus Area Recommendations

The first three areas were deemed the most important by the members of the Race and Equity Task Force. The Task Force broke into three subcommittees to research and address these areas. The Court and Police subgroups met with City Staff to discuss their recommendations in March 2022. Each of the sections below represent the resulting work and conclusions for the subjects above. Sections have a summary of meetings, research, and presentations affecting them. Where relevant, information on what is already in progress as well as completed tasks within the City are mentioned (What's Working). Areas of concern or within which there can be improvement are listed in a like manner (Opportunities).

1. Court

Summary

The Courts/Judiciary Subcommittee met to address possible biases that may have directly or indirectly affected judgment, sentencing, and services offered to “everyone” within the Wheat Ridge community. The group looked at practices within the municipal court to assure fairness from a race and equity lens. They held bi-monthly meetings as a group and were able to meet with a broad range of legal professionals with various backgrounds and expertise. The list included; Shandea Sargent, Public Defender of the city of Golden; Brian Mason, Adams County District Attorney; Kersten Armstrong, Wheat Ridge Court Administrator; Madeline Champ, Wheat Ridge Probation Officer; and Chris Randall, Wheat Ridge Municipal Court Judge.

After carefully considering the possible biases that exist within our community, the subcommittee narrowed its focus and recommendations in order to address the following areas: Fairness in pre-trial procedures, reduction in recidivism rates, support structures around reintegration after incarceration, adding additional layers of reminders for adults and juveniles, diversion, and restorative justice practices.

Research

- Spent two days observing in Wheat Ridge Municipal Court
- Reviewed the *Wheat Ridge Municipal Court* section of the 2022 Proposed Budget
- Read “*Justice Derailed, A case study of abusive and unconstitutional practices in Colorado city courts*”; a study done by the ACLU of Colorado
- 10/19/21: Participated in the One Community DEI Summit
- 11/20/21: Participated in the Jefferson County “Criminal Justice Reform Virtual Town Hall”
- Reviewed “*Court Ordered Class List*” for the Wheat Ridge Municipal Court

What’s Working

- Wheat Ridge City Council has funded court resources for the indigent and increased that amount from \$5,000 in 2021 to \$10,000 in 2022.
- A court for Special Populations has been established for one Thursday/month.
- Court sentencing is customized/individualized
- Defendants are treated with dignity by the judge.
- The court is working to be more proactive than reactive.

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- Court reminders make a difference when it comes to court attendance.

Opportunities

- There is no homeless shelter in Wheat Ridge where individuals can sleep, which can lead to trespassing tickets when someone seeks shelter overnight.
- When the Task Force members observed Wheat Ridge Municipal Court, they found instances where juveniles of color are not treated respectfully in court before the judge appears.
- The use of indigent resources has not been fully utilized and could use improvement.
- The Homeless Court should bring the homeless population to one spot to see what they can do to help them with getting identification, so the people can start getting services they need for work and for a place to stay.

Recommendations	Timeline	Cost	DEI Benefit
Require anti-bias training for all staff/contractors associated with the Wheat Ridge Municipal court.	Short term	Low	High
Continue using virtual options as much as possible as an alternative to in-person court.	Short term	Low	High
Monitor and make use of all Judicial Assistance Fund resources to allow for expenses such as: court-ordered classes, drug tests, therapy, rehabilitation.	Short term	Low	High
Review the impact and implementation of the current financial assistance form used to determine eligibility of services.	Short term	Low	Medium
Review financial submissions that were denied and/or reasons for the denial. Provide assistance with filling out the financial assistance form.	Short term	Medium	High
Provide more resources to annually audit and survey clients regarding the quality of mandated court classes (both those provided online and those offered in the community.) Expand, continue, or eliminate funding based on audits and evaluations. Verify that classes can be provided in all languages needed.	Mid Term	Medium	Medium

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Provide alternate venues and resources to host the Special Populations court days to make them more accessible to the population that utilizes the day.	Short term	Low	High
Add QR codes for the comment card/survey that is offered as people leave the courthouse to allow the survey to be more accessible.	Short term	Low	Medium

2. Education

Summary

The Education Subcommittee has been in contact and working with the schools that serve Wheat Ridge: Prospect Valley, Kullerstrand, Stevens, Wilmore-Davis, PEAK, Everitt, WRHS, Jefferson HS, and Golden HS. The subcommittee has five members, including a teacher and a JeffCo student, so they felt well-equipped to work on this subject matter.

The subcommittee reviewed both individual school and district-wide work on the topics of everything from family services, addressing inequities in schools, mental health, transportation, and safe spaces for all. The subcommittee has been able to access district-wide enrollment data, which is broken down by race, minority status, and free or reduced lunch status. JeffCo schools has also supplied the group with some of their policy work around treatment of families and community, treatment of staff, treatment of students, and school safety. This work has been impacted by the challenging climate the pandemic has created for all educators and school staff, and the subcommittee is certainly most grateful to them for their time and dedication to their students in such a trying time.

It is also worth noting that on August 25, 2022, Jefferson County Public Schools announced the intent to close 16 area schools at the end of the 2022-23 school year, three of which serve the city of Wheat Ridge: Kullerstrand, Wilmore Davis and New Classical Academy at Vivian elementary schools.

Research

- Compiled enrollment data around race, ethnicity, and free lunch status for each school serving Wheat Ridge.
- Researched specific programming and organization around race and equity at the school level. Each school that serves Wheat Ridge has developed an office or team focusing on this work. The support covers everything from family services, addressing inequities, mental health, transportation, and safe spaces for all.
- Learned in the spring of 2020 that JeffCo Public Schools launched a 'Commitment to Equity Change model' district wide. There is also a robust list of policies at the district level that revolve around equity in the classroom, family support, school safety, and staff equity and support.

What's Working

- From JeffCo Public Schools: in Spring of 2020, they launched a 'Commitment to Equity Change model' district wide. There is also a robust list of policies at the district level that revolve around equity in the classroom, family support, school safety, and staff equity and support.

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- At the school level, each campus has created an office or point person to work specifically for that schools' student body. This has allowed each school to tailor to the specific needs of their students and families.
- This work, regardless of school, is all-encompassing and covers everything from family services, addressing inequities, mental health, transportation, and safe spaces for all.

Opportunities

- Since each school has its equity work and support housed in a different office or department, it is difficult to know what issues or topics are coming up. More specifically, are the issues isolated or widespread; what solutions and partnerships are emerging to help; and how are the issues and solutions communicated in a transparent manner?
- Schools could benefit from reinforcing the Mental Health support they receive. SROs are called to deal with mental health issues where trained counselors may be better equipped to assist.

Recommendations	Timeline	Cost	DEI Benefit
Divest from relying on SROs, and instead invest in School Nurses, Psychologists, Social Workers, and Counselors.	Short term	High	High
Work to retool the SRO role, moving away from law enforcement association and more towards mental health and 'whole person' support. Take responsibility away from one person to a team of health professionals and support for the student body and their families.	Short term	High	High
Increase support for mental health and family support in each school, by utilizing mental health support agencies such as Jefferson Center for Mental Health.	Short term	High	High
Endorse 'Safe Zone' curriculum in all schools	Short term	Medium	High
Continue support and/or increase funding for an additional Hub at Everitt Middle School.	Short term	Medium	High
Provide gender neutral bathrooms in all schools	Long Term	High	High
Ensure that there are nurses and counseling staff at all WR schools	Mid term	High	High

3. Police

Summary

The Police Subcommittee broke the Police Policies down into five sets of sections, effectively giving the initial five members equal page counts to review and compile comments on. The final review includes general areas of observed ideas and issues, specific recommendations based on the WRPD Policies and recommendations based on the activities of similar groups in other cities that are doing similar work. Below includes a list of meetings that took place:

- Bimonthly meetings with Police Sub-Committee
- Documentation review meetings
- Met with Division Chief Darrel Guadnola
- Met with Police Investigator Jeremiah Brunner (Attorney General Office)
- Met monthly as a focus group to discuss
- Met with Court and Judiciary Subcommittee
- Met with Chief Murtha, Division Chiefs Lorentz and Guadnola, and Accreditation Manager Mary Kyler

Research

The Wheat Ridge City Council's Race and Equity Task Force reviewed the policies and procedures of the City Police Department including the Critical Incident Response Team (CIRT) document using a racial and equity lens. The subcommittee considered how the policies set forth addressed existing disparities among groups historically excluded from decision making based on race/ethnicity, gender, religious affiliation, language, ability or LGBTQ+ identities, and if such policies created barriers for equitable outcomes and access among these groups. The subcommittee also did the following:

- One member enrolled in Prosecution Leaders of Now via Stanford University Business
- Reviewed SB 20-217 regarding Police Accountability
- Reviewed AG's Patterns and Practices Report (Aurora Police Department)
- Police Executive Research Forum's (PERF) 30 Guiding Principles on Use of Force (Integrated Communications, Assessment, and Tactics - ICAT)

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- Reviewed the top 20 policies that were listed on the City website, and were provided the remaining policies by Mary Kyler. The subcommittee did not have the time or capacity to review all policies.
- Worked with the Center for Policing Equity to review recommendations and provide feedback

What's Working

- WRPD has already created a Community Advisory Group (CAG) that meets monthly
- WRPD has invested in and adopted a relationship-based policing model
- Wheat Ridge has a co-responder who works with Police and the City's navigators
- WRPD has a working relationship with Jefferson Center For Mental Health
- WRPD has a Facebook page and uses it to educate and interact with the public
- WRPD has instituted Drug Education Programs at Mountain Phoenix Community School
- WRPD already uses body-worn cameras with all officers
- As part of SB 20-217, WRPD is required to create an annual report related to use of force, internal investigations, police conduct and unannounced entry, and report the data to the Department of Criminal Justice.
- WRPD has rolled out Power Engage, a tool that sends a survey out to community members after a police community interaction. A QR code is also included on all business cards that links to a survey and to the PD's complaint process.
- Arvada Fire (which covers a portion of Wheat Ridge) has a new program similar to Denver's STAR program, which includes medical and clinician support.

Opportunities

- There is a need to link statutes, case law, and policies that are referred to in the (policies) document. As things change over time, it is difficult to find and reference background details and relevant history.
- There are opportunities to provide additional clarity in policy sections (e.g. defining terms, causes for action, reference to case law).
- Police Department social media posts are at times binary (good guys vs. bad guys) and may encourage demeaning and stereotypical thinking about individuals.

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Recommendations	Timeline	Cost	DEI Benefit
Provide information related to accountability and decision making. Consider the creation of a Civilian Oversight Body that is independent from the police department to ensure accessible complaint processes, increase transparency, deter police misconduct, and promote thorough and fair investigations.	Short Term	Low	High
Make the procedure for community members to register complaints to the City more transparent and easy to find on the City website	Short Term	Low	High
Share general information to the public more transparently and consistently, using various digital and analog platforms, to ensure that all residents have the same access to and understanding of police-related information.	Short Term	Low	High
Consider opportunities to navigate the challenges of social media comments more effectively while also considering the legal liability of comment moderation.	Short Term	Low	High
Do not use stereotypes and binary language when describing suspects and persons committing crimes.	Short Term	Low	High
Once SB 20-217 data has been reported to the Department of Criminal Justice, share the results publicly with the community when published. The City should also publish Relative Risk data as it relates to these results.	Short Term	Low	High
Provide definitive guidance and additional methods to the public related to the sharing of police interaction experience. Everyone may not feel safe using the existing methods, and alternative methods to provide feedback may be helpful.	Mid Term	Low	High
Evaluate the current DEI training for WRPD staff through Civilian Oversight Group.	Mid Term	Low	High
Partner with and/or develop a program like Denver Support Team Assistance (STAR) Response Program to better connect mental health providers to calls for service related to individuals in need of support.	Short Term	Medium	High
Update policies to include language that is more inclusive of marginalized groups.	Mid Term	Low	High
Ban no-knock warrants and the use of tear gas.	Short Term	Low	High

4. Human Resources

Summary

Michael Clasen, HR Manager for Wheat Ridge, and Millie Lewis, HR Business Partner, met with the Race and Equity Task Force on May 12, 2022 and July 14, 2022. The objectives for the presentation were:

- How to better understand the role and history of Human Resources
- How to better understand how people policies and practices work in Wheat Ridge
- How diversity and equity potentially are impacted by practices
- How practices and policy have changed
- What the departments are doing to improve DEI efforts

Research

- Wheat Ridge is 75% white and 20% Hispanic. Employee demographics reveal that 87% are white and 8% are Hispanic.
- It is difficult to recruit people of color when they see no one who looks like them particularly on hiring panels.
- Policies can inadvertently or deliberately include or exclude people.
- Employment practices around discipline and corrective action have not changed much in decades.
- Policies don't always reflect values or City vision, yet many are still "best practices".
- Work group practices may vary from organizational practices.
- Enforcement can be situational or highly subjective ("good/unskilled" supervisors).

What's Working

- In the city's policy, there is a statement of diversity and inclusion.
- Recent updates from Human Resources:
 - Several EAP sessions have been conducted on unconscious bias
 - Training and Supervisor Training

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- Anti-Harassment/Discrimination every other year and on demand video
- Removed current salary disclosure
- Removed felony background question on application
- Continuing to update and review City policies

Opportunities

- There is a lack of diversity with employees. Other than females, there is limited diversity in the senior level staff.
- Human Resources most often uses traditional websites (governmentjobs.com, LinkedIn, etc.) when posting new positions, rather than conducting outreach or considering more targeted recruitment options. This can lead to staff hoping that diverse candidates come to the city instead of seeking out the voices that are missing from the city's work and culture.

Recommendations	Timeline	Cost	DEI Benefit
Meet with peer agency HR managers and attend HR conferences to stay up to date on best practices.	Mid term	High	High
Hold the division accountable for improving inclusionary practices.	Short term	Low	Medium
Use language in the job posting to make sure applicants know that Wheat Ridge is an inclusive government.	Short term	Low	High
Examine the resume screening process by including blind recruitment with no names or photos.	Short term	Low	High
Provide “lunch and learn” opportunities for staff to encourage professional growth.	Short term	Medium	High
Increase the staff diversity on interview panels to create a more welcoming environment for interview candidates.	Mid Term	Medium	High

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Create a mentoring program for all new hires and ensure accountability for this program by tracking the progress and outcomes.	Mid term	Low	High
Implement "Floating Holiday" policy to offer three (3) floating holidays to accommodate those who practice other religions.	Short term	Low	Medium
Hire more diverse candidates across all city positions in all departments; Actively recruit people of color to reflect the population in the city. (e.g., use Latino and Black recruitment sites).	Long term	Low	High
Hire and promote more diverse candidates in positions of leadership.	Long term	Low	High
Network in diverse groups, such as Hispanic, Black, LGBTQ communities, to encourage a continuous pipeline of disparate candidates.	Long term	Low	High
Provide training/certification opportunities to encourage upward mobility for entry level staff in all areas, but specifically in more field service roles such as Public Works and Parks and Recreation.	Long term	Medium	Medium
Provide ongoing anti-bias/unconscious bias training for all city employees, especially HR, as well as contractors who work with the city.	Mid term	Medium	High

5. Elections

Summary

The Task Force spoke to Jerry Dahl (City Attorney) and Steve Kirkpatrick (City Clerk) in two separate meetings.

Research

The City Clerk's responsibilities were covered which included liquor licensing, public records, elections, petitions, and council minutes. The history of the Clerk's position in City government was presented. The process of how elections are conducted within the city was discussed. Wheat Ridge is one of only five municipalities in Colorado with an elected clerk. Potential of conflict of interest if the City Clerk is running for office. This sparked conversation about how the City Clerk should be an appointed position rather than an elected position; it takes a long time for the City Clerk to get up to speed because they are elected and not a professional. If a professional is hired, then there can be consistency and efficiency within this position.

What's Working

- Registered voters are getting their mail in ballots on time.
- There are many ballot boxes around town to deposit one's ballot.
- Local groups often encourage people to register and/or to vote.
- Some district council members hold town halls for candidates.

Opportunities

- It is still difficult for some to access information regarding what is happening in the City of Wheat Ridge without having access to the internet.
- There is inconsistency in how campaigns are managed in City elections; accountability is not guaranteed for tracing funding and information sources.
- The City's website is hard to navigate; information is available in only English. Small groups can block development in the City.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Recommendations	Timeline	Cost	DEI Benefit
Update the City Charter to make the role of the City Clerk position appointed rather than elected	Mid term	Low	Medium
In the case of the City Clerk running for office, a third party should oversee the election process	Short term	Low	Medium
Create City ordinance requiring declaration of campaign financing	Mid term	Low	High
Research use and potential banning of PAC funds at municipal level	Mid term	Low	High
Promote positive campaign ads at municipal level for elections	Short term	Low	High
Increase access to information for senior and others with limited online skills	Mid term	Low	High
Review voting procedures to ensure voting access for all residents	Long term	Low	High
Provide active outreach to underrepresented groups and provide opportunities for awareness of how to run for elected positions	Mid term	Low	High
Review the impacts of consecutive term for elected officials	Long term	Low	Low

6. Economic Opportunity

Summary

The task force spoke with Scott Cutler, Senior Planner about community development and Steve Art, Economic Development Manager about Wheat Ridge's business and economic focuses.

Research

- Community Development staff shared information about zoning codes, racial covenants, Wheat Ridge's limited housing supply.
- There was discussion in detail about the opportunities for affordable housing options for the Lutheran Legacy Campus planning with staff from both Economic Development and Community Development.
- Attracting businesses that are owned by a diverse population, for example, LGBTQ+ citizens was discussed.

What's Working

- Renters and Owners, not just owners, are notified by mail regarding land use decisions and changes.
- Virtual/Hybrid public meetings are being held, as well as the ability to comment on Wheat Ridge Speaks.
- The city focuses on bringing in businesses that can provide consistent and high sales. This is because the city is mostly funded by sales tax and even offers tax incentives for businesses that bring in a certain level of sales tax.

Opportunities

- The City is in need of diversification of housing types and options.
- With the City focusing on businesses that have high sales, many small businesses consider other factors to measure success, such as community impact, and employee wages and benefits. Using sales tax as the measurement of success pushes businesses to solely focus on revenue. The city should be rewarding businesses for the overall impact on the city and provide support to help those businesses grow.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

- The City should find ways to better enable and encourage its citizens to shop in Wheat Ridge, instead of driving to Arvada or Lakewood. The best way to do this is to make sure Wheat Ridge citizens can afford to live in the city in the first place.
- Staff could track demographics of Wheat Ridge businesses through business licensing, which would help the City to recruit, where necessary, diverse business owners.
- Businesses in the city should focus on their community impact first and foremost. This means offering wages that allow employees to afford to live where they work. The higher wages Wheat Ridge citizens are making, the more excess wealth they will have to engage with the local economy and provide more sales tax for the city.
- Sales tax often impacts the poorest communities the most since these taxes do not change based on income and overall wealth. There are other tax strategies to utilize that would provide tax relief for Wheat Ridge citizens that need it the most.
- Wheat Ridge should use its resources to help connect minority owned businesses with opportunities and organizations both within and outside the city.

Recommendations	Timeline	Cost	DEI Benefit
Encourage women and minority-owned businesses in Wheat Ridge	Long term	Low	Medium
Break up City contracts into smaller pieces to allow for more contracting opportunities, promoting access to capital for women and BIPOC-owned businesses	Long term	Medium	Medium
Complete business census allowing businesses to share optional demographics information to better understand what communities they serve and which communities lack diverse businesses.	Long term	Low	Medium
Audit the cost of living every five years and set the city's minimum wage to allow City staff and Wheat Ridge workers to live where they work.	Long term	High	High
Provide reparation-based business grants specifically for groups that were impacted by colonization, enslavement, redlining, and repression	Long term	Low	Medium

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Increase the number of marijuana retail stores and work to ensure equitable ownership opportunities. The City could tie marijuana-related revenue to DEI programming.	Short term	Low	High
Analyze the city's tax strategy to understand how the current focus impacts the city's most vulnerable citizens	Mid term	High	High

7. Health

Summary

The City's Homeless Navigator, Rebekah Raudabaugh, presented to the Task Force on November 4, 2021 to share information about the city's Homeless Navigation Program and her role as the city's navigator. Additionally, Zach Lovato, Parks, Forestry and Open Space Manager, met with the Task Force on February 10, 2022 to discuss Parks and Open Spaces and to discuss resident access to physical health related opportunities in Wheat Ridge.

Research

After meeting with the Homeless Navigator, the Task Force looked at the Homeless Navigation Quarterly Demographic Report, which included self-reported demographics from unhoused clients in Wheat Ridge and Edgewater. From the report, it was shared that 44.7% of this demographic had chronic health conditions and 65.8% had a mental health disorder. The Task Force also learned that 30.3% had a substance use disorder. The meeting with the Parks, Forestry and Open Space Manager demonstrated how access to parks and recreation can improve the overall wellbeing of Wheat Ridge residents. Following these discussions, the Task Force strongly believed there was a need to grow the health-related services for the community to encourage greater health.

What's Working

- There are 27 parks listed on the Wheat Ridge Parks and Recreation Website.
- Localworks has provided Yoga classes on the greens.
- Panorama and Hayward Parks have fitness amenities.
- The City partners with Jefferson Center for Mental Health on a co-responder program in Police and with Wheat Ridge High School to pay for one full time Counselor in the school.

Opportunities

- The 44th Ave subarea plan recommends more connectivity within the city with more sidewalks and bike lanes.
- The City can expand its existing partnership with JCMH to provide on-call accessible, multilingual mental health service kiosks throughout the city.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Recommendations	Timeline	Cost	DEI Benefit
Create a recreation center voucher for fitness classes or have a lottery to attend fitness classes with the goal to increase usage for those without passes.	Short term	Low	Medium
Provide accessibility and connectivity to walk to healthy food stores/restaurants and health services.	Mid Term	High	High
The City can conduct more free activities, such as outdoor activity classes (yoga, meditation, etc.) at city parks.	Short term	Low	High
Partner for mobile health units for healthcare and vaccine access (physical health, drug support, mental health, etc.).	Mid term	High	High
Create partnership for a community health center at Lutheran Legacy Campus for free services.	Long term	High	High
Create/add a recreation center on the east side of the city.	Long term	High	High
Help provide financial assistance to Wheat Ridge residents for post-life expenses (cremation, composting, funeral, etc.).	Long Term	High	High

8. Homelessness

Summary

The City's Homeless Navigator Rebekah Raudabaugh gave a presentation to the Task Force on November 4, 2021, detailing the specifics of her role and the needs of the community.

Research

- Rebekah covered a general background, current state of best practices, the role of a homeless navigator, demographics and resources. She also took questions from the Task Force.
- Rebekah also shared her educational background and work experience in criminal justice, psychology and social work.
- The intentions for the homeless navigation were explained along with best practices and the role of the navigator.
- Trauma informed care was covered as was the relationship with the police department.
- Rebekah talked about her caseload and her day-to-day responsibilities.

What's Working

- At the time of the presentation, the Wheat Ridge City Council had approved a full time Homeless Navigator and hired Rebekah to serve Wheat Ridge, Golden and Edgewater.
- The Homeless Navigator keeps a copy of the paperwork in case people experiencing homelessness have their identification stolen or lost.
- There is a voucher program for using the Recreation Center's locker rooms.
- The City is part of a County-wide collaboration to develop two housing navigation centers in Jefferson County.
- As of February 2023, the City's Housing Navigation Program has placed 72 individuals into permanent or transitional housing.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Opportunities

- Provide alternatives to camping on city property
- Provide more services to people experiencing homelessness
- Divert homelessness problems away from police
- Anderson Park could be set up with showers, mailboxes and lock boxes to be used to keep items for the unhoused safe.

Recommendations	Timeline	Cost	DEI Benefit
Provide outdoor storage lockers at Anderson and Fruitdale park.	Long Term	High	High
Provide an address that could be used as a mailing address for PEH, and/or provide options for unhoused persons to receive mail.	Long Term	High	High
Develop a system for incorporating PEH into programs and/or decision making and compensating them for their time.	Mid Term	Medium	High
Pursue a "tiny home village" or Safe Outdoor Space program.	Mid Term	High	High
Establish a low- to no-barrier job training/work program for PEH.	Mid Term	Medium	High
Build shelters and support systems to help provide solutions within the city instead of sending unhoused people to neighboring cities for those resources.	Long Term	High	High

9. Affordable Housing

Summary

Affordable Housing is a serious concern for the city of Wheat Ridge and the issue of homelessness and affordable housing are closely tied together. The Homeless Navigator (Rebekah Raudabaugh) gave a presentation on how she works with the homeless population in Wheat Ridge. Eric Ameigh, czb Director of Operations and Special Projects and Jeff Hirt, Senior Neighborhood Planner, provided input regarding affordable housing.

Research

Eric Ameigh explained about the City's new Affordable Housing Strategy and Action Plan (the Strategy) on May 26, 2022. The Task Force emphasized how important this issue was to address soon and provided valuable input. Some of the questions raised by the Task Force included whether there will be a monitoring system for the Strategy's implementation, what are the economic realities of providing affordable housing, and making sure there is clarity around what the City means with the term "affordable housing". The Task Force's questions and comments informed the drafting of the Strategy that City Council adopted on January 9, 2023. The Strategy includes a Wheat Ridge-specific affordable housing needs assessment that quantifies the problem and the specific households that are most cost burdened and have the least options for housing in the community.

What's Working

- Fruitdale School project is a good example of housing with affordable units.
- City Council approved the Affordable Housing Strategy and Action Plan.
- Being addressed through Affordable Housing Strategy and Action Plan, the Strategy calls for the City to support low income affordable housing providers and lays out a number of actions the City can take to support workforce housing for those serving Wheat Ridge like police officers, teachers, nurses, and firefighters that increasingly cannot afford to rent or buy a home in Wheat Ridge.
- City Council approved an ordinance allowing accessory dwelling units (ADUs).

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Opportunities

- The Task Force wants Wheat Ridge to be a safe haven with services within the bus route to make it easy for people who need services to be able to get them.
- A tiny village in Wheat Ridge could help with affordable housing.

Recommendations	Timeline	Cost	DEI Benefit
Where there is affordable housing throughout the city, partner with local agencies to provide ancillary services, such as affordable healthcare, childcare, and community and personal/community garden space.	Long term	High	High
Ensure that affordable and workforce housing has good aesthetic standards in order to lessen the stigma attached to these projects.	Mid Term	Medium	High
Provide affordable and mixed income housing as part of the Lutheran Legacy campus redevelopment.	Long term	High	High
Create a program that helps preserve Wheat Ridge's existing affordable housing stock (e.g., Wheat Ridge has a relatively higher number of rental units with lower rates than surrounding communities).	Mid term	High	High
Create a Wheat Ridge Housing Fund that allows the City to take advantage of affordable housing opportunities.	Short term	High	High
Revise the zoning code to provide more flexibility for affordable housing projects, and in some cases to require affordable housing for developments.	Mid term	Low	High

10. Infrastructure

Summary

Infrastructure is the basic physical, public systems of an area, which include transportation systems and communication networks. The Task Force focused on this topic to ensure that everyone in Wheat Ridge can move around, exist safely and communicate in Wheat Ridge.

Research

The Task Force consulted with a member of the Active Transportation Advisory Team to determine opportunities for improvement related to accessibility with roads, sidewalks and bike lanes.

What's Working

- The City passed a ballot initiative in 2018 to authorize the City to provide high speed internet services.
- The City is increasing funding to support the Neighborhood Traffic Management Program.
- The City is adding sidewalks on 35th Ave.
- The Wadsworth Improvement Project will add a sidewalk between 32nd and 35th for multimodal use
- The City adopted a 44th Ave. subarea plan, which included recommendations for sidewalk and corridor connectivity.

Opportunities

- The City has already paved the way to implement city-provided broadband services, and should consider moving forward on that initiative.
- The 2E bond package is wrapping up and the City could bring a new ballot initiative forward to public vote for a new bond package to increase sidewalk connectivity.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Recommendations	Timeline	Cost	DEI Benefit
Increase affordable access to the internet by providing municipal fiber.	Long Term	High	High
Check that the repair and improvement of civil infrastructure is not affected by income or race.	Long Term	Medium	High
Implement 44th Subarea Plan recommendations.	Long Term	High	High
Create a volunteer program for clearing snow on sidewalks after snowstorms.	Short Term	Low	High
Invest in streetscape and drainage improvements across the city.	Long Term	High	High
Research sidewalk connectivity as it relates to race, income and disability.	Medium Term	Low	High
Increase multimodal accessibility and corresponding signage.	Long Term	High	High

11. City Charter

Summary

The Task Force was briefed on the charter by the following:

- Patrick Goff, City Manager
- Jerry Dahl, City Attorney
- Steve Kirkpatrick, City Clerk

Research

- The complete Charter was reviewed through the race and equity lens.
- Each section was broken into seven different topics for easier analysis. (see: Appendix B)
- When researching the focus topics, they were related to the Charter to help guide recommendations
- What was found:
 - Charter is old fashioned
 - Charter is difficult to change
 - Charter language is exclusive
 - Charter is disorganized, clunky, and chaotic. Work needs to be done to make this a usable resource again

What's Working

- The Charter gives a good structure to operating the city.
- The Charter covers a substantial amount of governing for the city.

Opportunities

- The Charter uses outdated language and references. The City is looking into other areas in the Charter to update, and while that is taking place, there is an opportunity to update the Charter to be more inclusive.
- The City should consider updating density requirements to make the city more inclusive.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

Recommendations	Timeline	Cost	DEI Benefit
Update all language in the Charter to be gender neutral and/or gender inclusive.	Long Term	High	Medium
Update language in Charter to be more inclusive of all places of worship.	Long Term	High	Medium
Translate the Charter into Spanish.	Short Term	Low	High
Expand polling place hours on municipal election days.	Short Term	Medium	High
Remove being a registered elector as a requirement to participate in city politics. The requirement should be Wheat Ridge residence.	Long Term	High	High
Include long term renters as residents.	Long Term	High	High
Remove height and density provisions in the City Charter.	Long Term	High	High
Remove family unit requirements for density limitations.	Long Term	High	High
Review the Charter to be updated every 8-12 years to help keep relevant.	Long Term	Low	High
Change and simplify the process by which the Charter is able to be updated.	Long Term	High	High
Expand roles for city positions in the Charter (Mayor, City Manager, etc.) to include equity and engagement.	Long Term	High	High

GLOSSARY

Accessibility: The degree to which a product, service or environment is capable of being used or accessed by people with disabilities.

Anti-Bias (training): Anti-bias Training is an approach designed to increase understanding of differences and their value to a respectful and civil society and to actively challenge bias, stereotypes, and all forms of discrimination.

Bias: Prejudice in favor of or against one thing, person, or group compared with another, usually in an unfair or negative way which results from our need to quickly classify individuals into categories.

DEI: Diversity, Equity, and Inclusion

Disability: Physical or mental impairment that affects a person's ability to carry out normal day-to-day activities.

Discrimination: The unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favors one group over others on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, and other categories.

Diversity: All the ways in which people differ, encompassing age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences.

Equity: Fair treatment for all while striving to identify and eliminate inequities and barriers. When one's identity cannot predict the outcome. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is necessary to provide equal opportunities to all groups.

Equity Lens: A critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities. A series of questions designed to do this.

Inclusion: The act of creating an environment in which any individual or group will be welcomed, respected, supported and valued as a fully participating member.

Indigent: Suffering from extreme poverty.

Justice: The process of society moving from an unfair, unequal, or inequitable state to one that is fair, equal, or equitable. A transformative practice that relies on the entire community to acknowledge past and current harms to reform societal morals and subsequently the governing laws. Proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

City of Wheat Ridge Race and Equity Task Force Recommendation Report

LGBTQ+: Acronym that refers to communities of individuals who are lesbian, gay, bisexual, transgender, queer. The plus (+) includes all other expressions of gender identity and sexual orientation and recognizes that definitions may grow and evolve overtime.

Marginalized Group: A group or community that experiences discrimination and exclusion because of unequal power relationships across economic, political, social, and cultural dimensions.

Queer: An umbrella term that can refer to anyone who transgresses society's view of gender or sexuality.

Race: A social construct that divides people into distinct groups based on characteristics such as physical appearance (particularly skin color), ancestral heritage, cultural affiliation, cultural history, ethnic classification for the purpose of establishing and maintaining privilege and power.

Racist: A person whose belief that racial differences produce or are associated with inherent superiority or inferiority. It is when a person discriminates against an entire racial group.

Relative Risk: A measure of the risk of a certain event happening in one group compared to the risk of the same event happening in another group. (Probability of event in group 1)/ (Probability of event in group 2). Can be used to compare events in a marginalized group to events in a dominant group.

Restorative Justice: a system of criminal justice that focuses on the rehabilitation of offenders through reconciliation with victims and the community at large. The three core elements are Encounter, Repair and Transform.

Safe Zone: A place where people are open to talking about and being supportive of LGBTQ (Lesbian, Gay, Bisexual, Transgender, and Queer/Questioning +) individuals and identities.

Resources

Diversity, Equity and Inclusion Glossary, College of the Environment, [University of Washington](#)

Diversity, Equity and Inclusion Key Terms and Definitions, [National Association of Counties](#)

Glossary of Diversity, Inclusion and Belonging (DIB) Terms, [Harvard Human Resources](#)

Shared City-Wide Definitions of Racial Equity Terms, [Office of Equity, City of Portland](#)

APPENDICES

- A. Bylaws
- B. City Charter spreadsheet
- C. City of Wheat Ridge Demographics - Community Profile

**CITY OF WHEAT RIDGE
RACE AND EQUITY TASK FORCE**

BYLAWS

I. PURPOSE

1. Carry out, in an impartial manner, a thorough review of City policies, services, and ordinances to identify policies and practices that contribute to discrimination.
2. Provide updates and report recommendations to City Council, including ways in which success will be measured toward becoming a more diverse, equitable, inclusive and responsive community.

II. MEMBERSHIP

A. MEMBERSHIP DESCRIPTION AND TERM

1. The Task Force is selected by City Council to include between 12-20 total members. Each District will select two to four members and the Mayor will select the remaining appointments. There must be at least one member represented from each district, and residents must make up a majority of the Task Force.
2. There are no terms of office defined for appointed Task Force members. These members serve on the Task Force until replaced.

B. ABSENCES AND TERMINATION

1. Absences should be communicated by phone or email to the Task Force staff liaison in advance of a meeting.
2. A member may be removed for reasonable cause under the following procedure. The member shall be given notice in writing for the specific grounds of removal at least five (5) days prior to a special meeting. An affirmative vote of the majority of members present at said meeting is necessary for removal.

III. OFFICERS

A. POSITIONS AND DUTIES

1. The officers of the Committee shall consist of the 3 Co-Chairpersons. Each will share the responsibility and work of coordinating the efforts of the entire Task Force.
2. The Co-Chairpersons shall work with the City Staff Liaison to develop the agenda for each meeting.
3. Co-Chairpersons shall be the presiding officer(s) at all monthly and special Task Force meetings.
4. In the absence of an individual Chairperson for 60 days or more, an attending

member of the Task Force shall be chosen by the Task Force at the meeting or until the Co-Chairperson returns or an election of officers is held.

B. ELECTIONS

1. Officers were originally volunteers, but should a need arise, they will be replaced by election as follows.
2. Officers shall be elected by the Task Force by a majority vote and take office immediately.
3. A Task Force member can nominate only one member for one office at a time. Each office shall be voted on separately.

C. SUB-COMMITTEES

1. Sub-Committees are self-governing and can be organized based on the individual task and complexity of the task.
2. They are responsible to the Co-Chairs for providing information supporting Quarterly updates.
3. Each must provide the Task Force with
 - a. Documentation of process and work accomplished, to include written or recorded records of meetings and conversations.
 - b. Documentation of recommendations that will advance Race and Equity

IV. MEETINGS

1. The regular meeting of the Task Force shall be held every second and fourth Thursday of each month.
2. Public Participation
 - a. All meetings of the Task Force are open to the public.
 - b. Members of the public may not vote, but may participate during the Public Comment portion at the beginning of each meeting for up to five minutes per comment.
 - c. The Task Force will not require members of the public to register their names or other information, to complete a questionnaire, or to perform any other action as a precondition for attending a meeting.
3. For in-person meetings, the Task Force will hold all meetings in accessible facilities.
4. Cancellation of any Task Force meeting is at the discretion of the Committee Chairperson or City Staff Liaison.

V. PROCEDURES

1. A majority of the Task Force members appointed and currently serving constitutes a quorum for meetings.
2. The Task Force may discuss issues and deal with administrative matters in the absence of a quorum, but it may not adopt any resolution, order, or directive unless a quorum is present.

3. A simple majority vote of the members present is required for passage of any motion.
4. Agenda items will be voted on by a simple raised hand when voting for a particular motion.
5. In the event a motion fails to receive a majority vote, it shall conclusively be presumed that no action has been taken, and it shall be required that a second motion be made, seconded, and adopted by majority vote indicating the definite action (either granting or refusing the requested action).
6. In the event of a tie, debate will continue and votes will be recast until a majority is reached.

VI. APPROVAL OF BYLAWS

The Bylaws will be adopted only by a majority vote from the Task Force with oversight by City staff liaison. Changes to the Bylaws will become in effect upon approval from the Task Force and City staff liaison.

VII. AMENDMENTS

Added if needed

CHARTER-BREAKDOWN

Chapter	Section	Election	Process	Court/Judiciary	Human Resources	Property/Development	Tax/Money	Infrastructure
Part 1 - Charter								
Chapter 1 - General Provisions								
	Sec. 1.2. - Rights and liabilities							
	Sec. 1.3. - Powers of self-government							
	Sec. 1.4. - Form of government							
	Sec. 1.5. - Present ordinances							
CHAPTER II. - ELECTIONS								
	Sec. 2.1. - Colorado municipal elections laws adopted							
	Sec. 2.2. - Municipal elections							
	Sec. 2.3. - Disclosure							
	Sec. 2.4. - Election commission							
	Sec. 2.5. - Nonpartisan elections							
	Sec. 2.6. - Recall from office							
	Sec. 2.7. - Recall procedure							
CHAPTER III. - MAYOR AND ADMINISTRATION								
	Sec. 3.1. - Election of mayor							
	Sec. 3.2. - Power and duties of the mayor							
	Sec. 3.3. - Mayor pro tempore							
	Sec. 3.4. - Manager							
	Sec. 3.5. - Administrative departments							
	Sec. 3.6. - Relationship of administrative service to council							
	Sec. 3.7. - Election of city clerk							
	Sec. 3.8. - Duties of the city clerk							
	Sec. 3.9. - Election of treasurer							
	Sec. 3.10. - Duties of the treasurer							
	Sec. 3.11. - Vacancies in elective offices							
	Sec. 3.12. - Compensation of elected officials							
	Sec. 3.13. - Oath of office							
	Sec. 3.14. - Conflict of interest							
	Sec. 3.15. - Bonding of employees							
CHAPTER IV. - COUNCIL								
	Sec. 4.1. - The city council							
	Sec. 4.2. - Council districts							
	Sec. 4.3. - Terms of office							
	Sec. 4.4. - Qualifications							
	Sec. 4.5. - Vacancies							
	Sec. 4.6. - Compensation							
	Sec. 4.7. - Powers of council							

CHARTER-BREAKDOWN

Chapter	Section	Election	Process	Court/Judiciary	Human Resources	Property/Development	Tax/Money	Infrastructure
	Sec. 4.8. - Oath of office							
	Sec. 4.9. - Relationship to administrative service							
	Sec. 4.10. - Conflict of interest							
CHAPTER V. - COUNCIL PROCEDURE AND LEGISLATION								
	Sec. 5.1. - Regular meetings							
	Sec. 5.2. - Special meetings							
	Sec. 5.3. - Business at special meetings							
	Sec. 5.4. - Quorum; adjournment of meeting							
	Sec. 5.5. - Council attendance at meetings							
	Sec. 5.6. - Meetings to be public							
	Sec. 5.7. - Executive sessions							
	Sec. 5.8. - Council acts							
	Sec. 5.9. - Voting							
	Sec. 5.10. - Action by ordinance required							
	Sec. 5.10.1. - Building height and density limitations							
	Sec. 5.11. - Form of ordinances							
	Sec. 5.12. - Procedure							
	Sec. 5.13. - Emergency ordinances							
	Sec. 5.14. - Veto by mayor							
	Sec. 5.16. - Standard codes adopted by reference							
	Sec. 5.17. - Severability of ordinances							
	Sec. 5.18. - Disposition of ordinances							
	Sec. 5.19. - Public records							
	Sec. 5.20. - Street width designation							
CHAPTER VI. - INITIATIVE AND REFERENDUM								
	Sec. 6.1. - Initiative							
	Sec. 6.2. - Referendum							
	Sec. 6.3. - Ordinances referred to the people							
	Sec. 6.4. - Certificate of clerk; amendment of petition							
	Sec. 6.5. - Prohibition of amendment or reenactment							
	Sec. 6.6. - Implementation							
CHAPTER VII. - PERSONNEL								
	Sec. 7.1. - Personnel system							
CHAPTER VIII. - LEGAL AND JUDICIARY								
	Sec. 8.1. - City attorney							
	Sec. 8.2. - Municipal court							
	Sec. 8.3. - Tenure and removal of judges							
	Sec. 8.4. - Duties of the presiding judge							

CHARTER-BREAKDOWN

Chapter	Section	Election	Process	Court/Judiciary	Human Resources	Property/Development	Tax/Money	Infrastructure
	Sec. 8.5. - Compensation of judges							
CHAPTER IX. - BOARDS AND COMMISSIONS								
	Sec. 9.1. - Existing boards and commissions							
	Sec. 9.2. - Right to establish							
	Sec. 9.3. - Appointments to boards or commissions							
	Sec. 9.4. - Procedures of boards and commissions							
CHAPTER X. - FINANCE AND BUDGET								
	Sec. 10.1. - Fiscal year							
	Sec. 10.2. - Submission of budget							
	Sec. 10.3. - Budget message							
	Sec. 10.4. - Budget content							
	Sec. 10.5. - Balanced budget required							
	Sec. 10.6. - Capital program							
	Sec. 10.7. - Public hearing							
	Sec. 10.8. - Council amendments							
	Sec. 10.9. - Council budget adoption							
	Sec. 10.10. - Property tax levy and budget appropriations							
	Sec. 10.11. - Budget status report							
	Sec. 10.12. - Amendments after adoption							
	Sec. 10.13. - Lapse of appropriation							
	Sec. 10.14. - Public record							
	Sec. 10.15. - Independent audit							
CHAPTER XI. - TAXATION								
	Sec. 11.1. - Tax authority and limitations							
	Sec. 11.2. - Collection of taxes							
	Sec. 11.3. - Authority to acquire property							
CHAPTER XII. - MUNICIPAL FUNDING								
	Sec. 12.1. - Forms of borrowing							
	Sec. 12.2. - Short-term notes							
	Sec. 12.3. - General obligation bonds							
	Sec. 12.4. - Revenue bonds							
	Sec. 12.5. - Revenue bonds funded by sales and use tax							
	Sec. 12.6. - Refunding bonds							
	Sec. 12.7. - Limitations on indebtedness							
	Sec. 12.8. - Bonds: Interest, sale, prepayment							
	Sec. 12.9. - Long-term installment contracts, rentals and leaseholds—City property							
	Sec. 12.10. - Approval of tax increment financing, revenue sharing and cost sharing agreement							
CHAPTER XIII. - IMPROVEMENT DISTRICTS								

CHARTER-BREAKDOWN

Chapter	Section	Election	Process	Court/Judiciary	Human Resources	Property/Development	Tax/Money	Infrastructure
	Sec. 13.1. - Creation of special or local improvement districts							
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	Sec. 13.3. - Improvement district bonds; levy for general benefit to special fund; pledge of credit							
	Sec. 13.4. - Transfers from unencumbered special or local improvement district funds							
	Sec. 13.5. - Payment of bonds by city							
	Sec. 13.6. - Review of improvement district proceedings							
CHAPTER XIV. - INTERGOVERNMENTAL RELATIONS								
	Sec. 14.1. - Regional service authorities							
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CHAPTER XV. - UTILITIES AND FRANCHISES								
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	Sec. 15.2. - Water rights							
	Sec. 15.3. - Utility rates							
	Sec. 15.4. - Management of municipal utilities							
	Sec. 15.5. - Use of public places by utilities							
	Sec. 15.6. - Granting of franchises							
	Sec. 15.7. - Existing franchises							
	Sec. 15.8. - Transit facilities							
	Sec. 15.9. - Revocable permits							
	Sec. 15.10. - Franchise records							
CHAPTER XVI. - MISCELLANEOUS LEGAL PROVISIONS								
	Sec. 16.1. - Reservation of power							
	Sec. 16.2. - Bequests, gifts and donations							
	Sec. 16.3. - Liability of the city							
	Sec. 16.4. - Eminent domain							
	Sec. 16.5. - Sale of real property							
	Sec. 16.6. - Severability of Charter provisions							
	Sec. 16.7. - Charter amendments							
	Sec. 16.8. - Procedure to amend the Charter							
	Sec. 16.9. - Charter repeal							
	Sec. 16.10. - Interpretations							
	Sec. 16.11. - Definitions							
	Sec. 16.12. - Chapter and section headings							
CHAPTER XVII. - TRANSITIONAL PROVISIONS								
	Sec. 17.1. - Effective date of Charter							
	Sec. 17.2. - Status of transitional provisions							
	Sec. 17.3. - Transition period							
	Sec. 17.4. - Prior city legislation							

CHARTER-BREAKDOWN

Chapter

- Section
- Sec. 17.5. - Continuation of elected officers
 - Sec. 17.6. - Continuation of boards and commissions
 - Sec. 17.7. - Continuation of appointed officers and employees
 - Sec. 17.8. - Saving clause

Election	Process	Court/Judiciary	Human Resources	Property/Development	Tax/Money	Infrastructure
























Wheat Ridge Community Profile





QuickFacts

Wheat Ridge city, Colorado

QuickFacts provides statistics for all states and counties, and for cities and towns with a *population of 5,000 or more*.

Table

All Topics 	Wheat Ridge city, Colorado
Population Estimates, July 1 2022, (V2022)	 NA
 PEOPLE	
Population	
Population Estimates, July 1 2022, (V2022)	 NA
Population Estimates, July 1 2021, (V2021)	 32,722
Population estimates base, April 1, 2020, (V2022)	 NA
Population estimates base, April 1, 2020, (V2021)	 32,380
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	 NA
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	 1.1%
Population, Census, April 1, 2020	32,398
Population, Census, April 1, 2010	30,166
Age and Sex	
Persons under 5 years, percent	 5.3%
Persons under 18 years, percent	 16.7%
Persons 65 years and over, percent	 19.8%
Female persons, percent	 51.8%
Race and Hispanic Origin	
White alone, percent	 86.5%
Black or African American alone, percent (a)	 0.8%
American Indian and Alaska Native alone, percent (a)	 1.2%
Asian alone, percent (a)	 1.3%
Native Hawaiian and Other Pacific Islander alone, percent (a)	 0.0%
Two or More Races, percent	 8.2%
Hispanic or Latino, percent (b)	 19.8%
White alone, not Hispanic or Latino, percent	 74.8%
Population Characteristics	
Veterans, 2017-2021	2,311
Foreign born persons, percent, 2017-2021	3.3%
Housing	
Housing units, July 1, 2021, (V2021)	X
Owner-occupied housing unit rate, 2017-2021	52.8%
Median value of owner-occupied housing units, 2017-2021	\$459,500
Median selected monthly owner costs -with a mortgage, 2017-2021	\$1,948
Median selected monthly owner costs -without a mortgage, 2017-2021	\$522
Median gross rent, 2017-2021	\$1,311
Building permits, 2021	X
Families & Living Arrangements	
Households, 2017-2021	14,617
Persons per household, 2017-2021	2.17
Living in same house 1 year ago, percent of persons age 1 year+, 2017-2021	84.4%
Language other than English spoken at home, percent of persons age 5 years+, 2017-2021	7.2%
Computer and Internet Use	
Households with a computer, percent, 2017-2021	92.9%
Households with a broadband Internet subscription, percent, 2017-2021	88.9%
Education	
High school graduate or higher, percent of persons age 25 years+, 2017-2021	94.1%
Bachelor's degree or higher, percent of persons age 25 years+, 2017-2021	41.2%

Health	
With a disability, under age 65 years, percent, 2017-2021	8.3%
Persons without health insurance, under age 65 years, percent	 8.0%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2017-2021	68.5%
In civilian labor force, female, percent of population age 16 years+, 2017-2021	65.9%
Total accommodation and food services sales, 2017 (\$1,000) (c)	89,189
Total health care and social assistance receipts/revenue, 2017 (\$1,000) (c)	655,575
Total transportation and warehousing receipts/revenue, 2017 (\$1,000) (c)	21,750
Total retail sales, 2017 (\$1,000) (c)	791,119
Total retail sales per capita, 2017 (c)	\$24,826
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2017-2021	26.0
Income & Poverty	
Median household income (in 2021 dollars), 2017-2021	\$73,231
Per capita income in past 12 months (in 2021 dollars), 2017-2021	\$44,748
Persons in poverty, percent	 12.1%
 BUSINESSES	
Businesses	
Total employer establishments, 2020	X
Total employment, 2020	X
Total annual payroll, 2020 (\$1,000)	X
Total employment, percent change, 2019-2020	X
Total nonemployer establishments, 2019	X
All employer firms, Reference year 2017	1,331
Men-owned employer firms, Reference year 2017	764
Women-owned employer firms, Reference year 2017	308
Minority-owned employer firms, Reference year 2017	145
Nonminority-owned employer firms, Reference year 2017	1,005
Veteran-owned employer firms, Reference year 2017	94
Nonveteran-owned employer firms, Reference year 2017	1,062
 GEOGRAPHY	
Geography	
Population per square mile, 2020	3,467.3
Population per square mile, 2010	3,242.6
Land area in square miles, 2020	9.34
Land area in square miles, 2010	9.30
FIPS Code	0884440