Successful DEI Programs and Lessons Learned

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Community Conditions
Explore the California Healthy Places Index score to examine neighborhood measures linked to health outcomes, and view key indicators of diversity and equity.

Learn more >

Redwood City

HPI Score (3.0): 20.0 percentile

Less → More healthy conditions

This City / Town has healthier community conditions than 20.0% of other California Cities / Towns.

Redwood City

County > City / Town
San Mateo > Redwood City

Population: 85,784
IDEAL RWC

Redwood City
- San Mateo County
- 85,784 residents
- Median household income: $123k
- 56% people of color

IDEAL RWC
- Equity & Inclusion Officer hired 2020
- 2.5 FTE
- Part of City Manager’s Office

IDEAL RWC
- Inclusion
- Diversity
- Equity
- Accessibility
- Leadership in Redwood City
Diversity is a fact.

Equity is a goal.

Inclusion is a practice.
Diversity is a **fact**.
Equity is a **goal**.

*Fair and just inclusion.*
An equitable society is one in which *all can participate and prosper.*
The goal of equity must be to create **conditions that allow all to reach their full potential.**

- PolicyLink
Equity & Equality

Equity and equality are two strategies to produce fairness.

Equality is treating everyone the same way.

Equity is ensuring everyone has what they need to succeed.

“Equality is everybody having a pair of shoes. Equity is providing everyone a pair of shoes that fit.”
-Enid Lee
Equality vs. Equity

In the context of equality, everyone is given the same resources and opportunities, regardless of their needs. In the context of equity, resources and opportunities are given based on the individual's needs.
Equality = Sameness
• Everyone gets the same thing
• Only works if everyone starts with the same resources

Equity = Justness
• Access to the same opportunities
• We must first ensure equity before we can enjoy equality
EQUALITY

EQUITY

JUSTICE

LIBERATION
Inclusion is a **practice**.

Daily action and effort
Creating a sense of belonging
Authentic & empowered participation

Getting it wrong & **keeping at it**
What is structural oppression?

**Individual Racism** Pre-judgment, bias, or discrimination based on race by an individual.
What is structural oppression?

**Institutional Racism** Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

**Individual Racism** Pre-judgment, bias, or discrimination based on race by an individual.
What is structural oppression?

**Structural Racism** A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

**Institutional Racism** Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

**Individual Racism** Pre-judgment, bias, or discrimination based on race by an individual.

**Structural Racism** is like the skyline of buildings around us, all of which interact to dictate our outcomes.

**Institutional Racism** is like the building this room is in, the policies and practices that dictate how we live our lives.

**Individual Racism** is like the room we’re all sitting in, our immediate context.
What is structural oppression?

INDIVIDUAL

A person's beliefs & actions that serve to perpetuate oppression
- conscious and unconscious
- externalized and internalized

INSTITUTIONAL

Policies and practices at the organization (or "sector") level that perpetuate oppression

STRUCTURAL

How these effects interact and accumulate across institutions — and across history

INTERPERSONAL

The interactions between people — both within and across difference
Intent / Impact

- **Intent** – what you mean to convey or do

- **Impact** – how the other person hears or experiences it

- To repair, helpful to **attend to impact before intent**
Government Alliance on Race & Equity (GARE)

NORMALIZE
- A shared analysis & definitions
- Urgency/prioritize

OPERATIONALIZE
- Racial equity tools
- Data to develop strategies & drive results

VISUALIZE

ORGANIZE
- Internal infrastructure
- Partnerships
Government Alliance on Race & Equity (GARE)

- Equity Impact Statements in staff reports
- PACE Plan (engagement + enforcement) to address youth disruptions in downtown
- Staff Foundational Equity Training Series
- Community conversations through United Against Hate Week and Welcoming Week
- Updating recruitment and retention strategies
- Participating in communities of practice with nonprofit partners and with other jurisdictions

NORMALIZE
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- Urgency/prioritize

OPERATIONALIZE
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VISUALIZE

ORGANIZE
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Equity, Access and Inclusion
Council Policy Priority & Organizational Initiative

Jaqui Guzman
Deputy City Manager
Sunnyvale Unity Initiative

Tragic incident in 2019 sparks call for unity after a man intentionally crashed his car into 8 pedestrians because he perceived some to be Muslim
A Community Call for Action

On June 10, 2020, 2000 community members marched to city hall to demand an end to racial injustice
City Commitments in Response to BLM

1. Listen to Community Concerns
2. Be Transparent
3. Look inward and take action to root out systemic racism and inequities
Commitment to Listening
Commitment to Transparency

Department of Public Safety Accountability Site

- Policies and Practices
- Use of Force Data
- Traffic Fatality Data
- Department Diversity
- Misconduct and Discipline
- Public Record Request Portal
Commitment to Looking Inward

Normalize
Discussions about race and equity

Operationalize
Use equity tools and data in decision-making

Organize
Build organizational capacity
Shift organization culture

Adapted from GARE logic model
Sunnyvale Employees for Equity and Diversity (SEED)
SEED Team EAI Vision and Approach

One’s identity does not predict one’s success.

• Setting universal goals but using targeted strategies to improve outcomes for everyone (Targeted Universalism)

• Focus on creating a culture of **belonging**

• Being intentional about co-creating with historically excluded groups
Organizational EAI Plan

1. Organizational Assessment
   ➢ To better understand current environment

2. Citywide Mandatory Employee Training
   ➢ To create a common knowledge base

3. Development of EAI Action Plan
   ➢ To have clear next steps to further EAI goals
Organizational Focus Areas

Employee subcommittees will create recommendations related to:

• Promoting a culture of belonging
• Improving internal communications
• Reducing harm (bullying, microaggressions)
• Addressing barriers in hiring and promoting
Community Engagement
External Community Plan

• Creation of a Human Relations Commission
   Recruitment to begin March 2023

• 2023 Sunnyvale Unity Series
   Inter-Ethnic Community Dialogue (March 2023)
   By-Stander Training (May 2023)
   De-Escalation Training (July 2023)
Equity, Access and Inclusion
Council Policy Priority & Organizational Initiative

Jaqui Guzman
Deputy City Manager
West Hollywood’s Justice Initiatives

Diversity, Equity, and Inclusion (DEI)
Racial Equity (RE)

Feb 2023

A reflection on our City’s work over the past 2 ½ years
Agenda

01 Introduction
02 Baselines + Readiness
03 Operationalizing
04 Our Collective Vision
Introduction
Joined GARE in July 2020

GARE is a national network of government members + hub for sharing

https://www.racialequityalliance.org/tools-resources/
Use the NOOV Framework

**Normalize** – shared understanding
- Baseline your org’s readiness
- Develop staff skills

**Organize** – externally + internally
- Identify intra + inter dept teams
- Investigate drivers of inequities + disparities
- Assess community needs incl. BIPOC needs

**Operationalize** – process + tools
- Move beyond training into action; drive change!
- Define work plans, timelines + budgets
- Reminder: Having a plan is not the action

**Visualize** – lead w/ values + vision
- Do your actions + outcomes uplift everyone?
- Address root causes, barriers + closing gaps
- Take the time to do it right

HELPFUL NOTE!
If you’re stuck, you most likely need to focus on Organizing.
Normalizing in WeHo

HELPFUL NOTE! Focusing on inclusion gets you further than just focusing on diversity.

Racial Justice Conversation w/ Dr. Robin DiAngelo
Implicit Bias Training w/ Dr. Bryant Marks

More experts + BIPOC experts
Equity + How to increase equity
Unconscious bias + Bias blind spots
Inclusivity + Allyship
Inclusive public outreach + Decision-making for public interest
White supremacy
Systemic racism
How to speak to each other
Other forms of BIPOC racism + Experiences by trans, people with disabilities, and marginalized peoples
Micro-aggressions
Antiracist

HELPFUL NOTE!
Focusing on inclusion gets you further than just focusing on diversity.
Organizing in WeHo - Meet the Teams!

- Arts
- City Manager’s Dept
- Communications
- Finance
- Human Resources
- Planning
- Public Safety
- Social Services
- Strategic Initiatives
Baselines + Readiness

What you do makes a difference, and you have to decide what kind of difference you want to make.

-Jane Goodall
Employee Baseline Assessment

Purpose: To determine employee readiness and willingness to engage in racial equity work

Surveys: 54-item questionnaire; Administered by Race Forward/GARE

Completed by: All Staff

Findings: 69% response rate

- Consistent differences across race and ethnicity
- Consistent differences between supervisors and non-supervisors

RECOMMENDATIONS

- BIPOC respondent perspectives should be central to informing efforts to advance racial equity.

- More investment in internal infrastructure to guide racial equity efforts (e.g., tools and resources, capacity building, more cross-dept collaboration).

- Embed racial equity work throughout the org with active involvement across departments + position levels, dedicated and heightened organizational resources, and more robust communication will lead to greater outcomes for all.
Baseline Employee Assessment

2 Most Frequently Noted Needs

How to enhance involvement in racial equity work: “More information, so I know what to do”

- I feel competent in my interactions with people of different races. 98%
- I have a basic understanding of concepts related to racial equity. 98.6%
- I can identify examples of institutional racism. 85.1%
- I have the tools to address institutional racism in my workplace. 61.9%

Additional training on racial equity and related concepts

Figure 1. Individual-level perspectives among West Hollywood employee survey respondents.
Baseline Employee Assessment

**COMMITMENT**

74.3% agreed their department was committed to racial equity

71.6% agreed employees were encouraged to participate in racial equity training

83.3% agreed the City of West Hollywood has made an explicit commitment to advancing racial equity.

**ACTION**

43.8% agreed their department had taken steps to reduce racial inequities

45.6% agreed their department provided racial equity training

74.1% respondents could identify one or more concrete actions the City of West Hollywood had taken to address racial inequities in the community

16.3% or 2:10 employees indicated they had used a racial equity tool on policy, program, or budget decisions

We want to narrow this gap.
Purpose: To determine leading + lagging so we can get to an equitable future together.

Surveys: 8 organizational characteristics

Completed by: All GARE Team Members

Findings:

- Leading characteristics are highlighted in yellow.
- Lagging characteristics are highlighted in pink.
Operationalizing DEI + RE in WeHo
# Activities Timeline

**2020**

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>Joined GARE Member</td>
<td>Formed DEI Committee</td>
<td>Added Resources to Intranet</td>
<td>Formed Teams + Scheduled Check Ins + Inventoried Current Work Efforts</td>
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<td><strong>City Manager’s Department / All Employees Invited</strong></td>
<td><strong>All Employees Invited</strong></td>
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<td><strong>Inventoried Current Work Efforts</strong></td>
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<td>Focused on Normalizing + Organizing</td>
<td>Focused on Building Momentum + Capacity</td>
<td>Focused on Communications + Launching</td>
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## Activities Timeline

**Q1**
- Identified DEI + RE Consultants: Center for Policing Equity Study
- Employee Baseline Survey: Conversation on Equity and Public Safety with Connie Rice
- Adopted City-Definitions of DEI + RE: Conversation on Racial Justice with Dr. Robin DiAngelo

**Q2**
- Adopted Admin Regulation to Set the Direction for Staff Work: Climate Action + Adaptation Plan
- Evaluated DEI + RE Data Collection: Housing Element: Affirmatively Furthering Fair Housing

**Q3**

**Q4**
# Activities Timeline

## 2021

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<td>Implicit Bias Training</td>
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<td>Arts</td>
<td>Human Resources / All Employees Invited</td>
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<td>Granicus Boards + Commissions Module</td>
<td>Social Services Utilization by Community Members of Color Report</td>
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<td>City Clerk’s Office</td>
<td>Social Services</td>
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<td>Social Justice Task Force Formation</td>
<td>Behavioral Health Mobile Response Unit (Phase 1)</td>
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<td>Community &amp; Legislative Affairs</td>
<td>Strategic Initiatives</td>
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<td>Land Acknowledgement</td>
<td>BIPOC Business Initiatives</td>
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<td>Economic Development</td>
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<td>Quarter</td>
<td>Activities</td>
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</tbody>
</table>
| Q1      | Interdepartmental Teams Meetings  
          | Goal Setting + Knowledge Sharing  
          | Community Outreach Needs Assessment Survey  
          | All Employees  
          | Aligned Grant Programs with Prop 209  
          | Arts  
          | Social Justice Task Force Final Report  
          | Community & Legislative Affairs |
| Q2      | Multicultural Holiday Artworks  
          | Communications  
          | Blind Recruitment Software/NEOGOV  
          | Human Resources  
          | Multi-Stall Gender Neutral Restroom Ordinance  
          | Building + Safety  
          | Community Safety and Well-Being Strategy  
          | Community Safety |
| Q3      |  
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| Q4      |  
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Activities Timeline

2022

Q1
- LGBTQ+ Training with Sheriff’s Station

Q2
- Needs Assessment Report: Focusing on Community Members of Color
  - Community Safety

Q3
- Expanded Homeless Initiative Brand Kit to be More Inclusive
  - Strategic Initiatives
- Guaranteed Income Pilot
  - Strategic Initiatives

Q4
- West Hollywood Care Team
  - Social Services

- Established 6 Working Groups
  - Inter-Departmental
Six GARE Working Groups

**Racial Equity Statement Working Group**: Tasked to create the first draft. The end-product will be a resource for the org to outline its commitments to racial equity for all stakeholder groups.

**Communications Working Group**: Tasked to assess and craft racial equity communications for the org.

**Data & Metrics Working Group**: Tasked to assess and craft data recommendations for the org. Will use findings from the continuum assessment and baseline report to begin crafting metrics.

**History Working Group**: Tasked to incorporate key findings from the Social Justice Task Force Historical Context Statement Project into GARE’s foundational work. This team will inform all GARE Teams on its findings.

**City Officials Working Group**: Tasked to assist the City Clerk’s Office and/or Human Resources on targeted racial equity trainings for City Officials.

**Budget & Contracting Working Group**: Tasked to craft racial equity goals into the budget process and the procurement/contracting process for the org.
Our Collection Vision

APPLYING DEI + RE LENSES TO ACHIEVE JUSTICE FOR ALL

1. Organizational Vision + Values
2. Decision-making
3. Budget + Work Plans
4. Projects + Programs
5. Policies + Practices
6. Procurement + Selection Procedures
7. Data Collection
8. Goal Setting, Metrics + Reporting
Thank You

Questions?

DEI + RE Initiative Lead
David Wilson, dwilson@weho.org

ARTWORK CREDIT
@ariadelsole | Nadia Fisher
“Breathe a little sunshine into your every day!”
City of West Hollywood
David Wilson, City Manager
Email: dwilson@weho.org
Resource for Cal Cities City Managers Conference

**Diversity, Equity, and Inclusion (DEI) & Racial Equity (RE) Initiatives**

**NORMALIZE (1) - shared understanding**
- Baseline your agency’s readiness
- Develop staff skills
- Learn how the work differs for individuals, institutions + structures/systems
- Adopt organizational definitions for DEI + RE
- Executive team support is also essential for staff buy-in
- Support community organizing as their way of building capacity. Public sector organizing and community organizing are parallel roads that intertwine and come together at certain times. The community sometimes is in support of government and other times is pushing government.

Baseline Assessments: To operationalize/implement DEI + RE initiatives, people must have the skills, knowledge and confidence to do it. The assessment is a tool that will lead us to next steps and action, along with understanding areas of impact for each team’s subject matter/areas of work.

**ORGANIZE (2) - externally + internally**
- Identify intra + inter dept teams
- Investigate drivers of inequities + disparities
- Assess community needs incl. BIPOC needs
- Engaging and partnering with communities of color
- Building capacity for organizational change
- Building networks for institutional change
- Preparing for pushback + backlash
- Focus on policies, practices, and procedures
- Avoid disrespectful community engagement
- Communications + narrative shifts are essential for cultural shift about government

**HELPFUL NOTE!**
If you’re stuck, you most likely need to focus on Organizing.
• Shouldn’t matter when leadership changes
• Dispel work silos and learn to work across Depts (identify synergies)
• Focus on capacity building (one step above learning and developing skills)
• Build mechanisms for accountability

Drivers of Inequities + Disparities: Avoid creating strategies without clarity + understanding of the problem(s). Lack of comprehension may result in unintended consequences. It is important to assess community needs to identify where to begin.

Assess Community Needs: Typically those most impacted by inequities are not involved in government and asking for help. Pay attention to whose voices are missing.

CAUTION... Community members may become frustrated when government keeps conducting community engagement time and again and they’re asking for the same things again and again.

OPERATIONALIZE (3) - process + tools
• Move beyond training into action; drive change!
• Define work plans, timelines + budgets
• Reminder: Having a plan is not the action
• Pilot actions, as needed
• Use performance measures to evaluate outcomes + address shortfalls
• Disaggregate your data
• Staff and community pushbacks will happen; Change is hard
• Navigate by starting from a shared values perspective and recognizing history; “We all recognize that race should not be a predictor on life outcomes.”
• Don’t push for next steps until you’ve done an analysis on what’s creating inequities
• Learn to navigate Prop 209; talk to other agencies with active initiatives

Action + Outcomes/Impact: Naming where there are inequities without action can actually cause more pronounced stereotypes, trigger people, and lower morale.

VISUALIZE (4) - lead w/ values + vision
• Do your actions + outcomes uplift everyone?
• Address root causes, barriers + closing gaps
• Take the time to do it right
• Why is it important for your agency to address DEI + RE?
• Actively insert DEI + RE into decision-making
• This work requires deep engagement + long-term commitments
• Avoid being perceived as doing the work to “check the box”