

Successful DEI Programs and Lessons Learned



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≡ Tools Active changes: [Rank By Geography](#) ×

Community Conditions

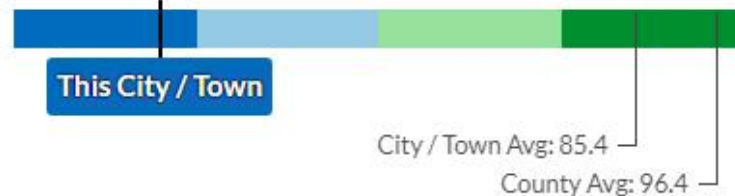
Explore the California Healthy Places Index score to examine neighborhood measures linked to health outcomes, and view key indicators of diversity and equity.

[Learn more >](#)

Redwood City

HPI Score (3.0): 20.0 percentile

Less → More healthy conditions

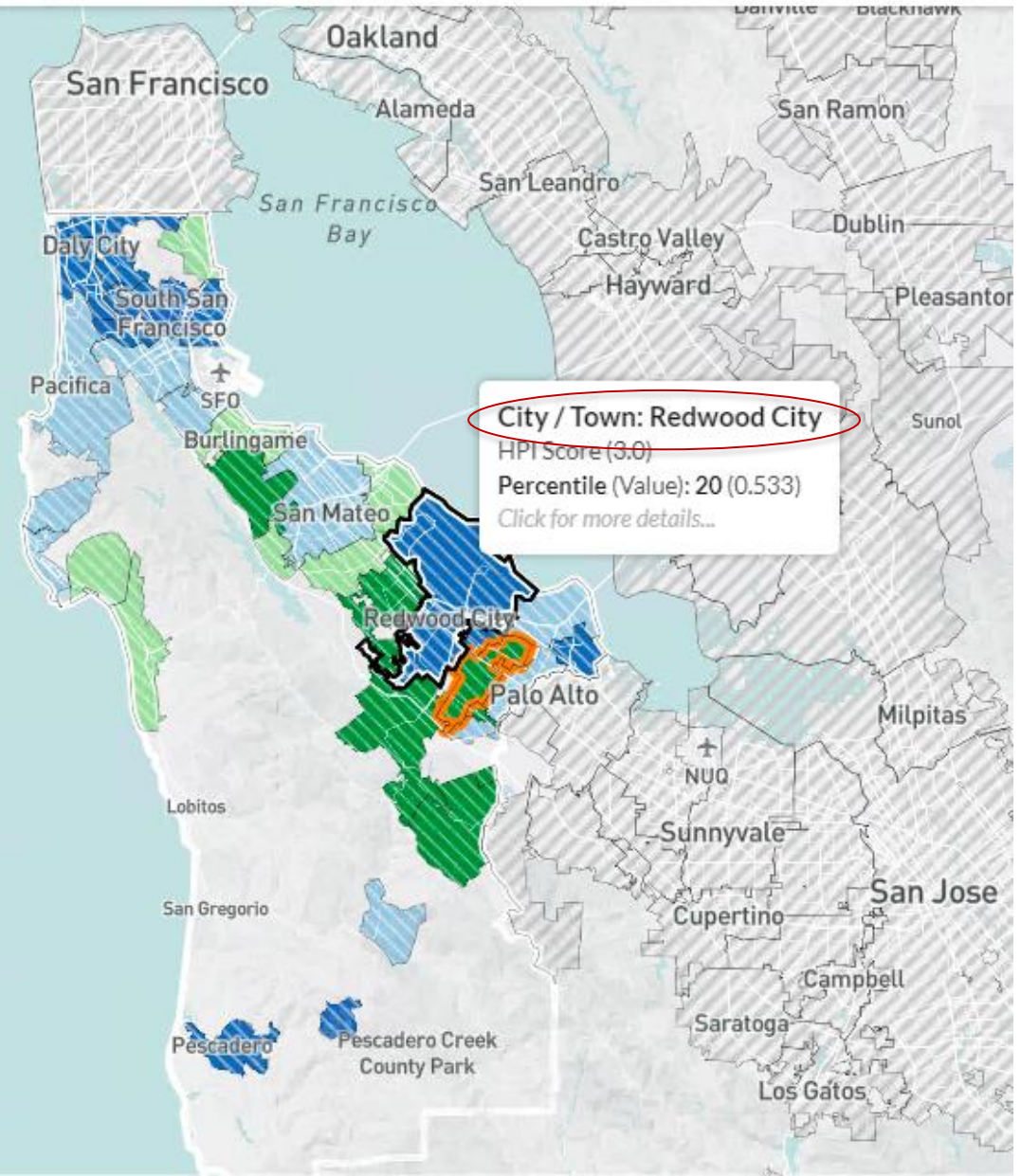


This City / Town has healthier community conditions than 20.0% of other California Cities / Towns.

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**

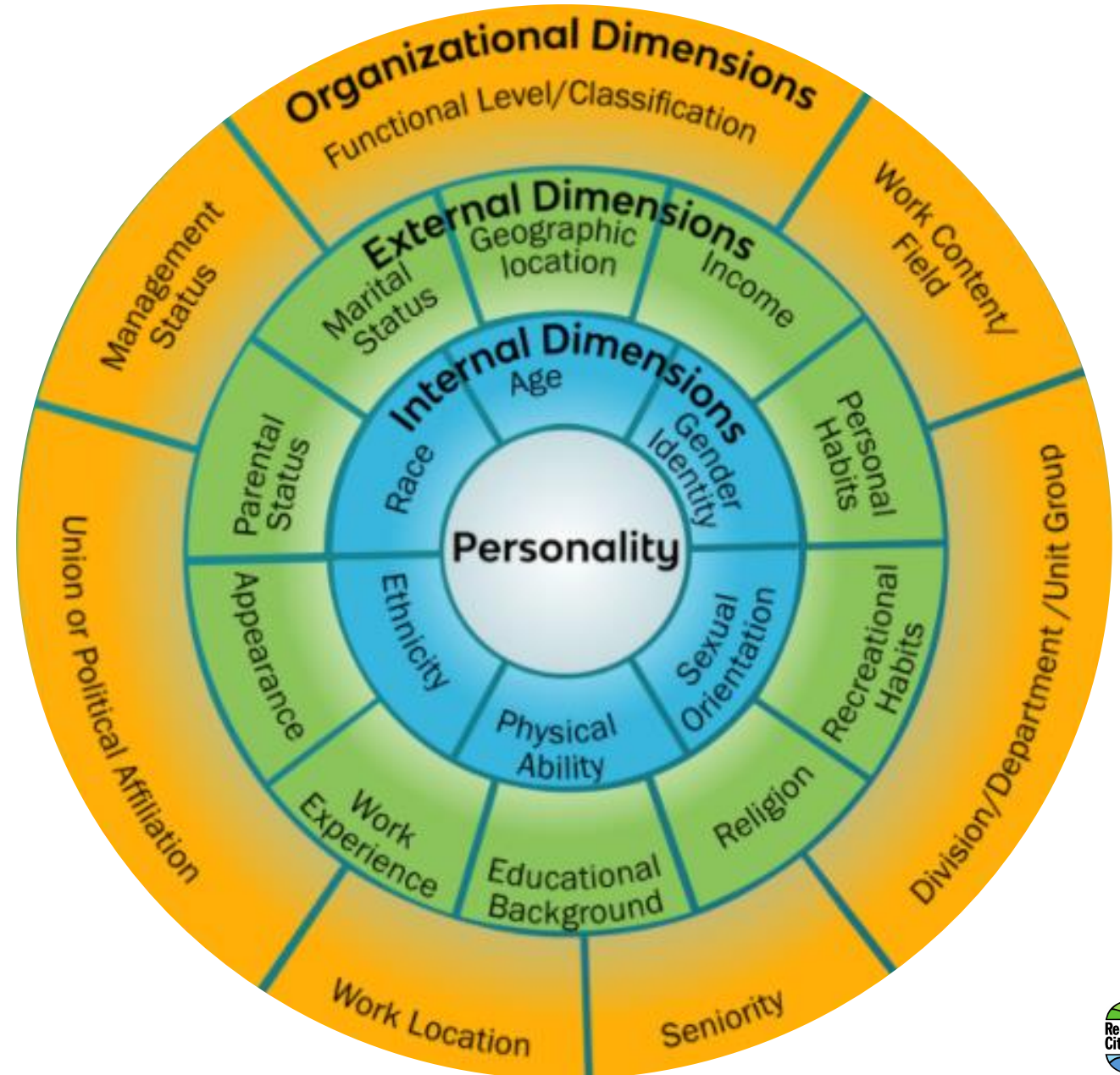
Diversity is a fact.

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



Equity



Performance



Style



Size



Comfort

Equality

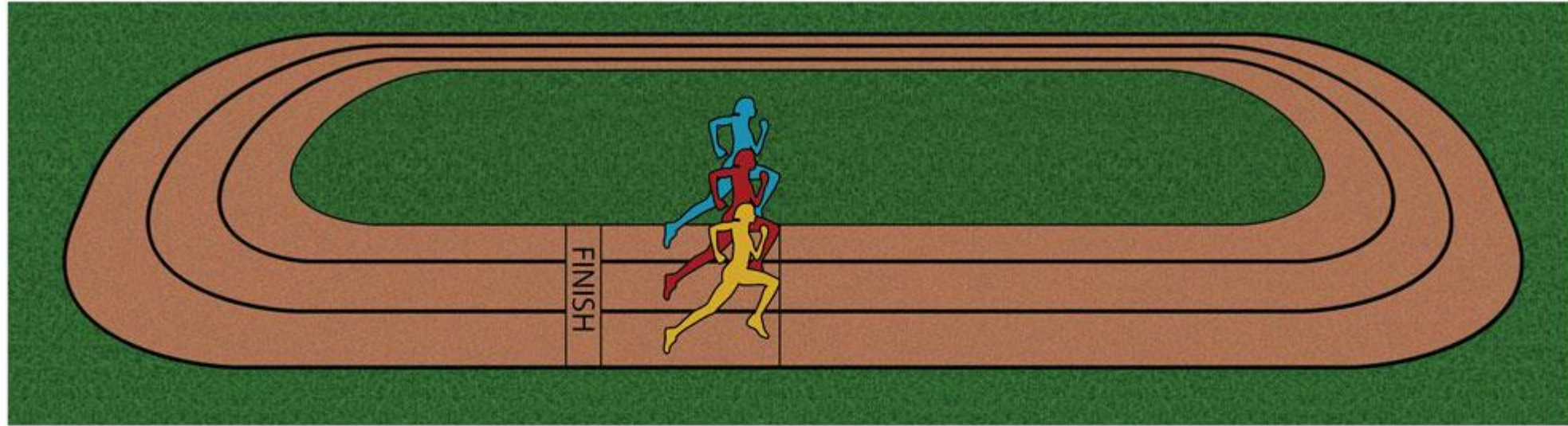


Equity



Equality = Sameness

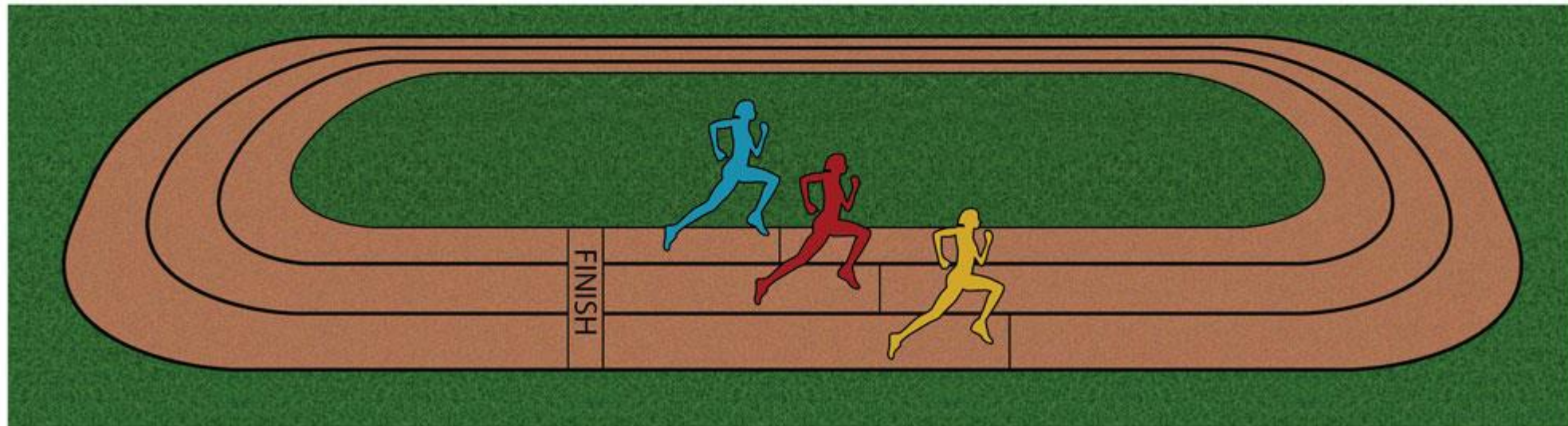
- Everyone gets the same thing
- Only works if everyone starts with the same resources



EQUALITY

Equity = Justness

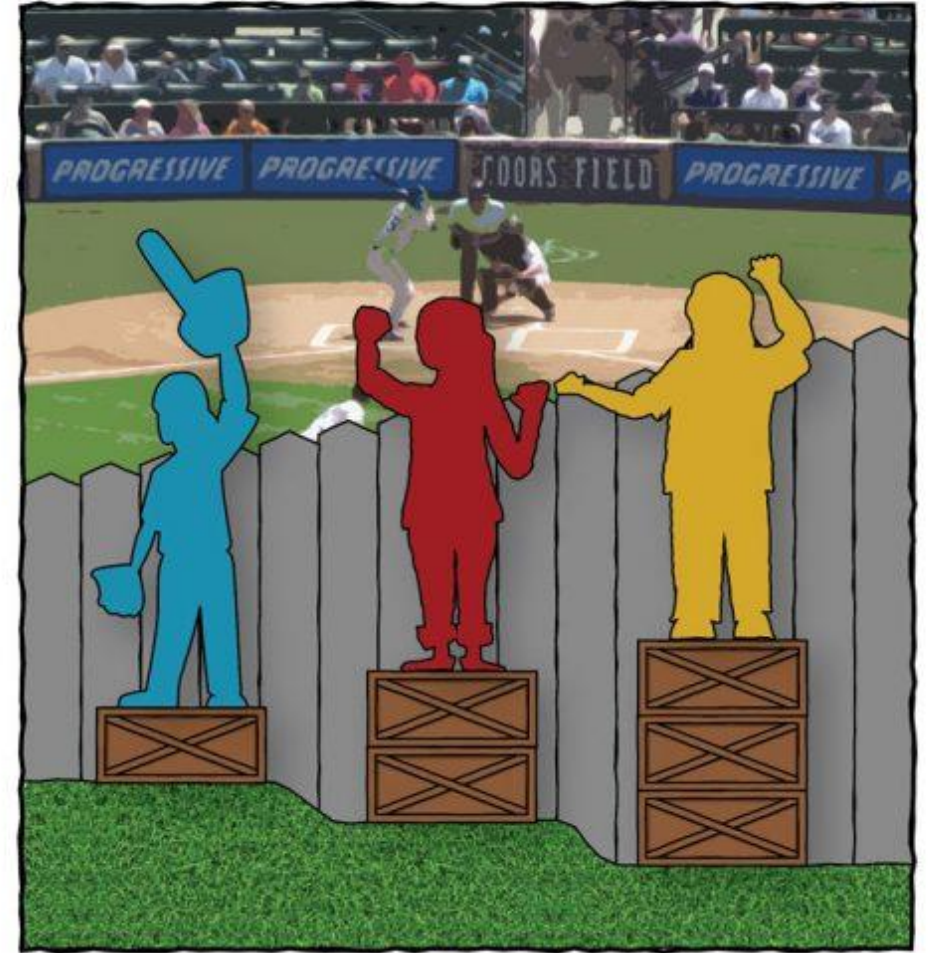
- Access to the same opportunities
- We must first ensure equity before we can enjoy equality



EQUITY



EQUALITY



EQUITY



EQUALITY



EQUITY

#T2T



JUSTICE



LIBERATION

#T2T

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.

Individual Racism
is like the room
we're all sitting
in, our immediate
context.

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.



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?

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.

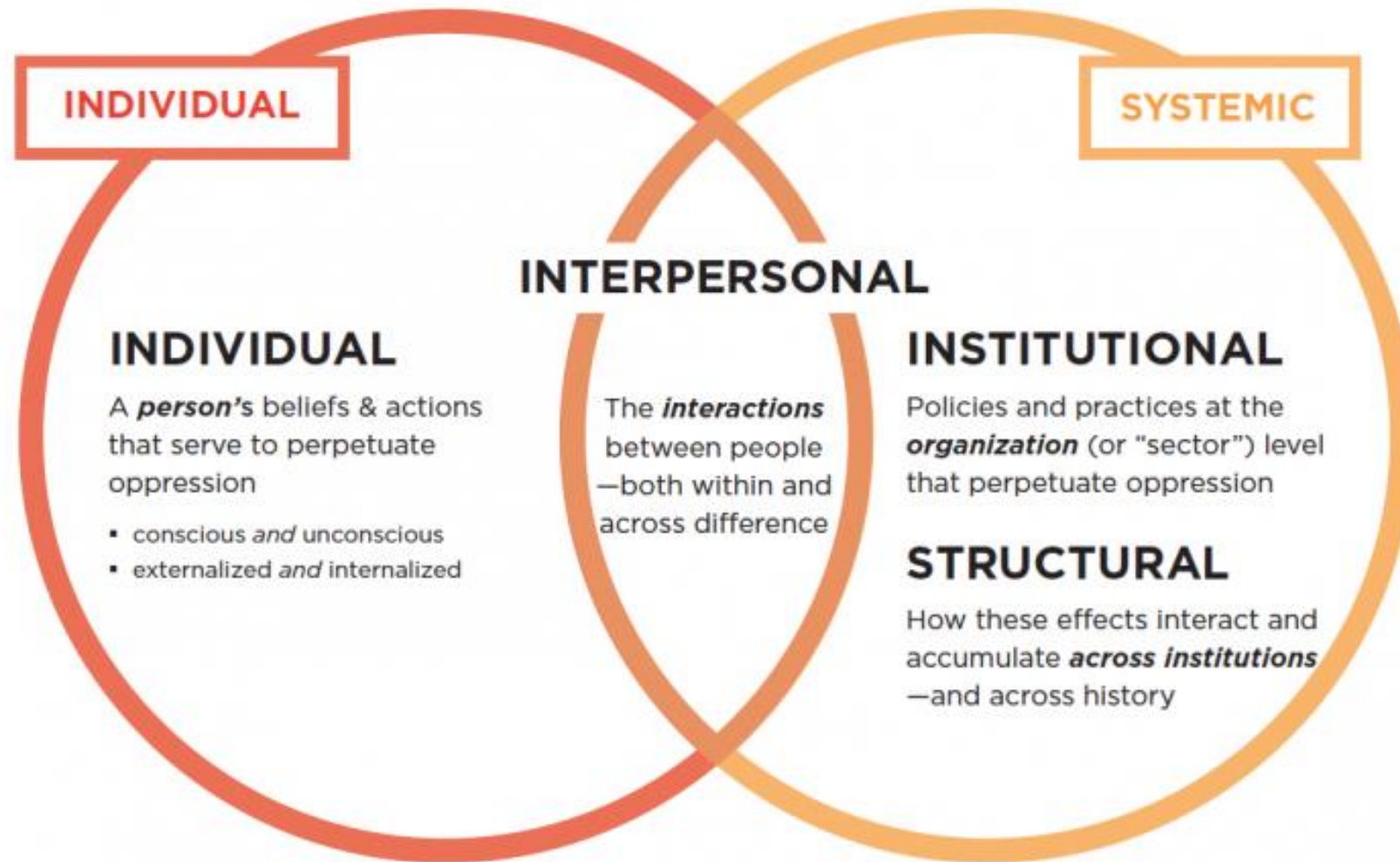


Structural Racism is like the skyline of buildings around us, all of which interact to dictate our outcomes.

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

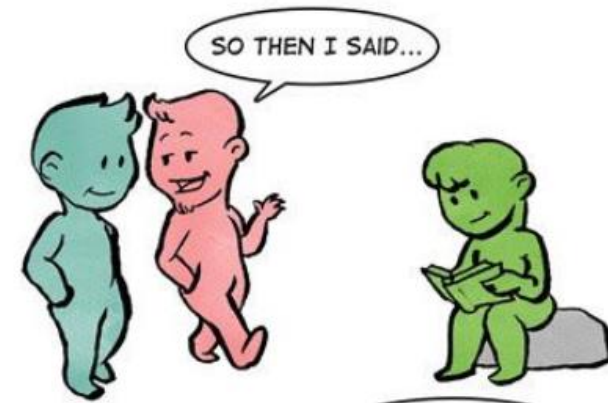
Individual Racism is like the room we're all sitting in, our immediate context.

What is structural oppression?

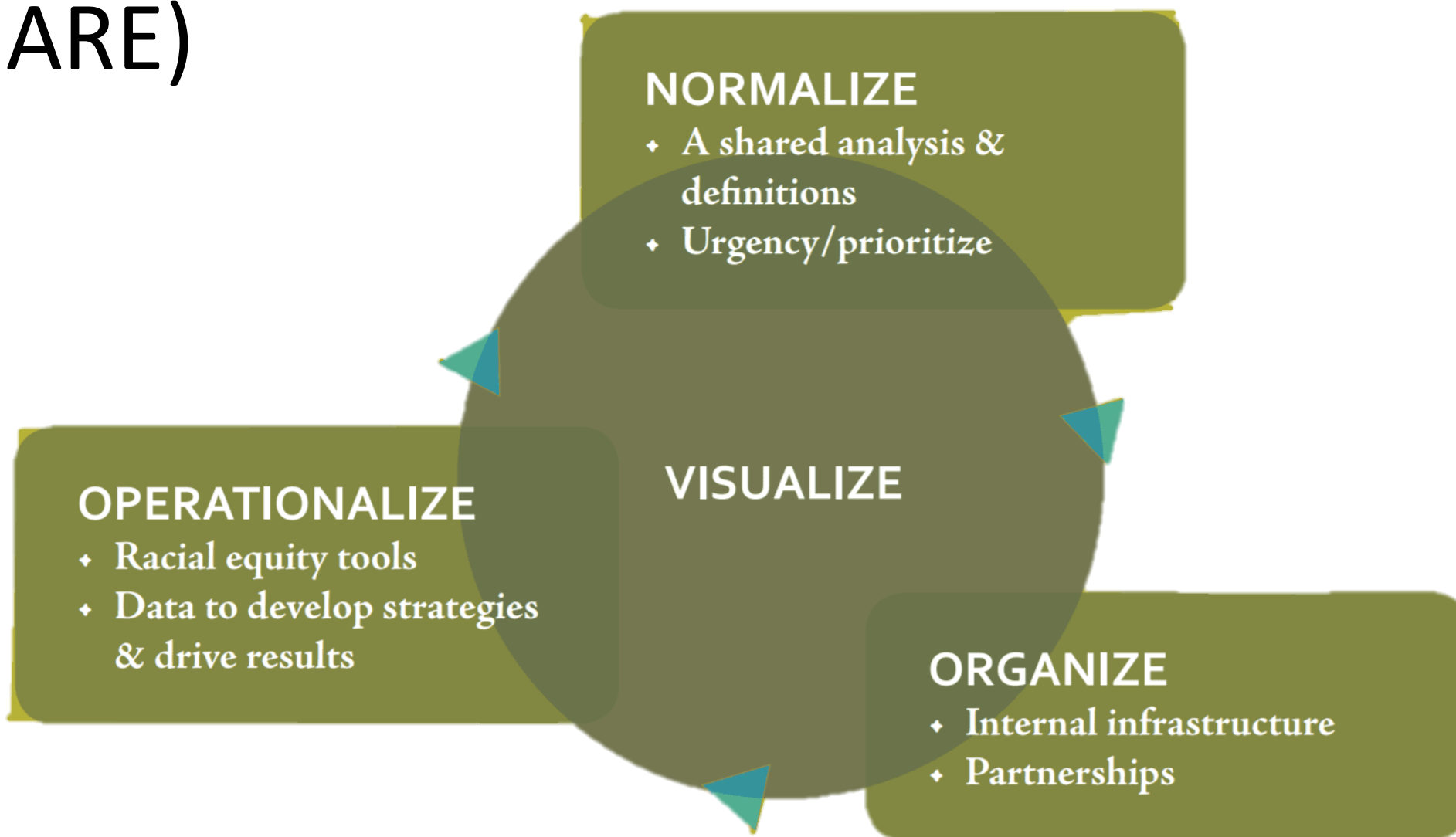


Intent / Impact

- **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)



Government Alliance on Race & Equity (GARE)

- Equity Impact Statements in staff reports
- PACE Plan (engagement + enforcement) to address youth disruptions in downtown

OPERATIONALIZE

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

NORMALIZE

- ♦ A shared analysis & definitions
- ♦ Urgency/prioritize

VISUALIZE

ORGANIZE

- ♦ Internal infrastructure
- ♦ Partnerships

- 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



Sunnyvale

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



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

SUNNYVALE UNITY
LISTENING SERIES

LGBTQ+ DIALOGUE AND PANEL DISCUSSION

MONDAY, AUG. 24
5:30 P.M. TO 7:30 P.M.

IN PARTNERSHIP WITH:
SANTA CLARA COUNTY OFFICE OF LGBTQ AFFAIRS
SILICON VALLEY PRIDE
FABULOUS SUNNYVALE
AND THE CITY OF SUNNYVALE

MORE INFORMATION:
[sunnyvale.ca.gov/unity](https://www.sunnyvale.ca.gov/unity) #SUNNYVALE

SUNNYVALE UNITY
LISTENING SERIES

PUBLIC SAFETY ROUNDTABLE DISCUSSION

THURSDAY, SEPT. 24
5:30 P.M. TO 7:30 P.M.

MODERATED BY:
EUGENE WHITLOCK, J.D., CHIEF PEOPLE &
CULTURE OFFICER AT UC BERKELEY

MORE INFORMATION:
[sunnyvale.ca.gov/unity](https://www.sunnyvale.ca.gov/unity) #SUNNYVALE

SHARE YOUR THOUGHTS AND CONCERNS AROUND EQUITY AND
INCLUSION, SYSTEMIC RACISM, AND POLICE USE OF FORCE.

LISTENING SESSION

THURSDAY, JUNE 25
4:30 P.M.

WITH: LARRY KLEIN, SUNNYVALE MAYOR
KENT STEFFENS, CITY MANAGER
PHAN NGO, CHIEF OF PUBLIC SAFETY

MORE INFORMATION:
[sunnyvale.ca.gov/unity](https://www.sunnyvale.ca.gov/unity) #SUNNYVALE

SHARE YOUR THOUGHTS AND CONCERNS AROUND EQUITY AND
INCLUSION, SYSTEMIC RACISM, AND POLICE PRACTICES.

SUNNYVALE UNITY
LISTENING SERIES

DIALOGUE WITH YOUTH: PUBLIC SAFETY AND SCHOOLS

WEDNESDAY, JULY 22
5:30 P.M. TO 7:30 P.M.

WITH: FREMONT UNION HIGH SCHOOL DISTRICT
SUNNYVALE SCHOOL DISTRICT
YOUTH PUBLIC POLICY INSTITUTE
AND THE CITY OF SUNNYVALE.

MORE INFORMATION:
[sunnyvale.ca.gov/unity](https://www.sunnyvale.ca.gov/unity) #SUNNYVALE

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



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)



Sunnyvale

Equity, Access and Inclusion

Council Policy Priority & Organizational Initiative

Jaqui Guzman

Deputy City Manager





West Hollywood's Justice Initiatives

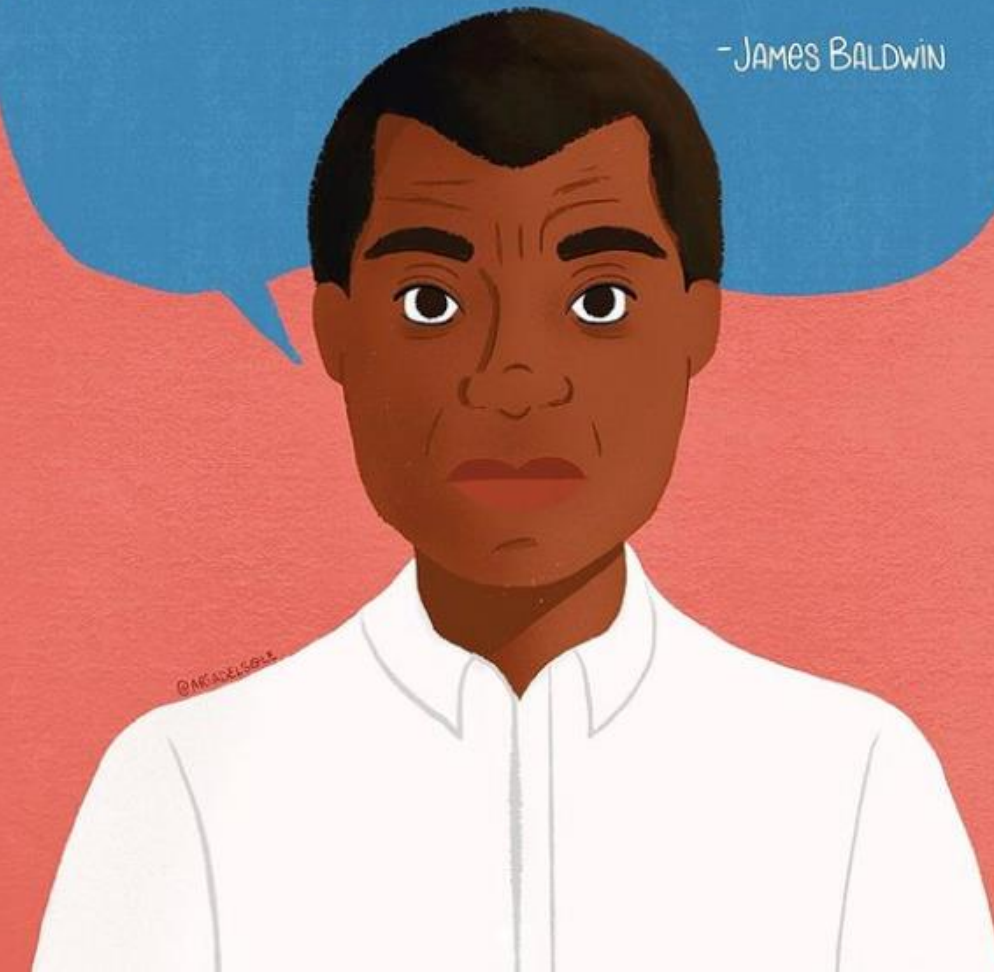
*Diversity, Equity, and Inclusion (DEI)
Racial Equity (RE)*

Feb 2023

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

IGNORANCE, ALLIED WITH POWER,
IS THE MOST FEROCIOUS ENEMY
JUSTICE CAN HAVE

- JAMES BALDWIN



NEVER CEASE TO ACT
BECAUSE YOU FEAR
YOU MAY FAIL

- QUEEN LILIUOKALANI



Agenda

- 01 Introduction
- 02 Baselines + Readiness
- 03 Operationalizing
- 04 Our Collective Vision

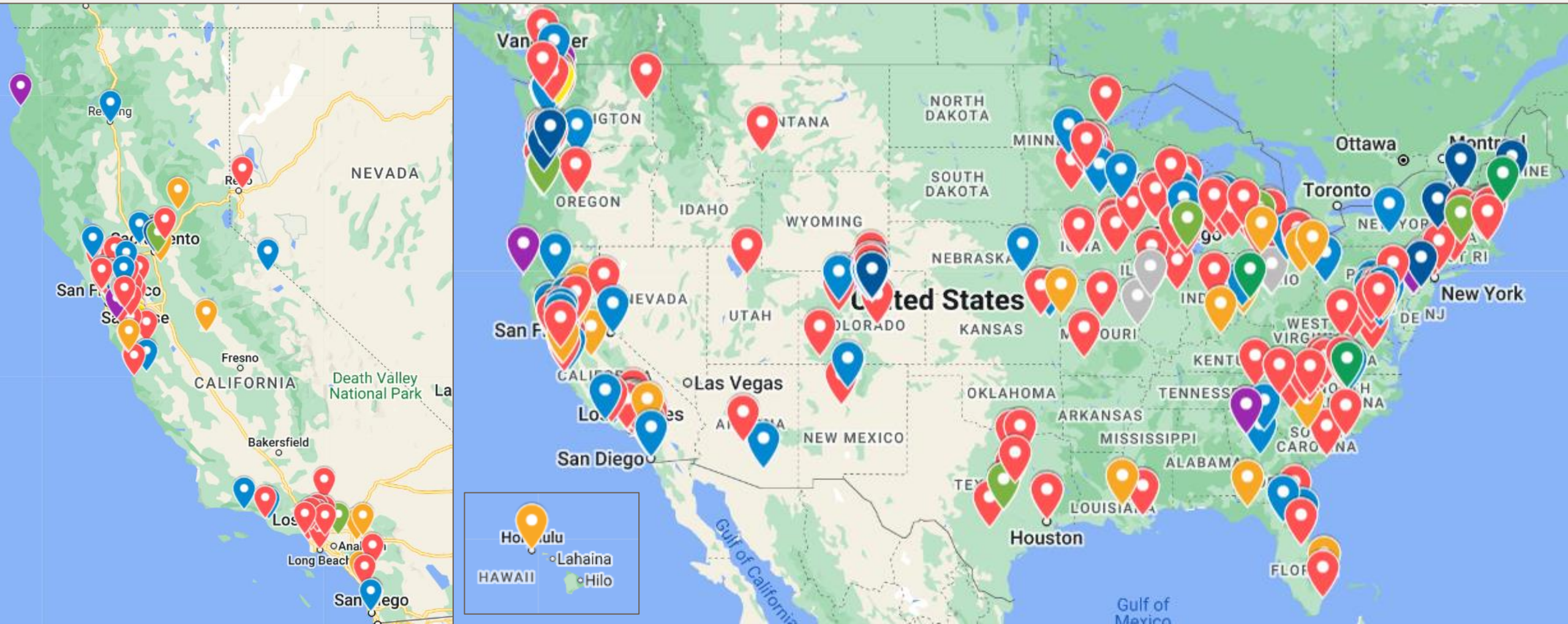
Introduction



Joined GARE in July 2020

<https://www.racialequityalliance.org/tools-resources/>

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



Use the NOOV Framework

NORMALIZE – shared understanding

- Baseline your org's readiness
- Develop staff skills

ORGANIZE – externally + internally

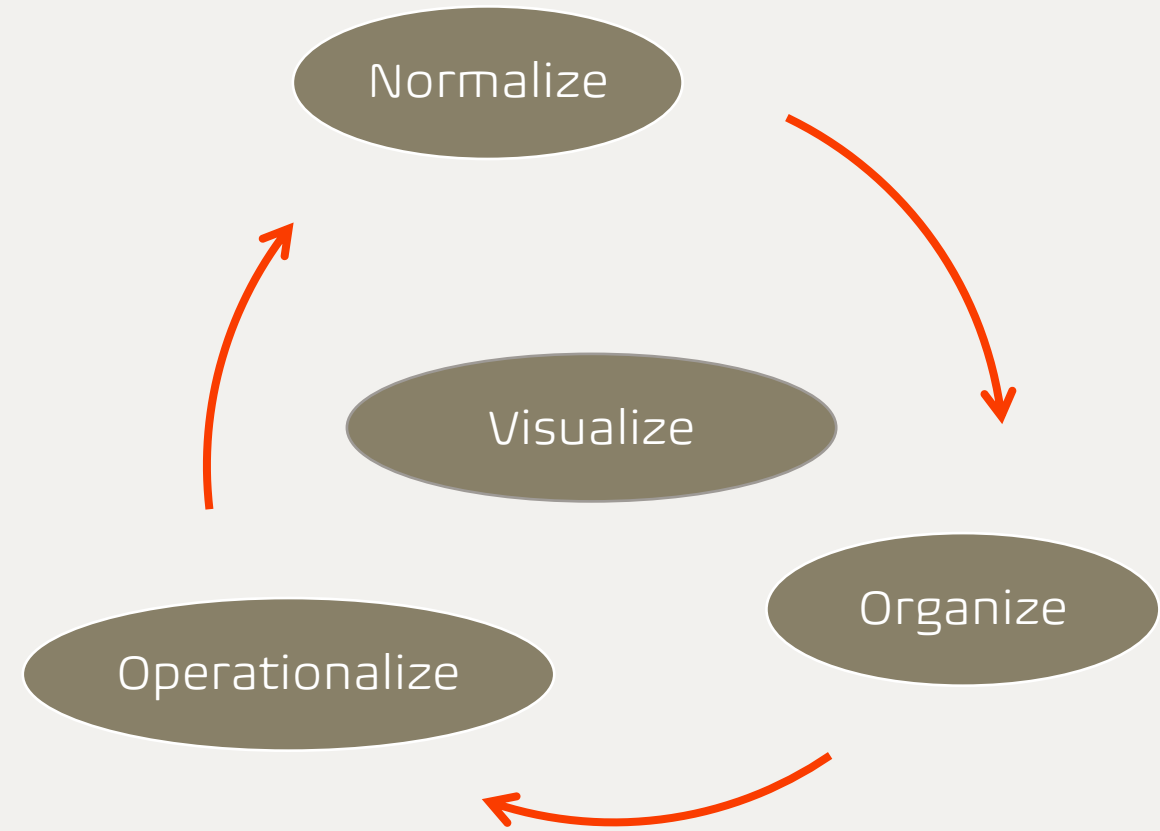
- Identify intra + inter dept teams
- Investigate drivers of inequities + disparities
- Assess community needs incl. BIPOC needs

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

CITY OF WEST HOLLYWOOD
ADMINISTRATIVE REGULATION

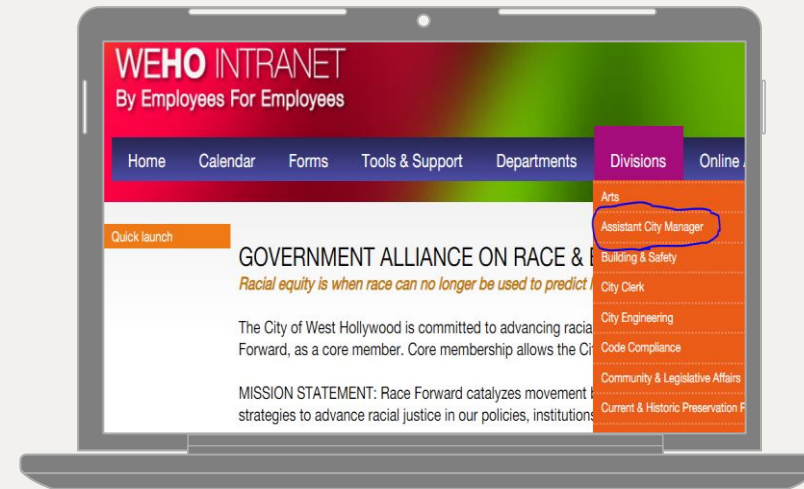
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Effective Date July 14, 2021 | 8:49 AM PDT

SUBJECT: CITY-ADOPTED DEFINITIONS FOR WORK TO FOSTER DIVERSITY, EQUITY, AND INCLUSION (DEI)

Purpose
To standardize language and establish administrative policies and procedures for the use of City-adopted definitions for work to foster diversity, equity, and inclusion (DEI).

Application
This regulation applies to all work completed and approved by persons employed by the City of West Hollywood.

Policy
The City shall use these adopted diversity, equity, and inclusion (DEI) definitions to guide and



*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

Inclusivity
+ Allyship

White
supremacy

Systemic
racism

How to
speak to
each
other

Micro-
aggressions

Unconscious
bias
+ Bias blind
spots

Inclusive public
outreach
+ Decision-making for
public interest

Other forms of BIPOC racism +
Experiences by trans, people with
disabilities, and marginalized peoples

Antiracist

Organizing in WeHo - Meet the Teams!



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"

Additional training on racial equity and related concepts

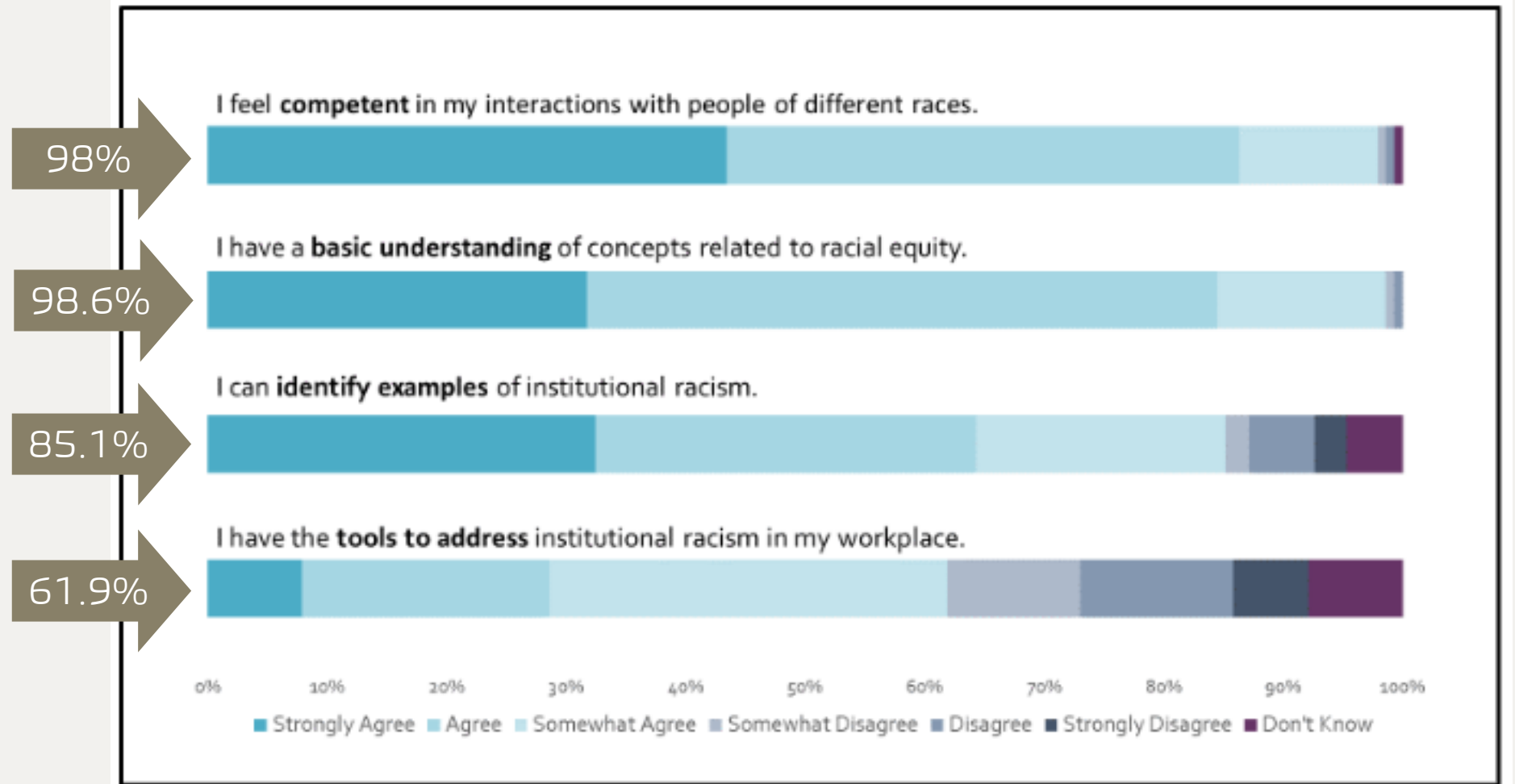


Figure 1. Individual-level perspectives among West Hollywood employee survey respondents.

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.

we want to narrow this gap

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

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

Org Continuum Assessment

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.

CULTURE

1. Org Commitment
2. Leadership + Management

PEOPLE

3. Workforce Hiring, Recruitment + Retention
4. Workforce Competencies
5. Community Access, Involvement + Partnerships

STRUCTURES

6. Budgeting + Contracting
7. Communications
8. Data Collection + Evaluation



Operationalizing DEI + RE in WeHo

Activities Timeline

2020



Joined GARE Member

City Manager's Department / All Employees Invited

Added Resources to Intranet

Focused on Normalizing + Organizing

Focused on Communications +
Launching

Formed DEI Committee

All Employees Invited

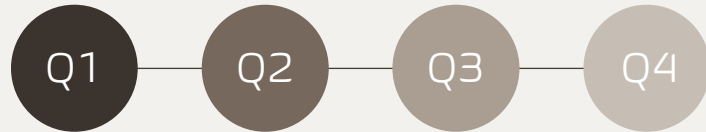
Formed Teams + Scheduled Check Ins +
Inventoried Current Work Efforts

Focused on Building Momentum +
Capacity

Activities Timeline



2021



Identified DEI + RE Consultants

Center for Policing Equity Study

Community Safety

Employee Baseline Survey

Race Forward

Conversation on Equity and Public Safety with Connie Rice

Community Safety

Adopted City-Definitions of DEI + RE

Conversation on Racial Justice with Dr. Robin DiAngelo

Adopted Admin Regulation to Set the Direction for Staff Work

Climate Action + Adaptation Plan

Long Range Planning

Evaluated DEI + RE Data Collection

Housing Element: Affirmatively Furthering Fair Housing

Long Range Planning

Activities Timeline

2021



Cultural Equity Statement

Arts

Granicus Boards + Commissions
Module

City Clerk's Office

Social Justice Task Force Formation

Community & Legislative Affairs

Land Acknowledgement

Community & Legislative Affairs

Implicit Bias Training

Human Resources / All Employees Invited

Social Services Utilization by
Community Members of Color Report

Social Services

Behavioral Health Mobile Response
Unit (Phase 1)

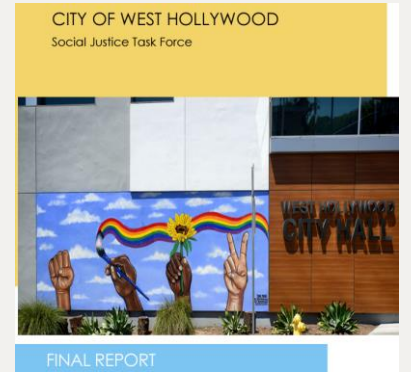
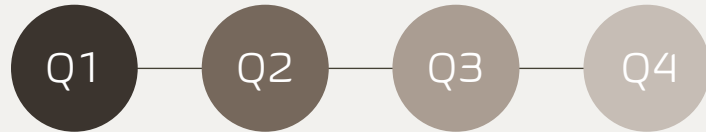
Strategic Initiatives

BIPOC Business Initiatives

Economic Development

Activities Timeline

2022



Interdepartmental Teams Meetings

Goal Setting + Knowledge Sharing

Multicultural Holiday Artworks

Communications

Community Outreach Needs
Assessment Survey

All Employees

Blind Recruitment Software/NEOGOV

Human Resources

Aligned Grant Programs with Prop 209

Arts

Multi-Stall Gender Neutral Restroom
Ordinance

Building + Safety

Social Justice Task Force Final Report

Community & Legislative Affairs

Community Safety and Well-Being
Strategy

Community Safety

Activities Timeline

CITY OF WEST HOLLYWOOD

NEEDS ASSESSMENT

Focusing on

Community Members of Color

2022

Q1

Q2

Q3

Q4

LGBTQ+ Training with Sheriff's Station

Community Safety

Expanded Homeless Initiative Brand Kit to be More Inclusive

Strategic Initiatives

Needs Assessment Report: Focusing on Community Members of Color

Social Services

Guaranteed Income Pilot

Strategic Initiatives

West Hollywood Care Team

Strategic Initiatives

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.

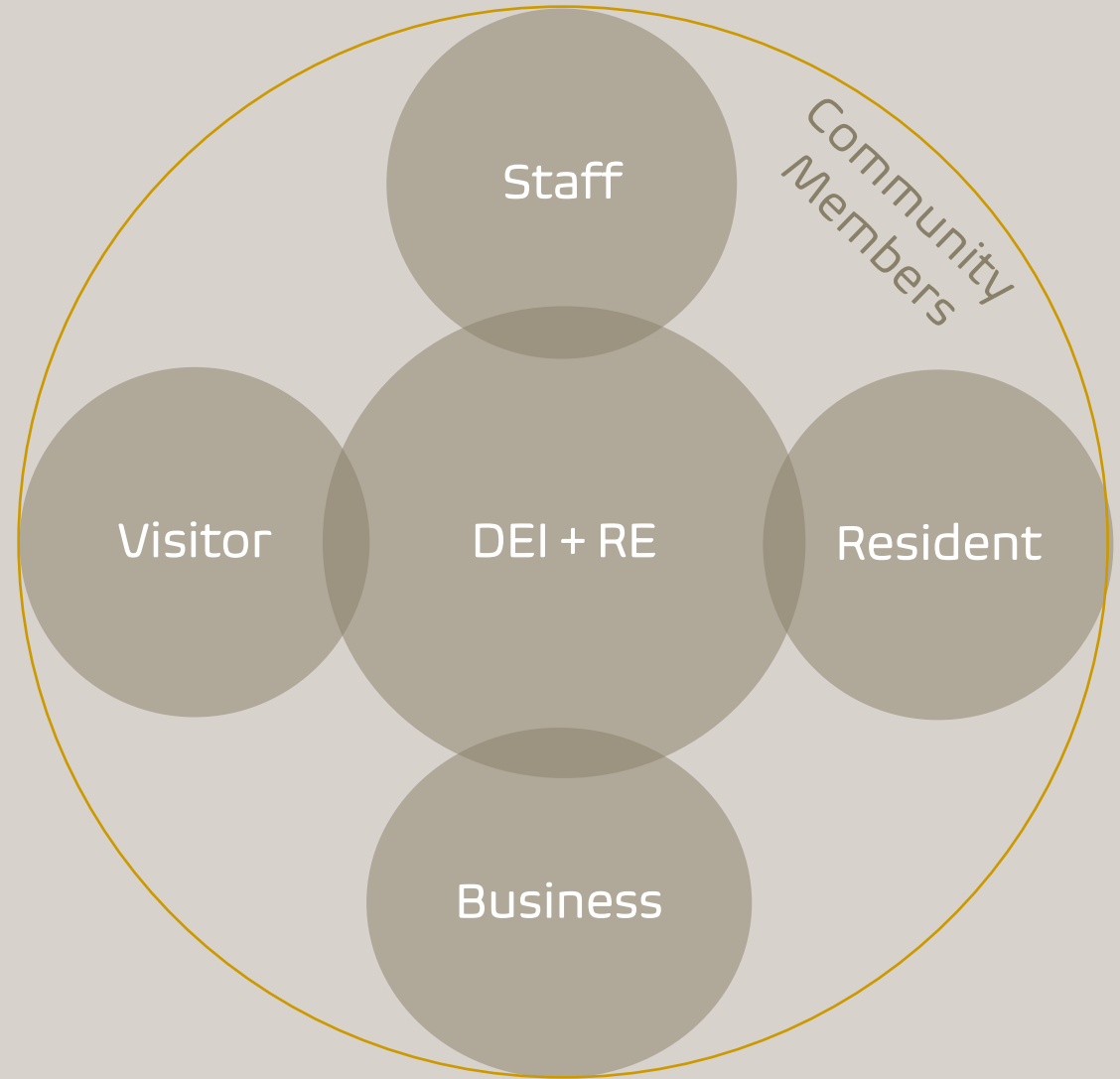
BUDGET & CONTRACTING WORKING GROUP

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!"

NOOV Framework

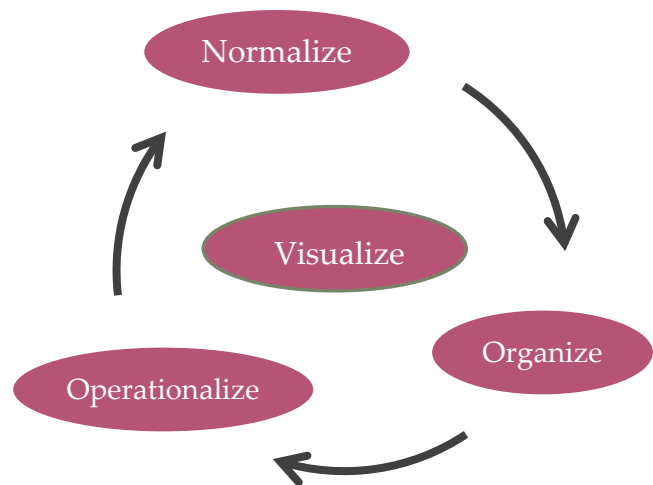
Normalize | Organize | Operationalize | Visualize

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

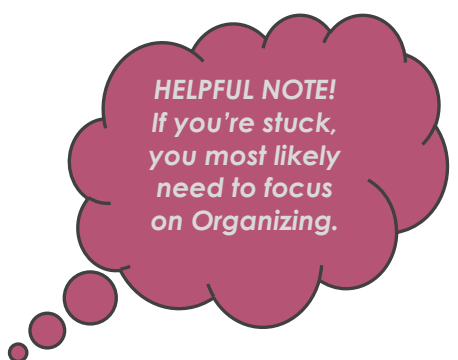
NORMALIZE (1) - shared understanding

- 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"



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY