

**SAN LEANDRO
DIVERSITY, EQUITY
& INCLUSION INITIATIVE**



OCTOBER 2021

AGENDA



And when we pretend,
we're not connected,
we're in the process of othering.
We're in the process of denying
not only someone's humanity, but
our own humanity...

john a. powell
Seed Co-Founder & Executive Director of the
Othering and Belonging Institute

- TOPIC 1 DUE DILIGENCE DATA
- TOPIC 2 COMMUNITY THEMES & SURVEY RESULTS
- TOPIC 3 EMPLOYEE THEMES & SURVEY RESULTS
- TOPIC 4 GROUP PROCESS & FACILITATION UPDATE
- TOPIC 5 QUESTION & ANSWER



DUE DILIGENCE DATA

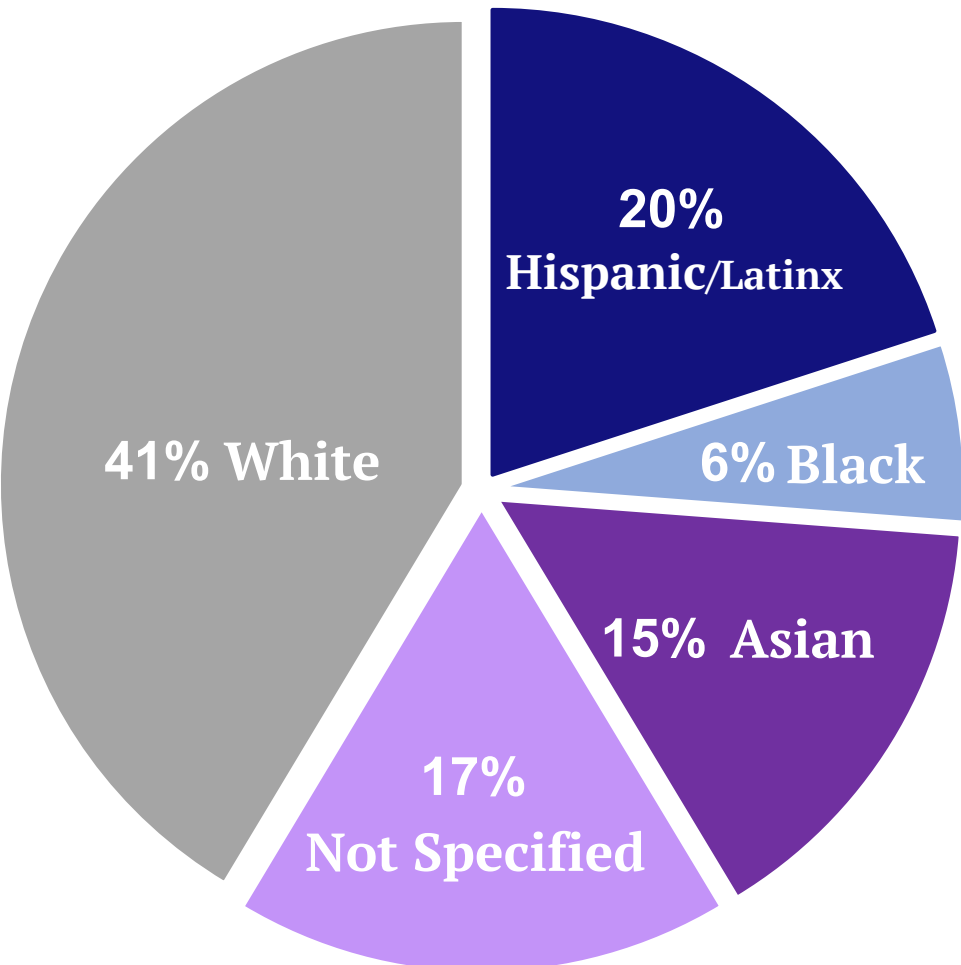
Interview and Focus Group Data and Analysis Overview

- Interviews (Feb-May 2021)
 - 18 one-on-one interviews
 - 7 Council members
 - 9 staff members
 - Cross section of City departments and titles i.e., city leadership, management, line staff
 - 2 external stakeholders
 - Nonprofit organizations, former City Council members and staff, and civic leaders
- Focus Groups (Mar-June 2021)
 - 33 members (2-7 participants/group)
 - 8 Community driven focus groups
 - Community advocates, police SME's, unsheltered volunteers/activists, Latin X advocates/activists, disability advocates, Asian constituents, Faith-based members
 - 4 SL staff driven focus groups
 - 2 internal Race and Equity Team members, Police department, City department managers
- Total of 51 participated in interviews and focus groups

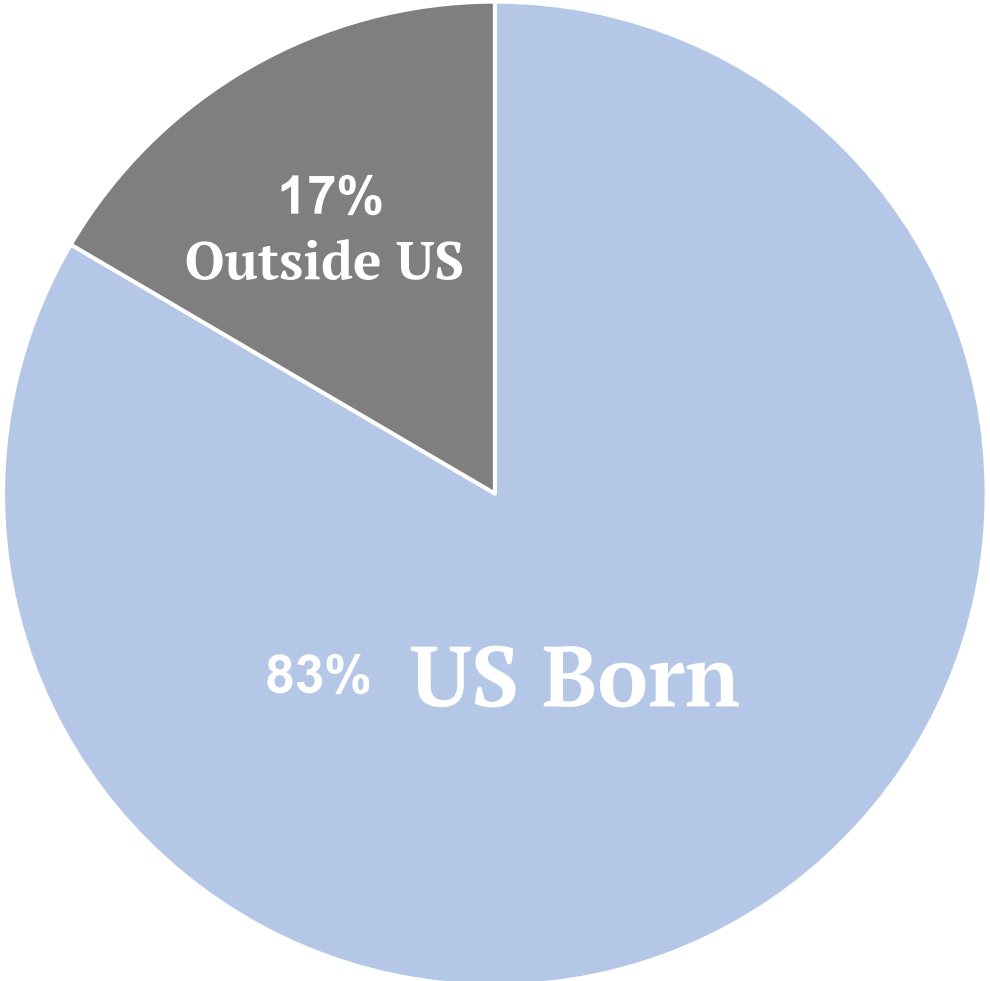
Employee Survey Data Analysis and Overview

- 145 respondents completed the employee survey (July 21 – Aug 27)
- The vast majority are US Born—with just over 40% who are White/Caucasian, 20% Hispanic/Latinx, 15% Asian, 6% Black, 17% not specified
- Respondents are highly educated: nearly one-half are college graduates, 20% with advanced degrees, and nearly one-quarter with some college or post-secondary education

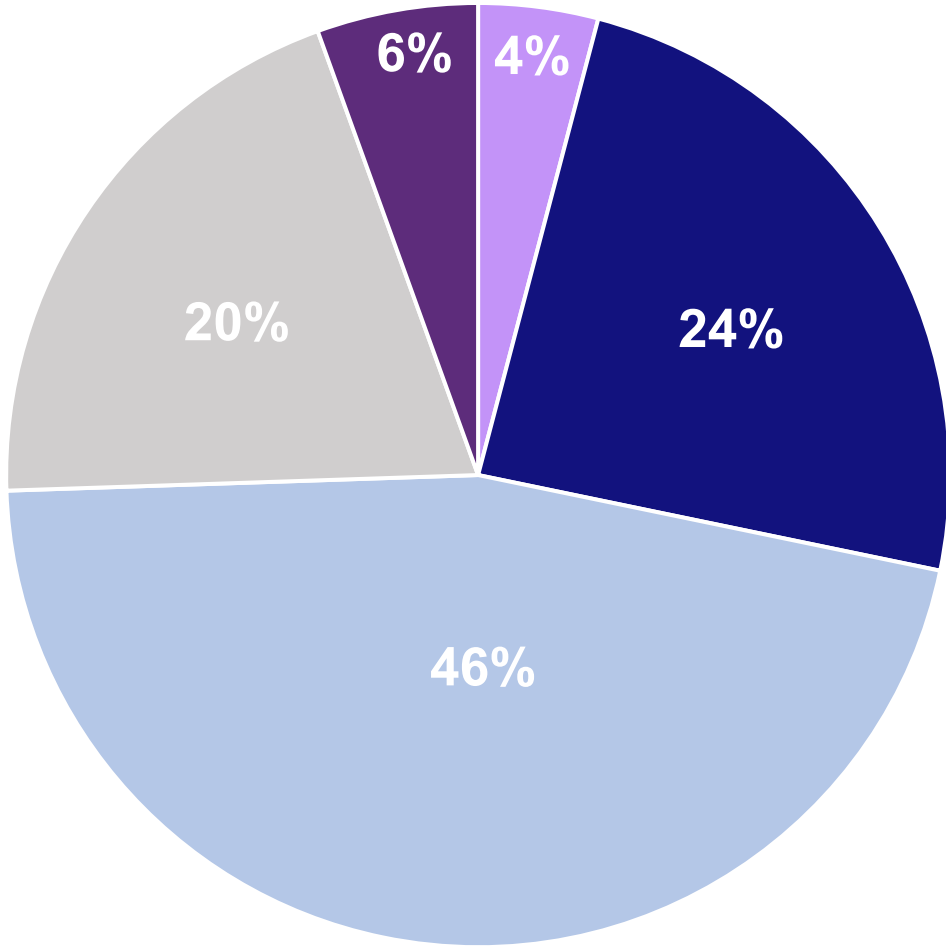
Race/Ethnicity



Nativity



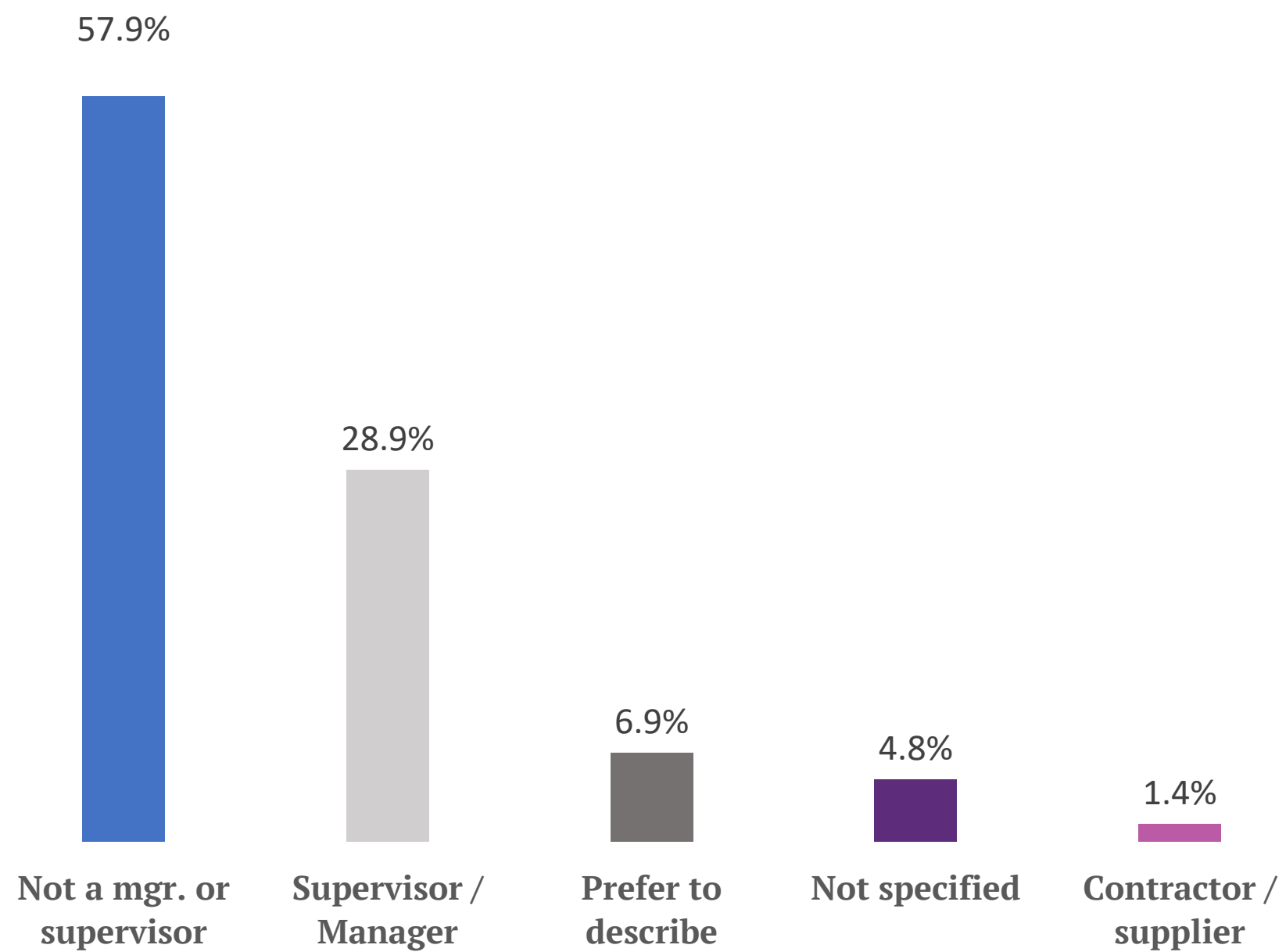
Education



- High school or less
- College graduate
- Don't know/prefer not to answer
- Some college / Post secondary
- Master's degree or greater

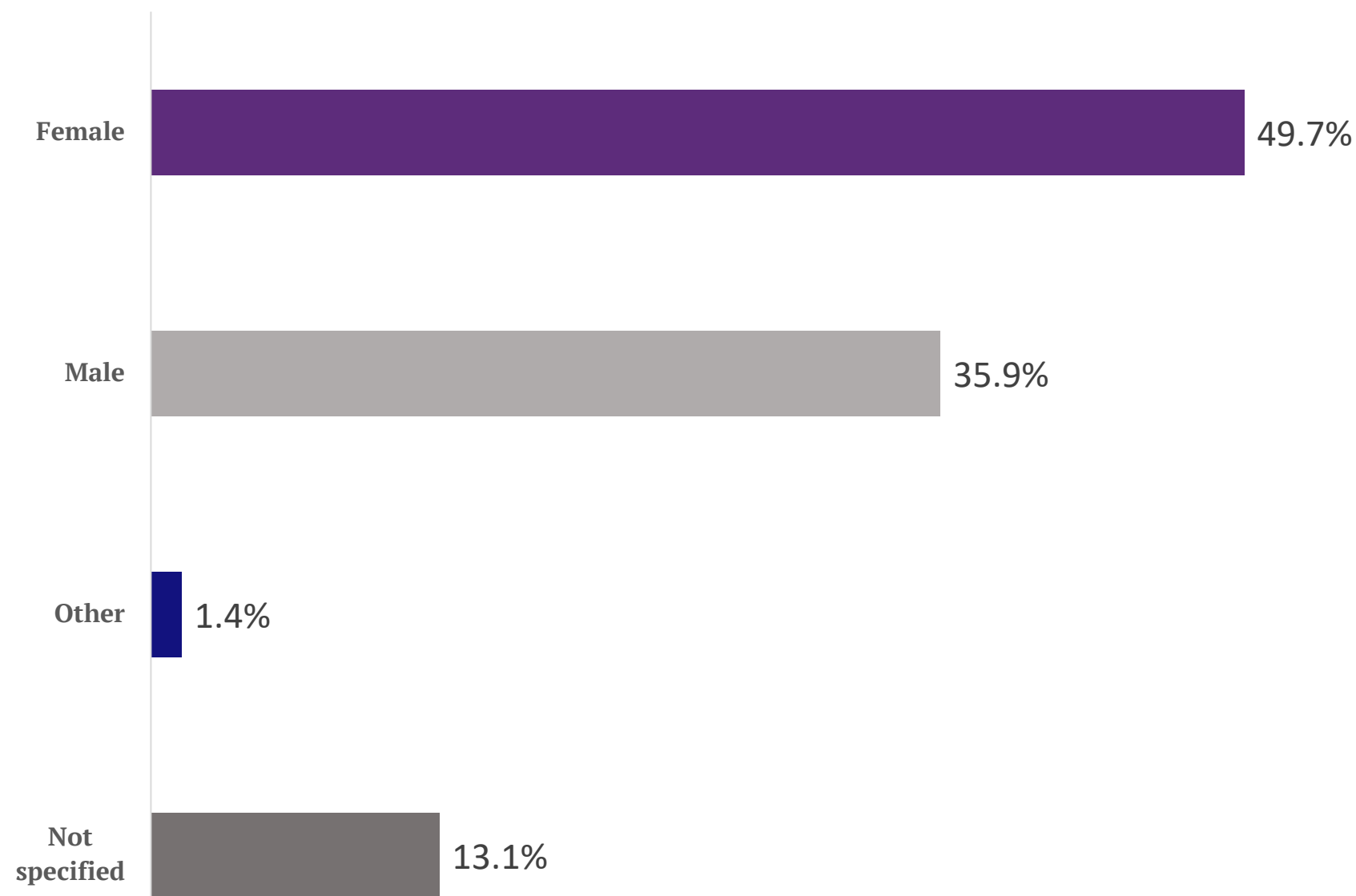
Employee Position / Title

Nearly 60% are line staff, close to 30% are supervisor/manager



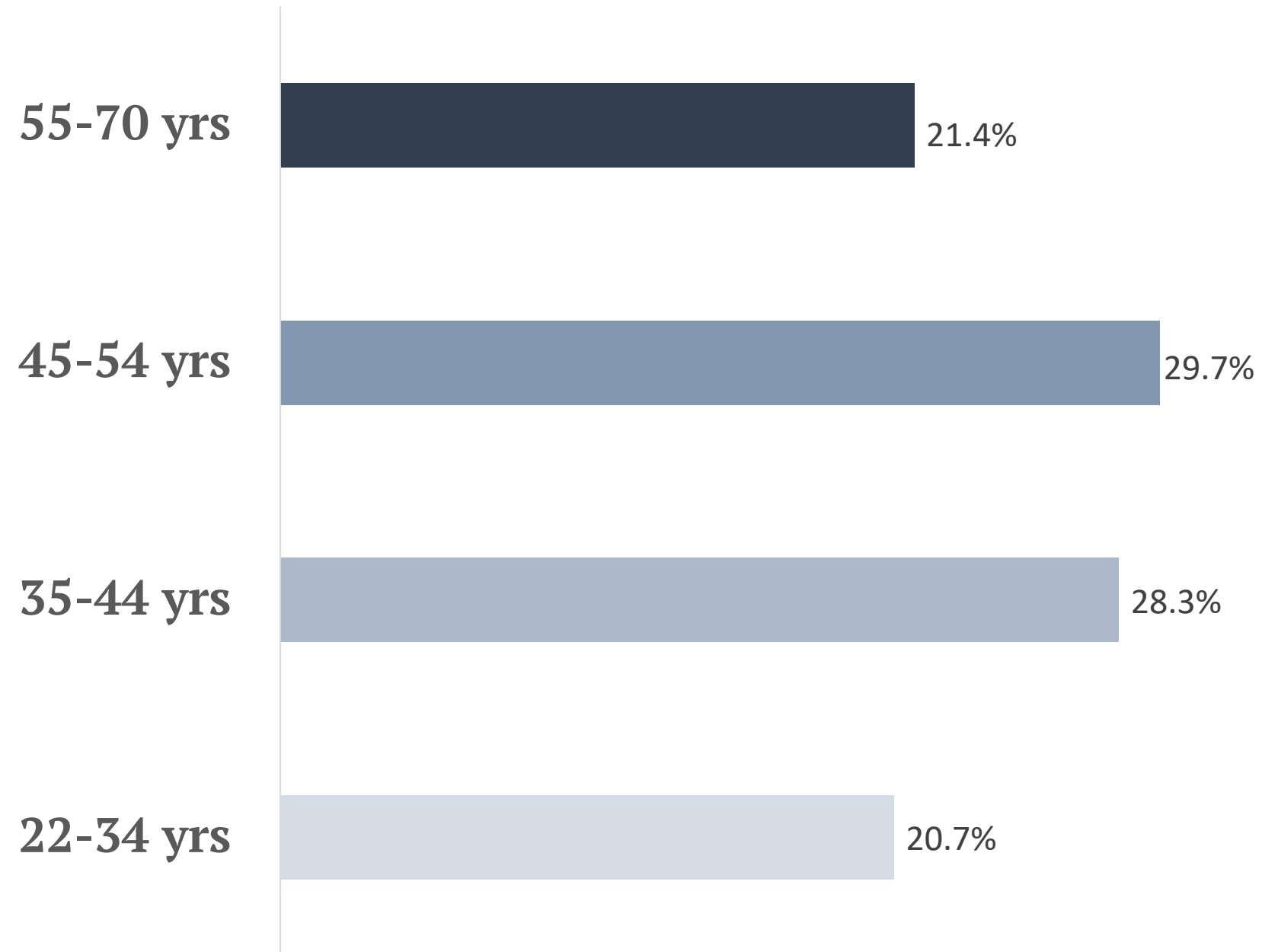
Gender

One-half are female, just over one-third are male



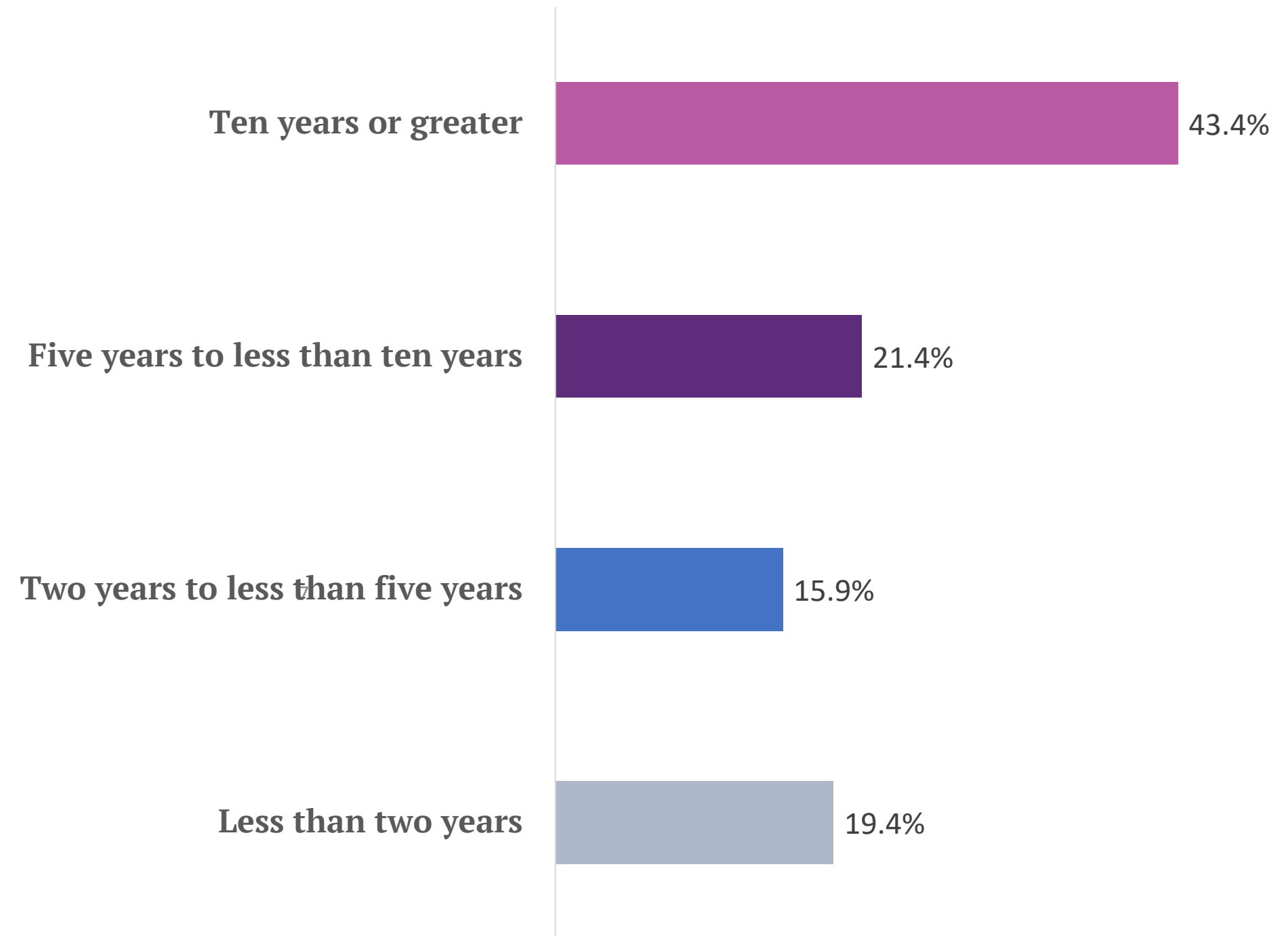
Age

Nearly 60% are between ages of 35-55 years



Employment Length

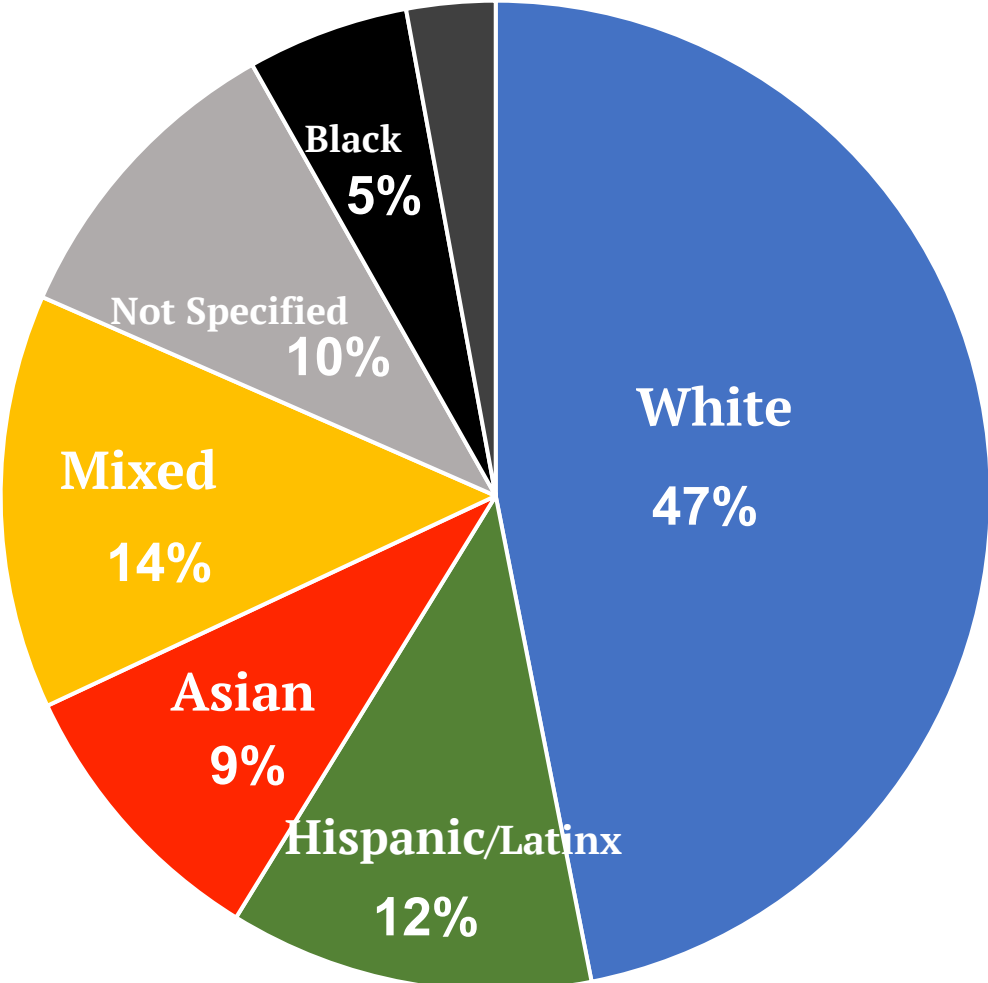
Over 40% have worked at the City of San Leandro for 10 years or greater



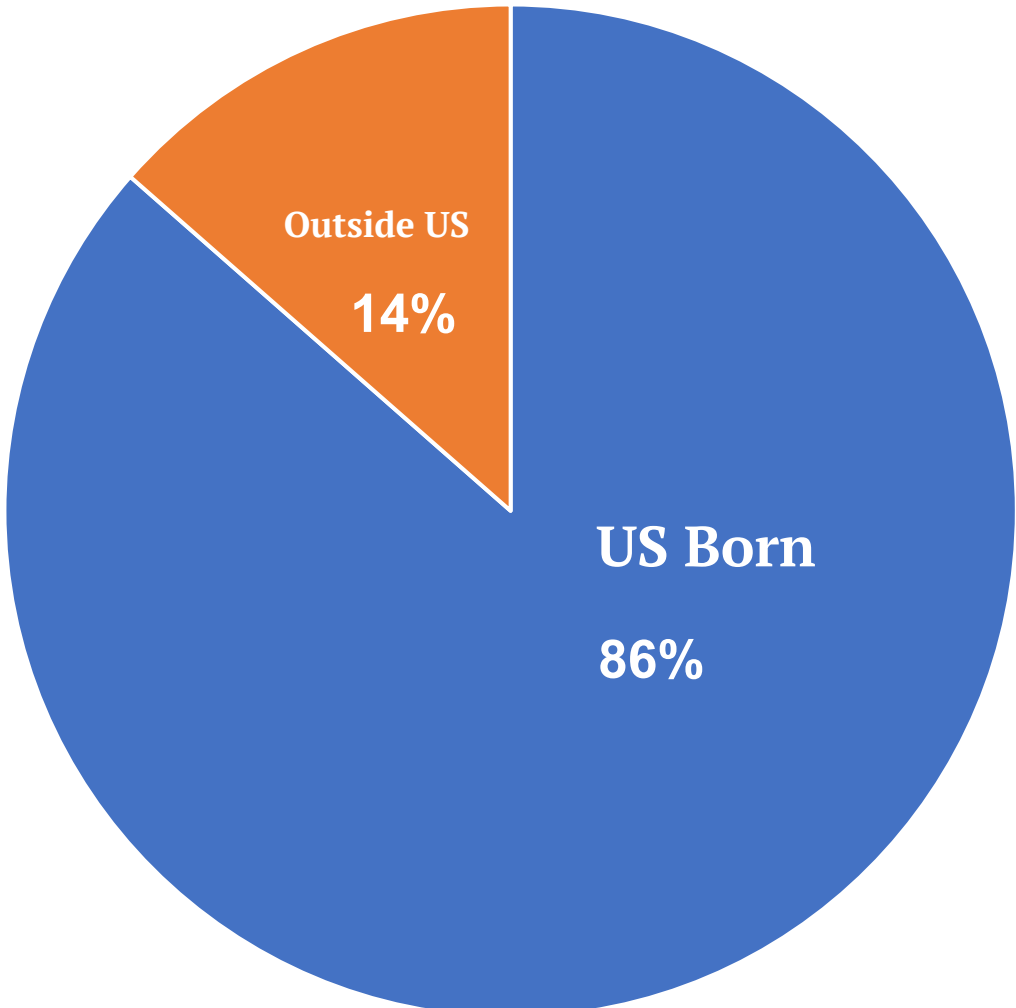
Community Survey Data Analysis and Overview

- 303 community respondents completed the employee survey (Aug. 2 – Sept. 9)
- 47% who are White/Caucasian, 12% Hispanic/Latinx, 9% Asian, 14% Mixed, 5% Black, 10% not specified
- Respondents are highly educated: 72% are college graduates or have advanced degrees, another 20% with some college or post-secondary education
- Over 80% are homeowners

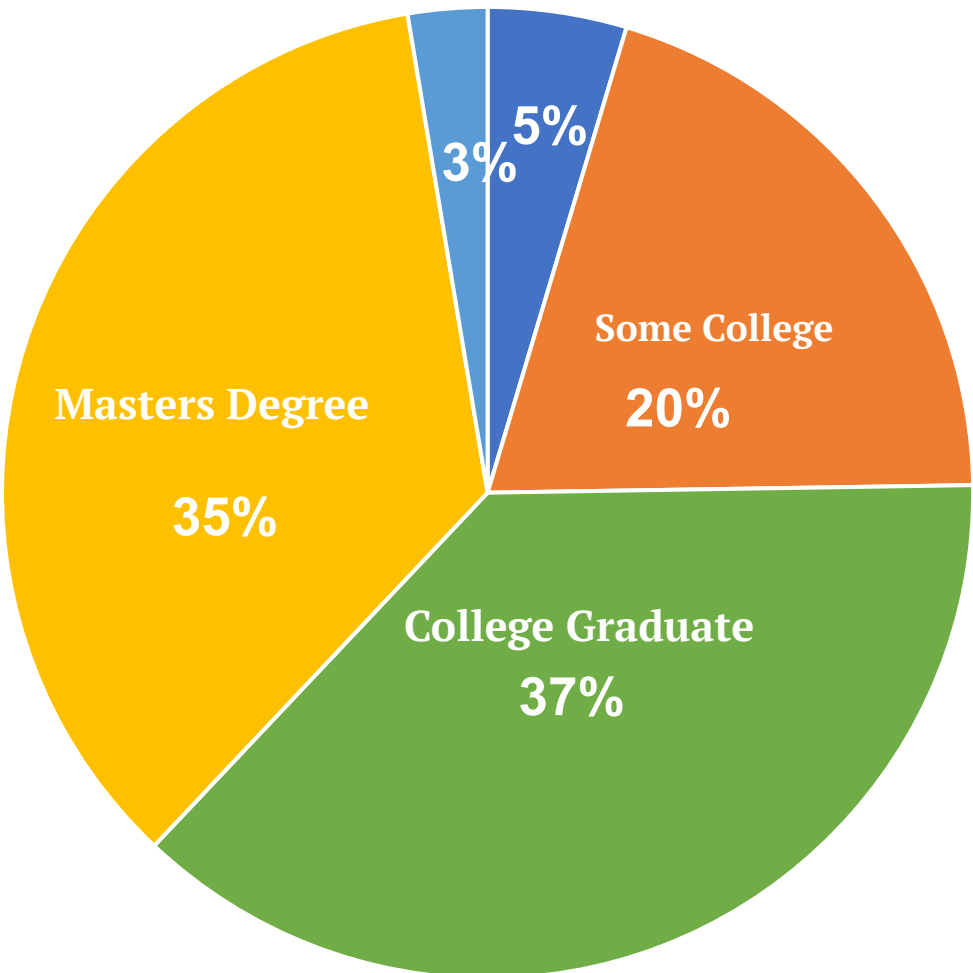
Race/Ethnicity



Nativity



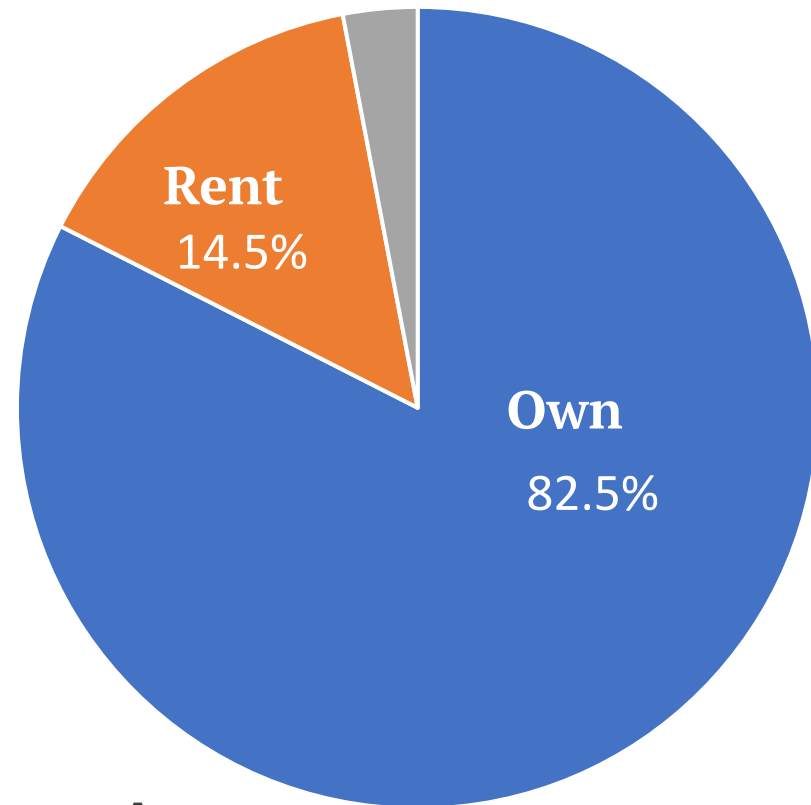
Education



Community Survey Respondent Profile

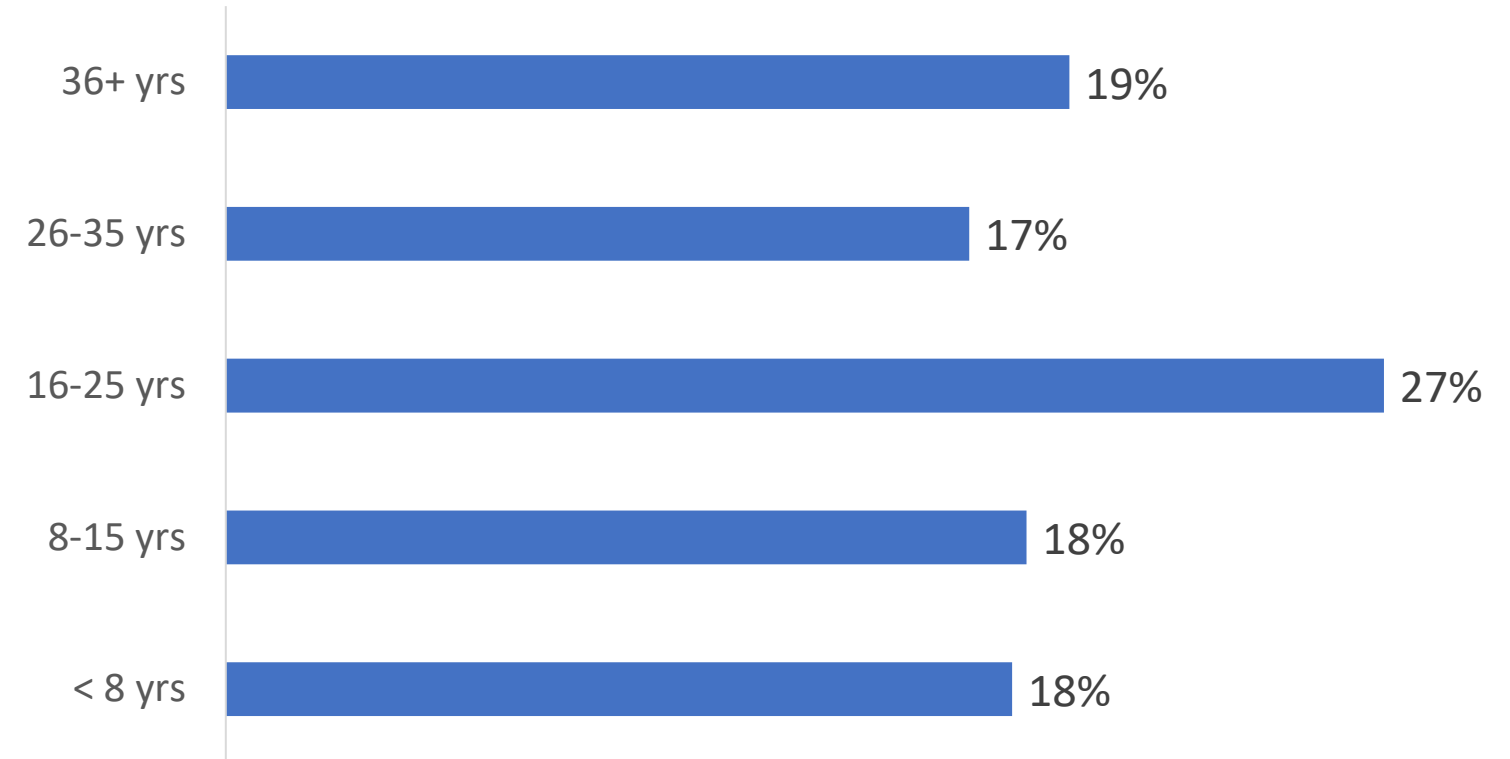
Housing Status

Over 80% of respondents are home owners, ~15% renters



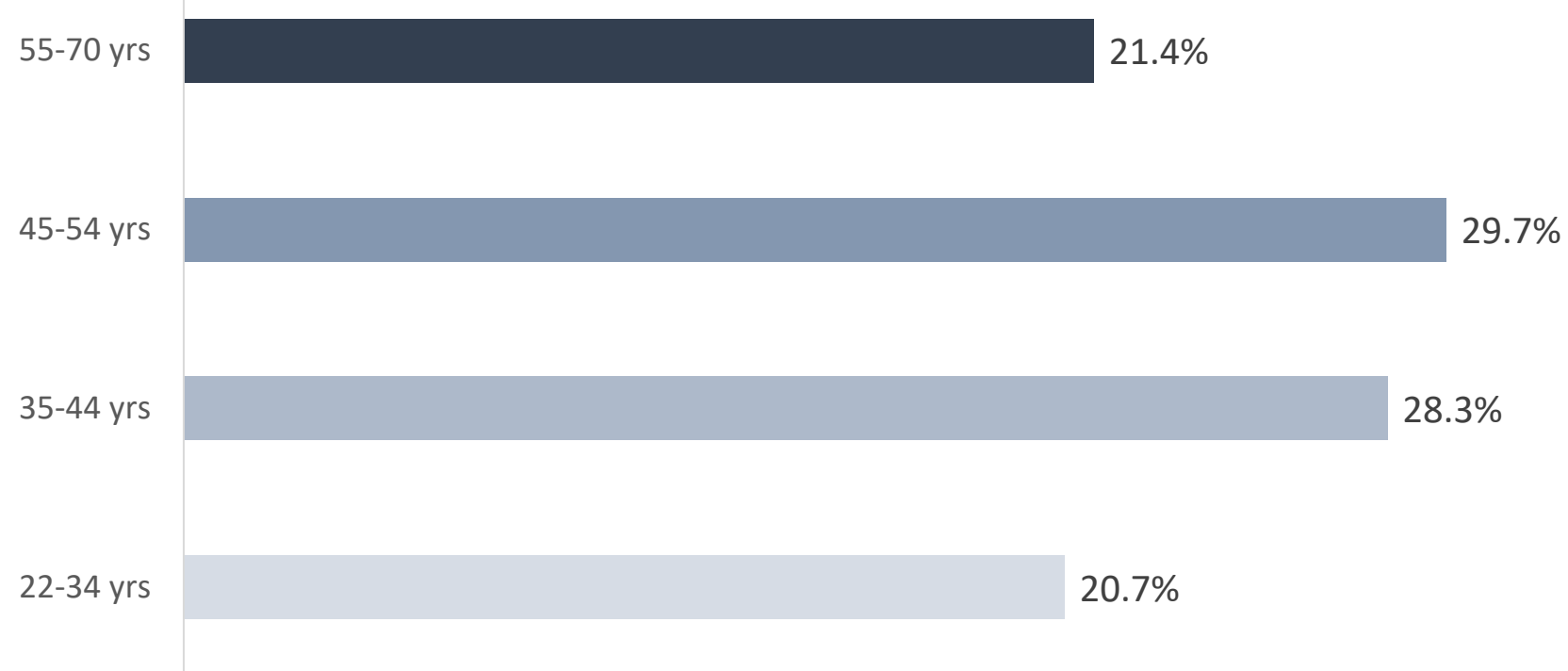
Length of Residency

63% have lived in City of San Leandro for over 15 years



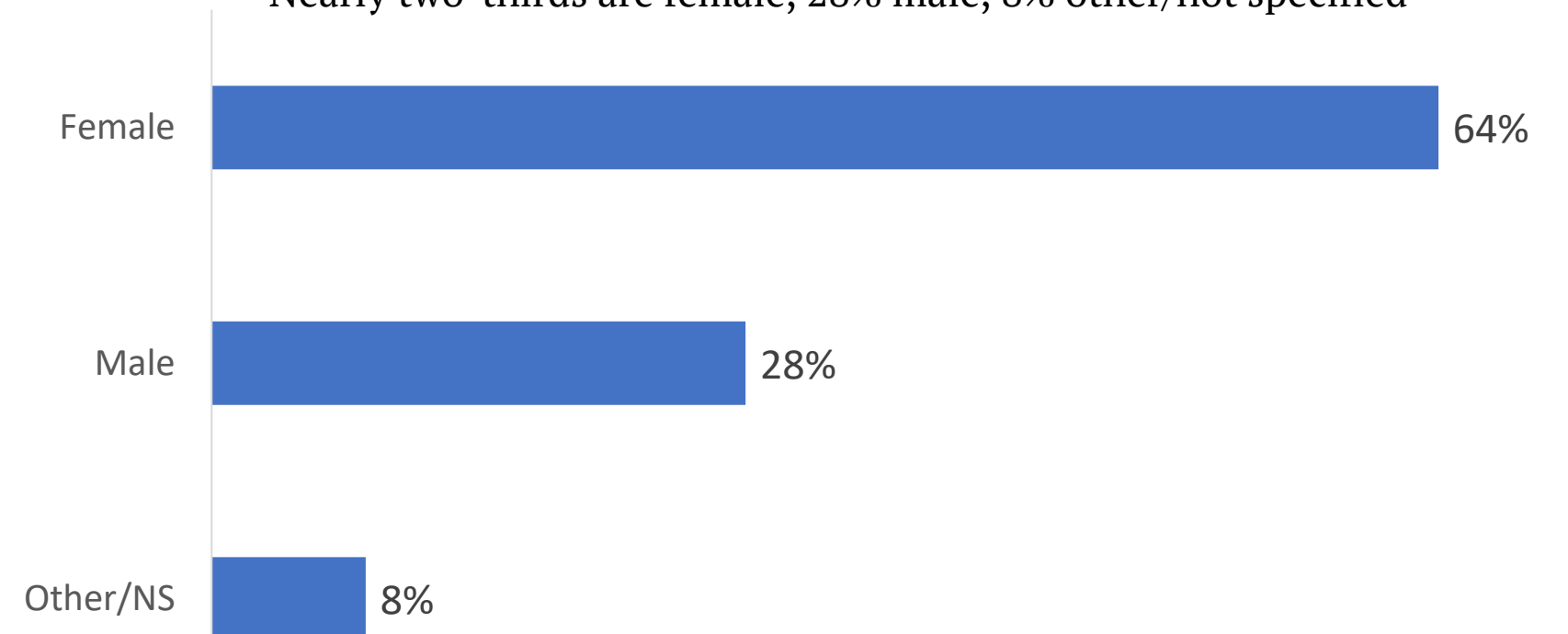
Age

Three-quarters are ages of 45 years and older



Gender

Nearly two-thirds are female, 28% male, 8% other/not specified



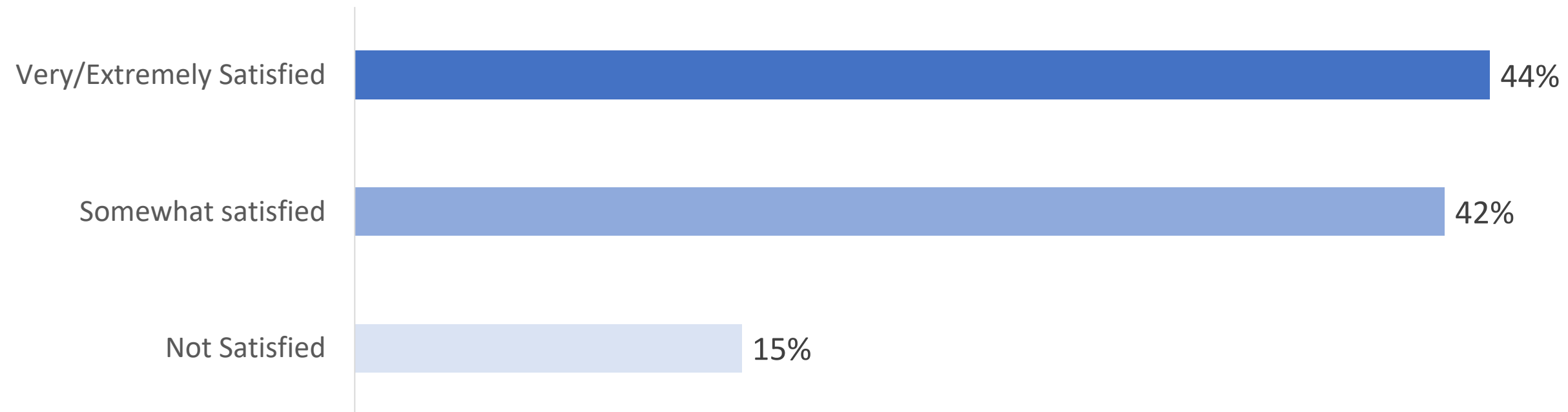
The background features a repeating pattern of colorful chairs (pink, blue, yellow) placed inside circles of the same color. The chairs are arranged in a grid-like fashion across the page.

COMMUNITY THEMES & SURVEY RESULTS

THEMES AND SURVEY RESULTS

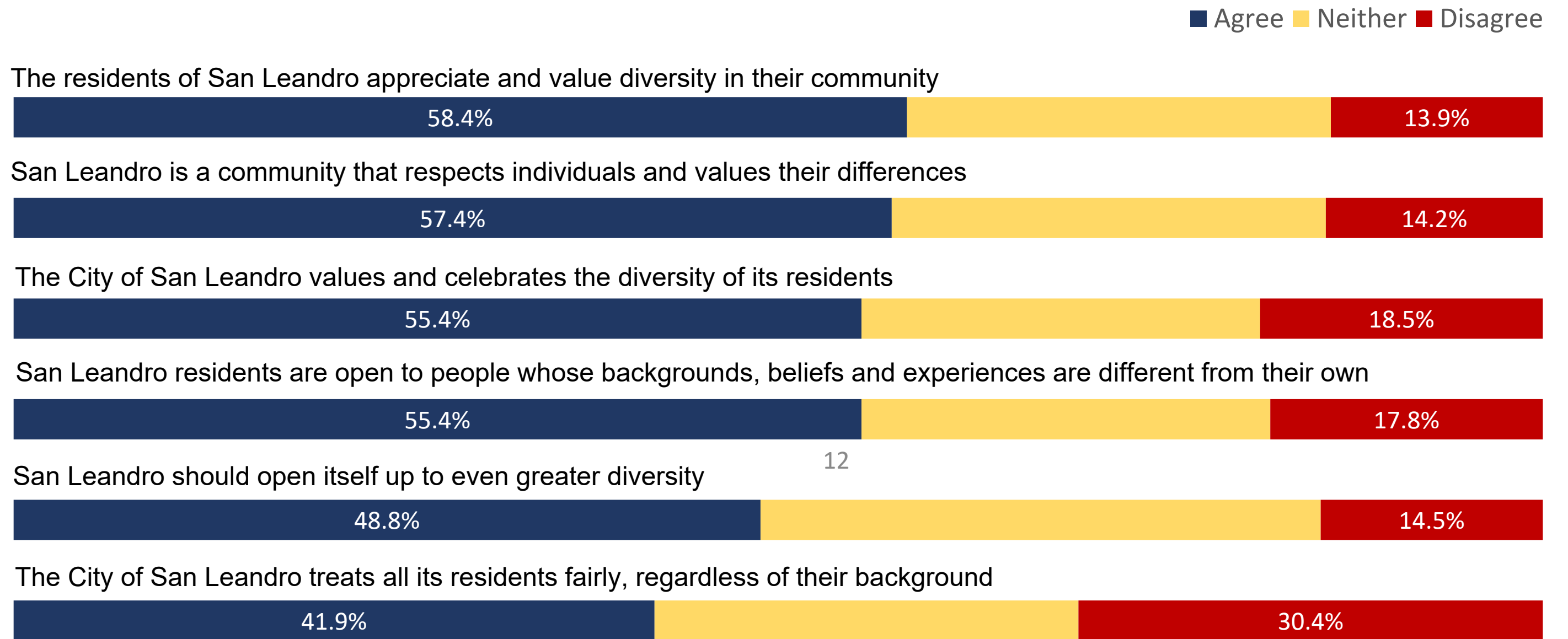
Participants find San Leandro to be an appealing place to live – largely due to its racial and demographic diversity

Overall, how satisfied are you with the City of San Leandro as a place to live?



THEMES AND SURVEY RESULTS

Participants find San Leandro to be an appealing place to live – largely due to its racial and demographic diversity



THEMES AND SURVEY RESULTS

Despite its diversity, there are divisions regarding how the City should grapple with its racial past and present

- A significant group of participants do not believe the City has done enough to formally acknowledge and renounce its past—e.g., sundown town, red lining, etc.
- The Steven Taylor shooting galvanized activists and young stakeholders for greater reform and change—widening the divide with older, more moderate community stakeholders
 - Division between SLPD vs. minority residents—particularly the African American community who perceive overly-aggressive police tactics used in their neighborhoods

■ Agree ■ Neither ■ Disagree

In order to become a more equitable, inclusive place, San Leandro needs to properly recognize and reckon with its history



THEMES AND RESULTS

Ineffective communications and a lack of community engagement and outreach are identified as major challenges to building trust, engagement and a sense of belonging

- There is a lack of targeted community engagement or communications strategies that reach the diverse constituents of San Leandro—including its ESL communities
 - The City’s considerable Asian population (esp. its Chinese community) takes greater cues from civic groups in Oakland, than it does locally within San Leandro
 - The Spanish-speaking Latinx community in San Leandro is largely absent in local civic affairs

■ Agree ■ Neither ■ Disagree

There needs to be greater formal recognition and visibility for all the different races, cultures and identities that represent San Leandro



San Leandro needs to do a better job at communicating to its residents across a multitude of different languages and dialects



THEMES AND SURVEY RESULTS

Ineffective communications and a lack of community engagement and outreach are identified as major challenges to building trust, engagement and a sense of belonging

- There is a lack of targeted community engagement or communications strategies that reach the diverse constituents of San Leandro—including its ESL communities
 - The City's considerable Asian population (esp. its Chinese community) takes greater cues from civic groups in Oakland, than it does locally within San Leandro
 - The Spanish-speaking Latinx community in San Leandro is largely absent in local civic affairs

■ Agree ■ Neither ■ Disagree

There needs to be greater formal recognition and visibility for all the different races, cultures and identities that represent San Leandro



THEMES AND SURVEY RESULTS

Another equity divide is geographic—how resources are distributed across different City neighborhoods, as well as how policies and practices differ across City geography

- Belief that the City is disproportionately investing greater resources in downtown compared to other parts of the City
- Perception that neighborhoods adjacent to Oakland are policed differently—esp. compared to more affluent parts of the City
- Perception that disparities exist between schools that service the more affluent parts of the City compared to less affluent communities

EMPLOYEE THEMES & SURVEY RESULTS

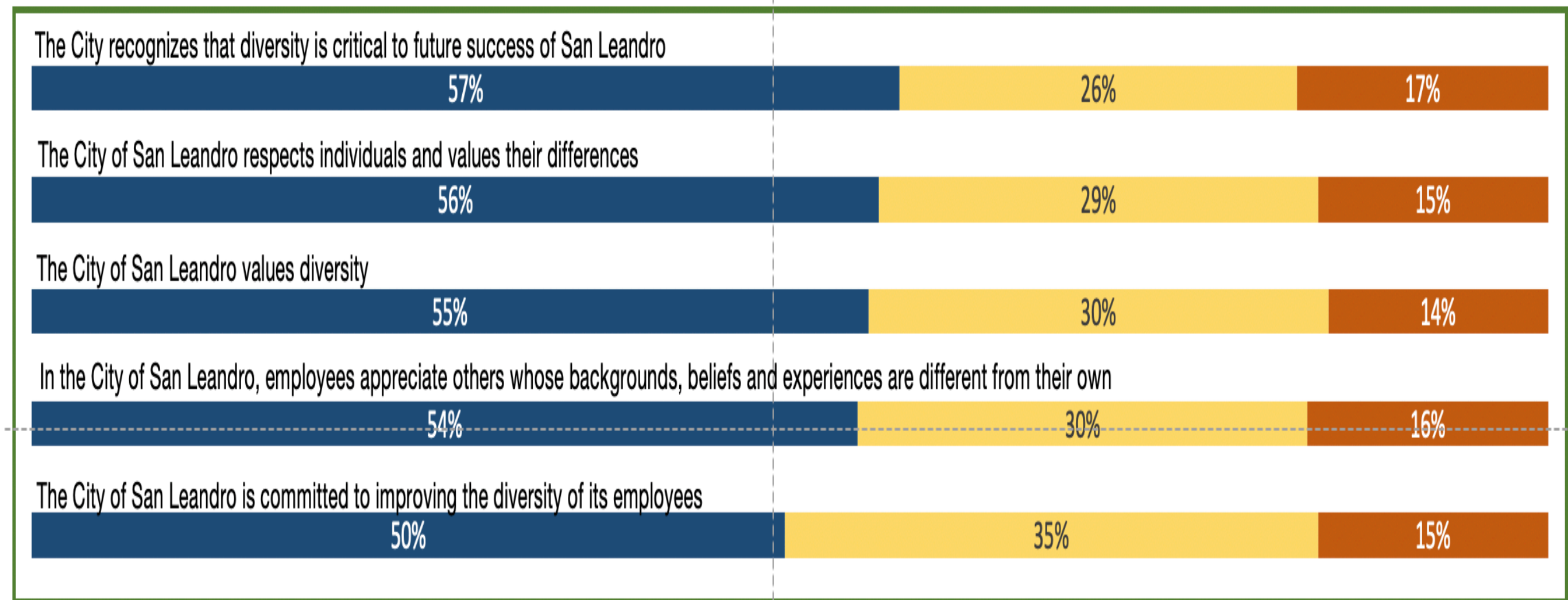


City Values Diversity

Overall, a majority of San Leandro's Employees believe its members see diversity as a valued asset

N = 145

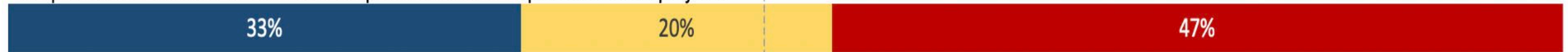
■ Agree ■ Neither ■ Disagree



EMPLOYEE SURVEY RESULTS

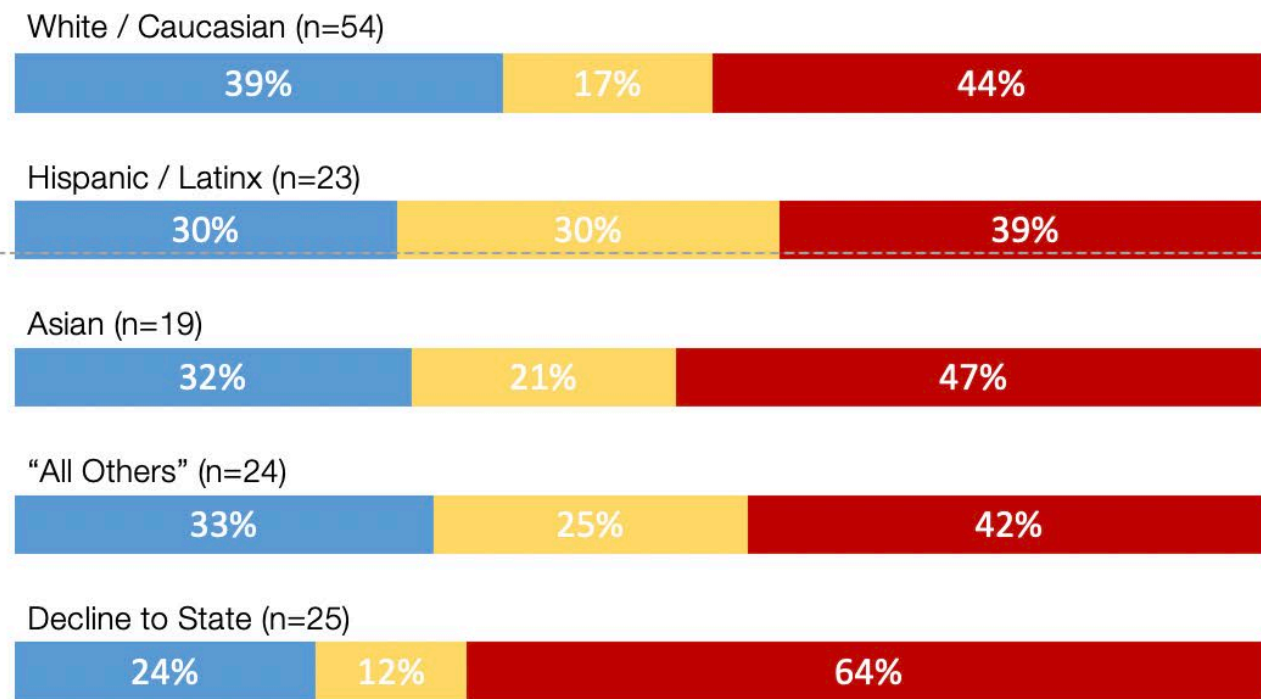
There is a perceived lack of transparency concerning city hiring and promotion decisions

The process for career advancement and promotions is transparent to all employees

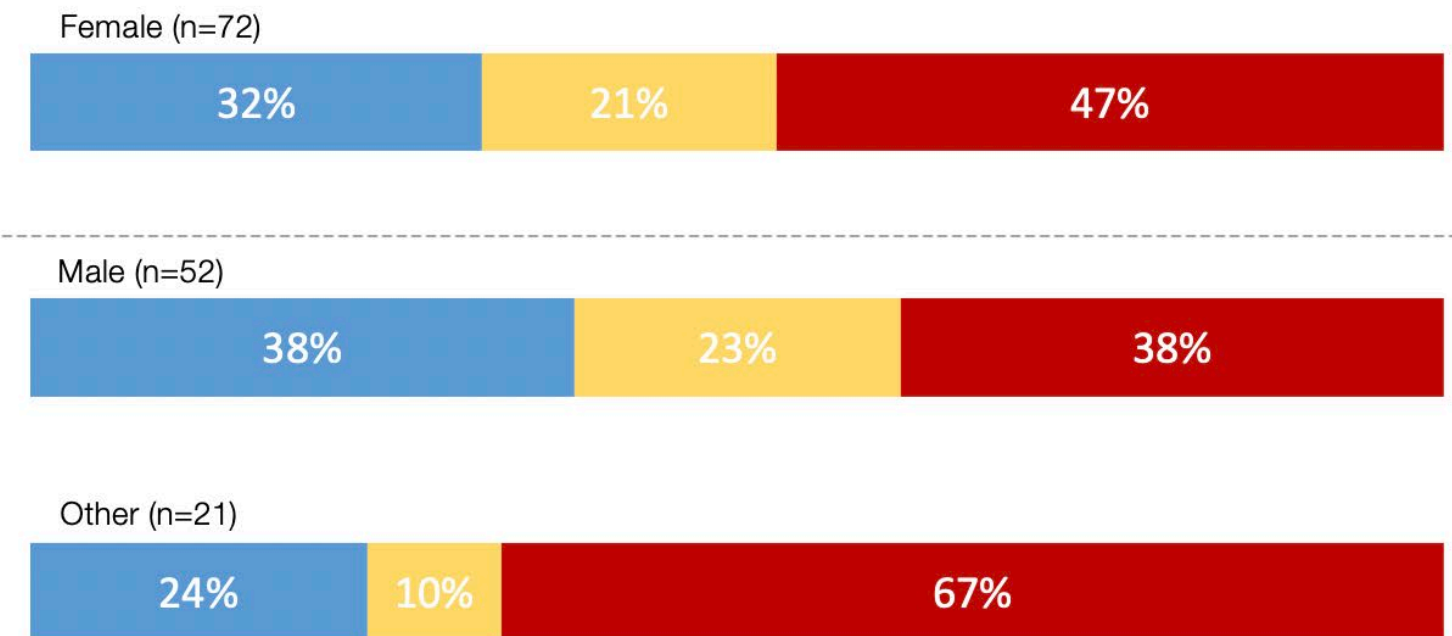


"The Process For Career Advancement and Promotions Is Transparent To All Employees"

By Race / Ethnicity



By Gender



EMPLOYEE SURVEY RESULTS

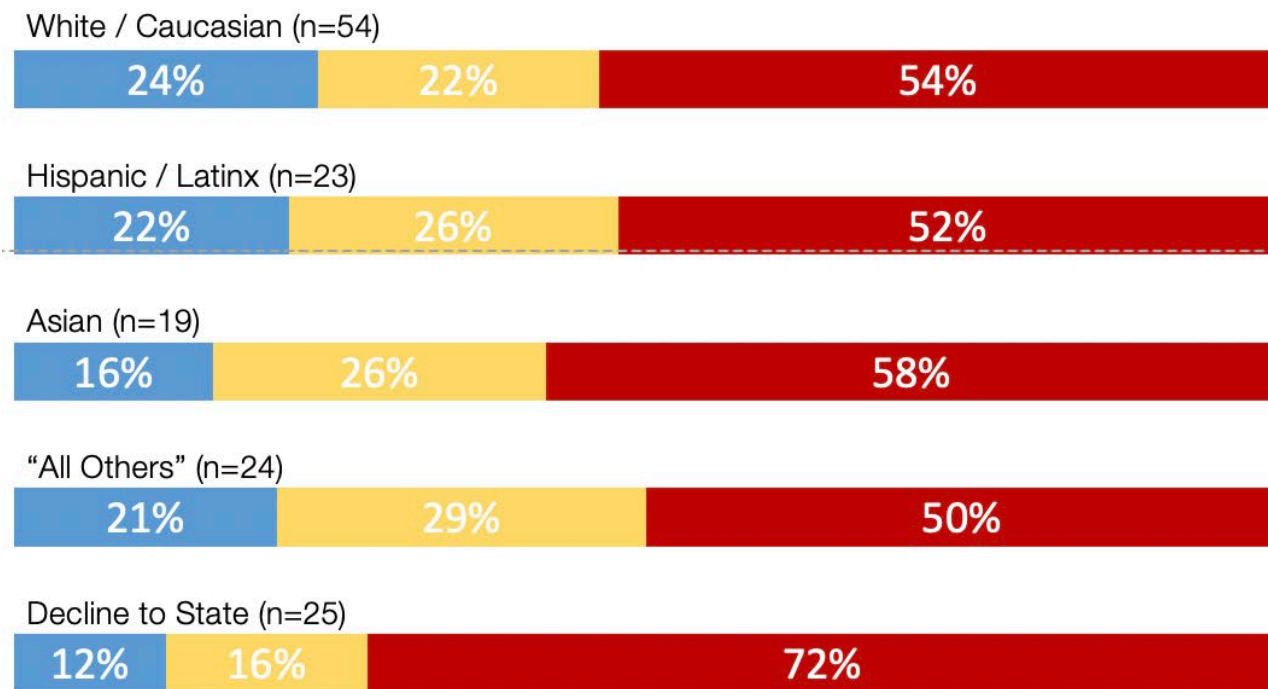
Employee Perspectives on Hiring and Recruitment

There is a career development path for all employees at the City

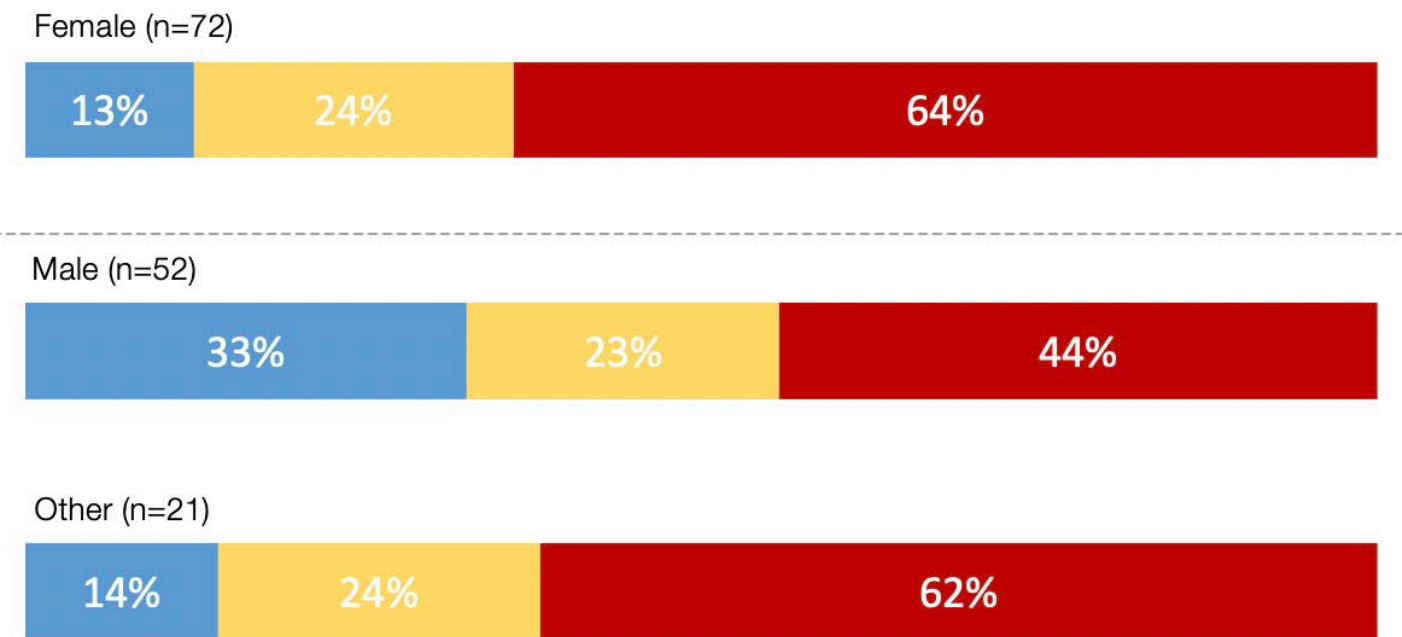


“There Is A Career Development Path For All Employees In The City”

By Race / Ethnicity



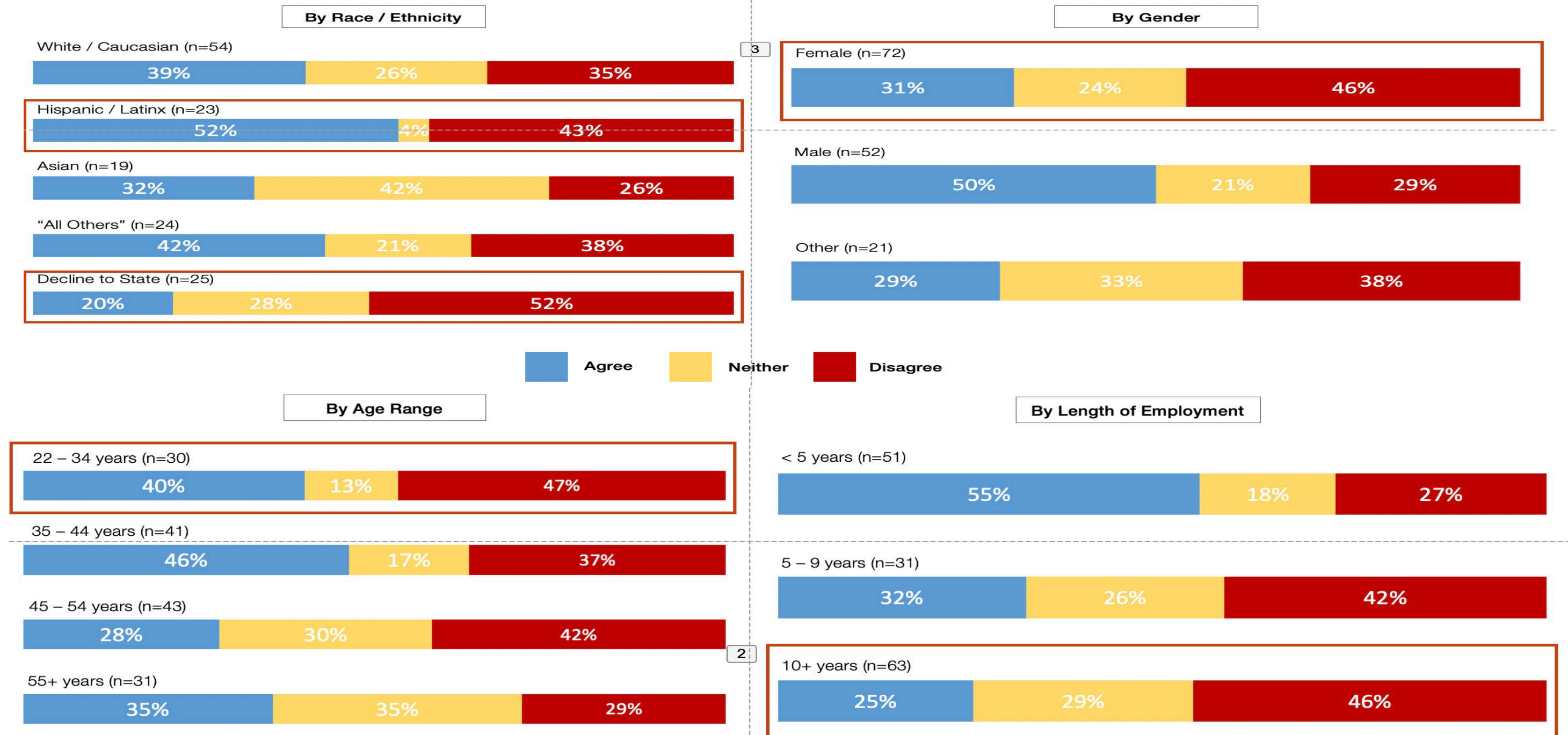
By Gender



EMPLOYEE FINDINGS & SURVEY RESULTS

There is skepticism about how to deal with personnel complaints and some distrust whether HR will satisfactorily resolve issues

Leadership Treats All Employees Fairly



INTERNAL DEI ACUMEN AND UNDERSTANDING

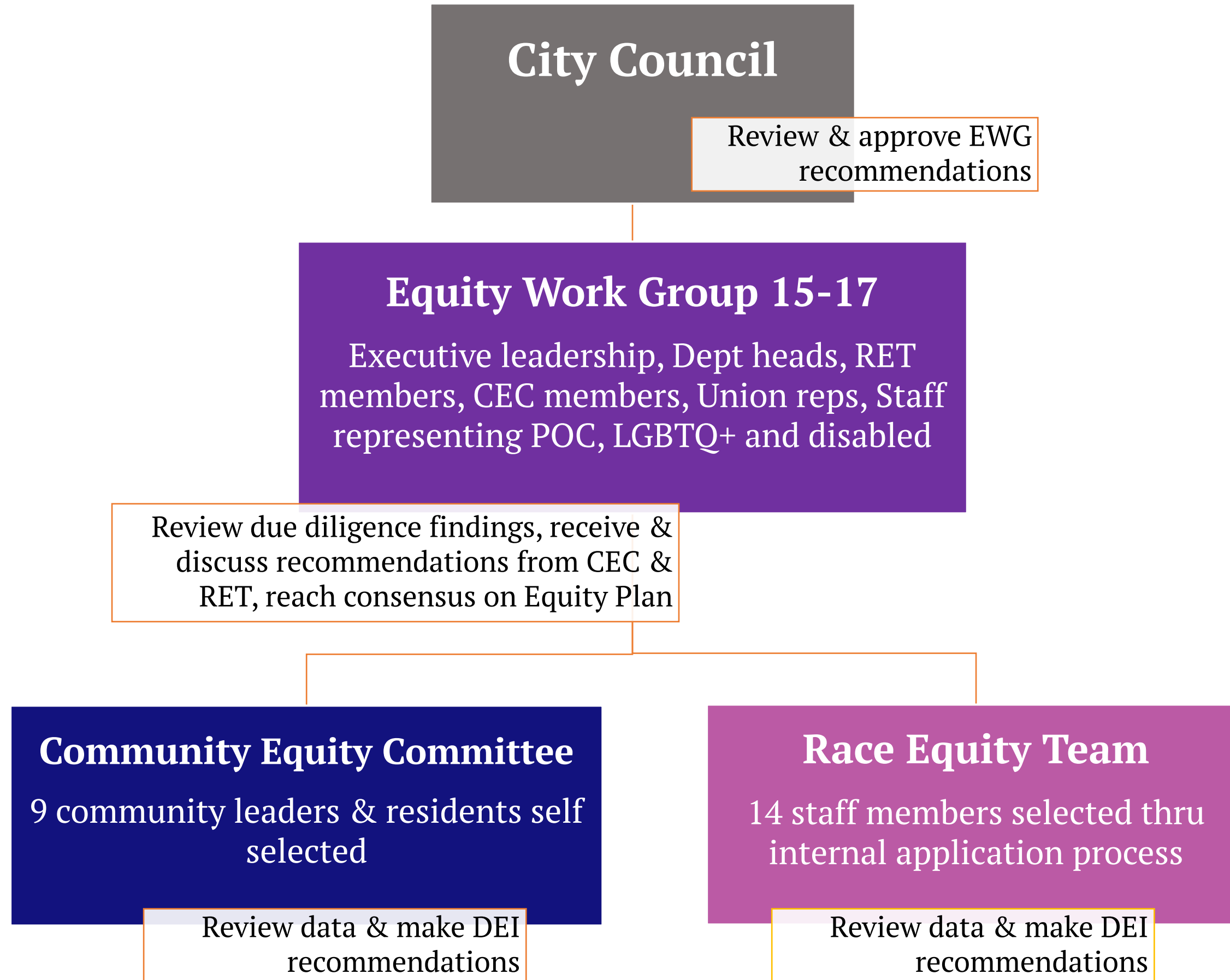
DEI Findings

- City staff have varying levels of commitment and understanding of DEI.
- Diverse representation is not enough to achieve DEI goals, it needs to be accompanied by greater accountability and transparency so that it goes beyond “checking a box”.
- There is uncertainty about what changes should be made—or what change looks like.
- Departments are seen as separate silos—each with varying levels of commitment to DEI depending on leadership. Many are perceived to fall short of the ideal.

GROUP PROCESS



GROUP PROGRESS & FACILITATION



GROUP PROGRESS & FACILITATION

Update

Equity Work Group

- First meeting scheduled for October 14th, 2021

Internal Race Equity Team

- Completed 15 meetings
- Formed subgroups to focus on Hiring-Retention, Equity Process, Community-Schools, and Internal Communications

Community Equity Committee

- Completed 3 meetings
- Formed subgroups to focus on Access to Resources, Community Engagement, and Communications

Next Steps



Facilitate 3 groups:

Equity Work Group (EWG)

- 1.Orientation
- 2.Establish Sub Committees
- 3.Identification of Data Points
- 4. Round 1 Recommendations
- 5.Presentation City Council
- 6.Round 2 Recommendations
- 7.Round 3 Recommendations



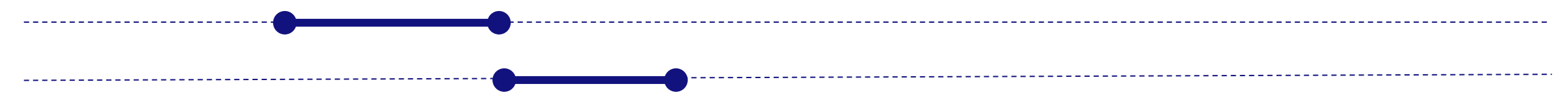
Internal Race Equity Team (RET)

- 1.Identification of Data Points
- 2.Presentation of Recommendations to EWG



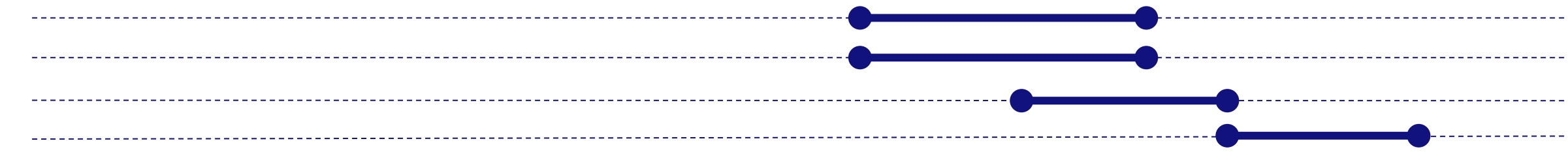
Community Equity Committee (CEC)

- 1.Identification of Data Points
- 2.Presentation of Recommendations to EWG



Equity Plan Execution

- 1.Prepare drafts of Equity Plan
- 2.Review drafts with EWG
- 3.Finalize Equity Plan
- 4. Presentation City Council



QUESTION AND ANSWER



To the City of San Leandro

Thank you

We would like to thank you for your participation and continued efforts in making the City a more equitable and place of belonging.

CONTACT INFORMATION

Paul Hudson, Lead Consultant
paul@seedcollab.com

Tara L. Taylor, Project Consultant
tara@seedcollab.com

Simone Basail, Account Manager
simone@seedcollab.com

