San Leandro

EQUITY PLAN

City of
San Leandro

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To Our San Leandro Community,

Our vibrant city is made up of a beautiful myriad of cultures, stories, and points of view. Whether it's the historical development of our city or the cultural shifts that resulted over the years, we are a diverse city of change.

To this end, we have invested in a Diversity Equity and Inclusion plan to project our collective future goals. The following Equity Plan is the first step on our journey towards embedding workforce diversity, equity, inclusion, belonging (DEIB) and employee well-being in our government structures, policies, procedures, and practices that promote a welcoming municipality for all.

This Plan is the result of countless hours of thought partnership, collaboration, input and feedback by our employees and community members through individual interviews, focus groups, surveys, and group processes. The process represents the consensus decisions of employee and community work groups for:

- Improved access to government services, programs, resources, and structures
- Increased diversity of the workforce
- Centering DEIB as core values for San Leandro
- Advancing policies, practices, procedures, and structures that support employee well-being and belonging

This effort of co-creation and co-ownership will sustain our joint efforts to implement the strategies outlined in this Plan and ensure that we hold ourselves accountable for the desired outcomes. This Plan is a starting point for aligning DEIB with City strategic goals and priorities.

Reimagining city government as a place where everyone belongs, supports employee well-being, and improves employee productivity, retention, and service to residents is happening. I look forward to the journey ahead as San Leandro begins the practice of belonging and we grow stronger, better together for our residents and employees alike.

In partnership,

Fran Robustelli
City Manager

The San Leandro Equity Work Group (EWG) on behalf of the Race Equity Team (RET) and the Community Equity Committee (CET) is pleased to present this Equity Plan (Plan) to the San Leandro City Council. The EWG acknowledges the commitment of time and thought leadership that staff and community members contributed to this Plan. This Plan could not have been created without the active engagement of the following staff and community members:

PROJECT TEAM (Liaison between the City and Seed Collaborative)

NAME	POSITION	DEPARTMENT
FRAN ROBUSTELLI	CITY MANAGER	CITY MANAGER
JANELLE CAMERON	ASSISTANT CITY MANAGER	CITY MANAGER'S OFFICE
EMILY HUNG	HUMAN RESOURCES MANAGER	CITY MANAGER'S OFFICE
DEBBIE POLLART	PUBLIC WORKS DIRECTOR	PUBLIC WORKS
PAUL SANFTNER	COMMUNICATIONS AND COMMUNITY RELATIONS MANAGER	CITY MANAGER'S OFFICE
LIZ WARMERDAM	FORMER ASST. CITY MANAGER	CITY MANAGER'S OFFICE
JEFF KAY	FORMER CITY MANAGER	CITY MANAGER'S OFFICE

EWG

NAME	POSITION	DEPARTMENT
AUSTINE OSAKWE	SENIOR ENGINEER	ENGINEERING & TRANSPORTATION
AVALON SCHULTZ	PRINCIPAL PLANNER	COMMUNITY DEVELOPMENT
BILL SHERWOOD	LIBRARY DIRECTOR	LIBRARY
DENISE JOSEPH	CRIME ANALYST	POLICE

[EWG

NAME	POSITION	DEPARTMENT
ELY HWANG	RECREATION AND HUMAN SERVICES MANAGER	RECREATION AND HUMAN SERVICES
EMILY HUNG	HUMAN RESOURCE MANAGER	HUMAN RESOURCES
ESTELA RAMIREZ	ADMINISTRATIVE ASSISTANT III	ENGINEERING & TRANSPORTATION
JANELLE CAMERON	ASSISTANT CITY MANAGER	CITY MANAGER'S OFFICE
JENENE JAMES	POLICE OFFICER	POLICE
JENNY CROSBY	CRIME PREVENTION OFFICER	POLICE
LIZ ESCOBAR	ADMINISTRATIVE ASSISTANT II	RECREATION AND HUMAN SERVICES
LORYN AMAN	SENIOR LIBRARIAN	LIBRARY
MARIA GUTIERREZ	ADMINISTRATIVE ASSISTANT III	PUBLIC WORKS
NATE CLEMENS	TREE TRIMMER 1	PUBLIC WORKS
SUSAN HSIEH	FINANCE DIRECTOR	FINANCE

[RET

NAME	POSITION	DEPARTMENT
DENISE JOSEPH	CRIME ANALYST	POLICE
ELIZABETH HODGINS	RECREATION SUPERVISOR	RECREATION & HUMAN SERVICES
ERWIN GONZALEZ	RECREATION SUPERVISOR	RECREATION & HUMAN SERVICES
ESTELA RAMIREZ	ADMIN ASSISTANT III	CITY MANAGER'S OFFICE
GUS ROCHA	CODE ENFORCEMENT	COMMUNITY DEVELOPMENT
HAYES MOREHOUSE	WATER POLLUTION TREATMENT PLANT ANALYST	PUBLIC WORKS
HOI-FEI MOK	SUSTAINABILITY MANAGER	PUBLIC WORKS
JACLYN ADAMS	SENIOR LIBRARY ASSISTANT	LIBRARY
KURRY FOLEY	ADMIN ANALYST II	ENGINEERING & TRANSPORTATION
LETTA SMITH	ADMIN ASSISTANT II	ENGINEERING & TRANSPORTATION
LOURDES JUAREZ	PLANNER 1	COMMUNITY DEVELOPMENT
MOLLY ROA	SENIOR LIBRARY ASSISTANT	LIBRARY
RAMYA SANKAR	INNOVATION TECH SPECIALIST	CITY MANAGER'S OFFICE
TONYA RICHARDSON	WASTE MANAGEMENT SPECIALIST	PUBLIC WORKS
YANA TARAN	SENIOR HR ANALYST	CITY MANAGER'S OFFICE

NAME	ORGANIZATION/ TITLE
MOIRA FRY	INTERFAITH HOMELESSNESS NETWORK, HEAD OF APRIL SHOWERS
DENNIS NEAL	FORMER EMERYVILLE POLICE OFFICER
XOUHOA BOWEN	FOUNDER AND CEO OF COMMUNITY IMPACT LAB
SURLENE GRANT	CO-FOUNDER OF UNITY IN THE COMMUNITY
JASMIN TOW	ASSISTANT PRINCIPAL IN INSTRUCTION TK - 2 & PART OF THE JEWISH COMMUNITY
BENNY LEE	FORMER SAN LEANDRO COUNCILMAN
KENNETH PON	MEMBER OF CHAMBER OF COMMERCE, ASIAN PACIFIC CAUCUS, & ON PLANNING COMMISSION
MICHAEL KIM-EUBANKS	BETHEL COMMUNITY CHURCH PASTOR

EXECUTIVE SUMMARY

In 2016, the San Leandro City Council Multicultural Ad Hoc Committee recommended that the City…"Take steps to make inclusiveness and diversity pervasive throughout the organization."[1]

With the implementation of the recommendations included in this Equity Plan (Plan), the City takes a transformative step toward realizing inclusion, diversity, equity and belonging throughout the organization. The following recommendations target foundational change called out in the Plan:

KEY RECOMMENDATIONS

City must establish and enforce core values, principles, and protocols that center Diversity, Equity, Inclusion and Belonging (DEIB) as foundational to creating a culture of Belonging.

Resources must be dedicated to implementation, monitoring, measurement, analysis, and accountability of DEIB initiatives to ensure DEIB is infused in City policies, practices, procedures, processes, and structures and is sustainable.

Equitable professional development, promotion and evaluation is critical to employee well-being and retention.

City must implement targeted engagement, outreach, and communication strategies to ensure equitable access to information, City services, programs, contracts and opportunities by the diverse communities, neighborhoods, and groups within San Leandro, and to advance empowerment, well-being, and a culture of belonging.

[1]

BACKGROUND

San Leandro (San Leandro or City), like many cities across the United States, is grappling with an appropriate response to community complaints and protests related to instances of institutional racism, law enforcement use of force abuses, and divisive media images and narratives, as well as organizational challenges caused by the pandemic, and employees' desire to belong.

On June 4, 2020, in response to community concerns and activism surrounding the death of George Floyd, the San Leandro City Council (Council) issued a Joint City Council Letter to the Community that committed to transparency, investment in mental health services, collaborative partnerships with the community and engaging "…in the difficult but necessary conversations about equity, race, privilege, and injustice…"[2]

In December 2020, the City engaged Seed Collaborative, LLC (Seed or Consultant) to:

• Assess individual and group perceptions, attitudes, and behaviors from a diverse representation of staff and community members related to their understanding of DEIB and the City's incorporation of DEIB in policies, practices, procedures, systems, structures, internal and external communications, and community outreach and engagement.

• Facilitate a group process for City staff to review and analyze data findings, identify barriers and opportunities related to DEIB, and make recommendations to improve DEIB within the organization.

• Prepare an Equity Plan that incorporates data findings from the assessment, recommendations derived from the group process, and provide rationale, references, and support for recommendations.

APPROACH, PROCESS, RESEARCH METHODOLOGY

APPROACH - TARGETED UNIVERSALISM

Consultant's approach to DEIB is through the lens of Targeted Universalism (TU). The TU approach was co-conceptualized by Seed co-founder John A. Powell, and entails establishing a universal goal pursued by targeted strategies and processes to achieve the goal.[3]

TU recognizes that to accomplish universal goals, we must acknowledge that different groups of people are situated differently within society. This difference is a result of structural inequities that create different kinds of barriers and thus requiring different pathways for reaching a goal.

TU directs attention to these various barriers and pathways and suggests structural changes to reach the goal. Strategies are designed to accomplish a goal by taking people's specific situations into consideration so that they can get what they need when and how they need it, while also moving all towards the universal goal.

TU also addresses the polarization caused by only targeted or only universal strategies. Solely universal strategies fail to recognize the ways in which groups are situated differently. These types of strategies will work for those that are considered the norm but not for those with specific and unique conditions and challenges. Solely universal strategies are often perceived as overly ambitious and inadequate in helping those most in need.

Conversely, solely targeted strategies focus on supporting individuals while failing to transform systems. They are sometimes criticized for unfairly helping one group over another and can be viewed as preferential, thus seeding hostility and resentment.

PHENOMENOLOGY

Consultant understands that people's language provides a powerful means to understanding a phenomenon under investigation. *Phenomenology* is a qualitative research method that Seed uses to describe how human beings experience a certain phenomenon. Phenomenological studies can be defined as the direct investigation and description of phenomena as consciously experienced by people living those experiences.

Phenomenology is a primary data collection method that ensures a rich description of the lived experience of stakeholders being interviewed and allows for themes of the greatest salience to the respondents to emerge through discourse. Phenomenological research is typically conducted using in-depth, confidential, individual interviews of small samples of participants. Interview responses are transcribed live during the interviews, compiled, coded, and analyzed. Phenomenology holds experience, perspective, and feelings of the person

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experiencing that phenomenon as the sought-after data set. This method works well when seeking to understand the experience of day-to-day, person-to-person interactions.

For example, if the phenomenon being investigated is implicit bias within an organization, then by studying the perspectives of multiple organizational stakeholders, a researcher can begin to generalize regarding what it is like to experience implicit bias at the organization, from the perspective of those that have experienced implicit bias. The stakeholder interview analysis can then help to inform strategies that seek to address implicit bias in a way that changes the day-to-day experience of those that experienced the implicit bias.

By scaffolding TU with Phenomenology, primary and secondary data can be collected, analyzed and applied to develop strategies that both make structural changes within an organization, while also creating strategies that shift interpersonal and group dynamics, through the development of new shared language and person-to-person interactions. This ultimately leads to changes in organizational culture away from othering and towards belonging.

DUE DILIGENCE PROCESS

Seed's due diligence process to assess individual and group DEIB perceptions and experiences included a combination of individual interviews, focus group sessions and surveys.

INTERVIEWS AND FOCUS GROUPS

From March 16 to May 18, 2021, Seed conducted: eighteen (18) individual interviews and twelve (12) focus group sessions that included thirty-three (33) participants.

The City identified a diverse cross section of employees and community members to participate in the interview and focus group process. The diversity of participants included those working across a range of departments (Library, HR, IT, Police, Planning, Public Works, etc.), and diversity based on position, tenure, cultural background, age, gender, sexual orientation and other inherent and acquired diverse characteristics.

Due diligence participants also included City Council members, community activists, residents, civic leaders, and representatives from non-profit organizations, businesses, and faith-based organizations.

SURVEYS[4]

Seed conducted staff and community surveys. The staff survey resulted in 145 responses, which informed identification of DEIB problems and opportunities. Of the 145 staff survey responses:

41% were white, 20% Latinx, 15% Asian, 6% Black, and 17% did not specify race

46% were college graduates, 24% had some college or post-secondary education, 20% have a master's degree or greater, 4% have a high school or less education, 6% preferred not to answer

58% were not a manager or supervisor, 29% supervisor or manager, 12% did not specify

50% were female, 36% male and 13% did not specify

21% were less than 34 years old, 28% 35-44, 30% 45-54, and 21% 55-70 years old

43% worked for the City 10 years or greater, 21% 5-10 years, 16% 2-5 years, and 19% less than 2 years

DOCUMENT REVIEW/BEST PRACTICE RESEARCH

In addition to analyzing due diligence data, Seed reviewed City studies, reports, resolutions, minutes, Human Resources policies, staff and city demographics, and organizational charts.

Consultant conducted best/next practices research to support participants in the group process and Plan recommendations.

[4] Note: Data findings from the community survey were not used due to a lack of geographically representative responses from residents and the high percentage of respondents from one zip code.

DUE DILIGENCE THEMES

DIVERSITY San Leandro's diversity (city and government) is perceived as an asset.

SILOS City departments are siloed with varying levels of commitment and understanding of diversity, equity, and inclusion. There is a perceived lack of inter-departmental collaboration and communication.

BELONGING Employees are unsure of what is being done or can be done to make the organization a place where everyone belongs.

RACIAL AND GEOGRAPHIC DISPARITY There is a perceived racial and geographic disparity between how resources are distributed, programs and services are accessed, and how policies and practices are implemented.

COMMUNITY ENGAGEMENT City needs to enhance inclusive and transparent communications, and meaningful outreach and engagement with underrepresented groups and communities of color.

TRUST San Leandro's racial history coupled with the Stephen Taylor shooting and national and local narratives around police/community relations, racial equity, and political polarization feed divisions within San Leandro that separate groups along lines of age, race, and geography.

GROUP PROCESS

Three diverse groups were formed to generate recommendations for this Plan, the RET, CEC and the EWG. In November 2020, the RET was formed organically by staff volunteers interested in engaging in a data driven process around issues related to racial equity. In August 2021, a select group of community members formed to address community outreach, engagement, and communication, and in October 2021, the EWG was organized.

KEY RECOMMENDATIONS

RET

The RET organized itself into four committees centered on the following focus areas:

Community – Schools	Equity Issues	Hiring – Retention	Internal Communications

The RET convened eleven (11) team meetings and twenty (20) committee meetings, along with countless hours of work in between meetings from February 9, 2021, to January 20, 2022. The RET developed 21 recommendations and strategies for consideration by the EWG.

CEC

The CEC was created based on invitation to a select group of seven (7) community members. The CEC formed the following three focus areas:
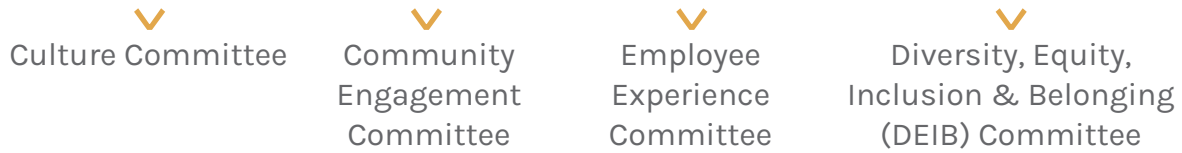
Access to Resources	Community Engagement	Communications

On a parallel track with the RET, the CEC held seven (7) committee meetings and fourteen (14) subcommittee meetings with small group meetings in between from August 10, 2021, to March 9, 2022. The CEC uplifted 10 recommendations and strategies for consideration by the EWG.
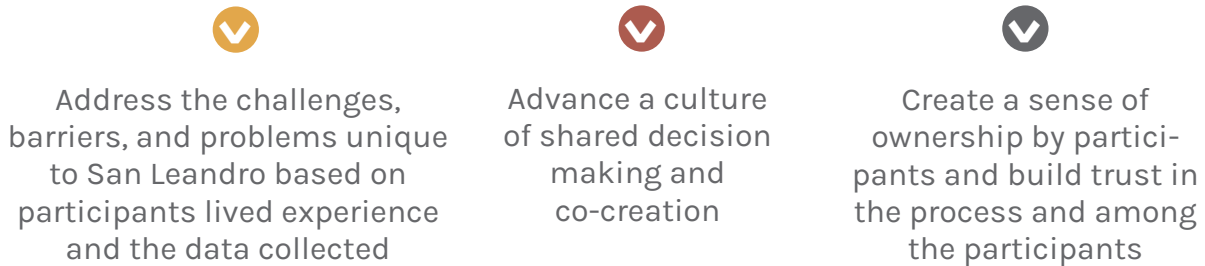
EWG

The EWG, composed of a diverse group of City staff received and incorporated recommendations from the RET and the CEC. The EWG convened twelve (12) group meetings and six (6) committee meetings from October 14, 2021, to April 7, 2022. The EWG organized itself into subcommittees according to the following focus areas.

| Culture Committee | Community Engagement Committee | Employee Experience Committee | Diversity, Equity, Inclusion & Belonging (DEIB) Committee |

The EWG committees reviewed the RET and CEC recommendations according to their focus area and uplifted recommendations to the full group. The group process for generating the DEIB recommendations was designed to:

| Address the challenges, barriers, and problems unique to San Leandro based on participants lived experience and the data collected | Advance a culture of shared decision making and co-creation | Create a sense of ownership by partici-pants and build trust in the process and among the participants |

Seed facilitated the group process and provided guidance and coaching with crafting recommendations.

CONSENSUS DECISIONS

The group process was centered on a collaborative learning-exchange based on consensus decisions. The consensus process involved shared leadership and was based on the concepts of co-creation and co-ownership and was designed to build trust among participants.

All decisions and recommendations of the RET, CEC and EWG were by consensus.

PROBLEM STATEMENT:

Although San Leandro's diverse population and workforce are perceived as an asset, the City lacks clear mission and vision statements and core values that center DEIB both internally and externally.

RECOMMENDATION #1

City incorporate DEIB in vision and mission statements and core values and address overall employee well-being, with input from staff. San Leandro strive to hire employees whose personal values align with City values.

RATIONALE FOR RECOMMENDATION Establishing core values that center DEIB is foundational to any DEIB initiative(s) and centers the importance of DEIB within the City. It is a critical first step in the implementation of an equity plan.

The City's Sustainability statement begins with, "San Leandro is dedicated to being a sustainable, livable, and equitable city with well-being for all."

"Well-being correlates with important factors like an employee's intent to stay at a company. Employees who report improved well-being during the pandemic are 65% more likely than others to say they'll stick with their current employer long term. Those whose well-being has improved are more than twice as likely to have been more productive since working remotely than those who say their well-being has declined."

FINDINGS

Nearly all stakeholders participating across due diligence sessions generally find San Leandro to be a very appealing place to live and work—particularly due to its demographic diversity.

> This finding was true among more recent residents of San Leandro, as well as those who have lived in the community over a longer period and have seen demographic changes.

> The diversity of San Leandro is widely cited as one of the biggest positive assets for what makes it an appealing place to live.

> San Leandro's "small town feel" represents an attractive feature for existing residents and prospective outsiders who are considering a community in the broader East Bay area.

> There are increasing concerns over the recent surge of homelessness and mental health challenges emerging since the pandemic which has frustrated some stakeholders and created some concerns over safety.

> "Where I grew up in Castro Valley, it was not a diverse place and I felt I was living in a bubble. San Leandro is way more diverse, which is one of the reasons I decided to live here."

Employee survey results
Value diversity

> 57% of employees surveyed recognize that diversity is critical to San Leandro's future success.

> 56% find that San Leandro respects individuals and values their differences, and 55% believe that the City values diversity.

> 50% believe the City is committed to improving the diversity of its employees.

Practice DEI

> 45% believe San Leandro fosters a workplace that allows employees to be themselves without fear

> 38% perceive that management demonstrates that diversity is important through actions

> 37% believe San Leandro invests time and energy in building a diverse team

> 37% perceive that San Leandro is committed to improving the diversity of its senior leadership team

RECOMMENDED STRATEGIES/ACTIONS:

City to incorporate DEIB and all stakeholders' health, happiness & well-being into City's core values, mission, and vision (the city, community, employees, businesses etc.)

> Align core values with City Council goals

> Incorporate environmental stewardship (global warming affects people of color, underrepresented groups, & communities of low socio-economic backgrounds disproportionately)

> Translate mission, vision, values into job descriptions along with specific behaviors which have standardized accountability measures – reward and acknowledge successful employees

Recruit and hire employees whose values are consistent with the organization (for example: younger work force wants more than just a paycheck; they place high priority on finding jobs meaningful & aligned with own goals & values)

PROBLEM STATEMENT:

There is a perception that there is a lack of consistency among managers and department heads in how they are advancing DEIB initiatives across all City departments and there is a lack of formal training processes.

RECOMMENDATION #2

> City develops training, evaluation, and oversight protocols that advance DEIB initiatives across all City departments and provide training as needed.

> City provide dedicated DEIB training for managers and department heads.

> Departments develop specific training based on the needs of each individual department.

RATIONALE FOR RECOMMENDATION Understanding, buy in and ownership of DEIB strategies and actions by Managers and Department heads is crucial to implementation, success, and sustainability of DEIB recommendations.

Research indicates that Managers play an important role in creating and transforming culture. Moving to a culture of belonging will be largely dependent upon training management to have a common understanding of DEIB, implementation of collaborative structures and practices, transparent communications, and a commitment to co-creation and professional development.

FINDINGS:

While many employees believe San Leandro has made considerable progress with advancing diversity and equity issues within the City, there is a prevailing belief that much more can be done—though many are not quite sure what change looks like.

Effective leaders create a work and learning environment where staff can feel safe to be authentic, and to bring their 'best self' into the workplace by modeling appropriate behaviors to reinforce organizational commitment and priority of Diversity, Inclusion, Belonging, and Equity.

RECOMMENDED STRATEGIES/ACTIONS:

Organizational DEIB Training

> Departments conduct role specific and functional DEIB training along with foundational DEIB concepts and principles.

> City to provide all staff DEIB training opportunities. City-wide training for every employee should complement the department specific DEIB training/plan/goals that department heads may develop.

> Ambassadors Program - Develop a city-wide Ambassadors train-the- trainer program around DEIB. Curriculum should be applicable to all positions at all levels and integrated into day-to-day work with homework or coursework for follow up.

Staff be trained in cohorts and act as ambassadors to train others within their departments in ongoing basis.

Recommend that the City Manager's Office collaborate with the HR Manager to manage the train the trainer program and ensure quality and capacity of the trainers.

Ambassadors will report to Assistant City Manager (ACM) through monthly meetings. The ACM will give top-down direction to executive team and Race Equity Team (RET) will support from staff level. ACM will work with RET and trained ambassadors to coordinate action.

Recommend that the RET members serve as the first cohort of Ambassadors and that RET Ambassadors have phased terms to rotate in new staff while maintaining institutional knowledge.

Recommend that City ambassadors mentor a new ambassador and help coordinate new cohorts to be trained.

The City Ambassadors will support the City Manager's Office with implementation of the organization-wide equity plan as well as support any department-specific equity goals/plans/ trainings.

Ambassadors meet periodically with the City Manager's Office to stay accountable to equity plan, discuss concerns, and support staff and organization-al change as needed.

City must establish and enforce core values, principles, and protocols that center Diversity, Equity, Inclusion and Belonging (DEIB) as foundational to creating a culture of Belonging.

New staff, commissioners, and elected officials will have DEIB content in their onboarding training materials, including history of indigenous Ohlone people and San Leandro's history of redlining, exclusion, and other systemic racism.

Recommend that City-wide trainings occur annually, and Department specific training may occur more frequently as needed.

PROBLEM STATEMENT:

There is currently no official acknowledgement of San Leandro's past as a sundown town and history of redlining, exclusion, and other systemic racism.

RECOMMENDATION #3

City provide public acknowledgement of San Leandro's history and make commitment to change through passage of an ordinance and public acknowledgement on City website.

RATIONALE FOR RECOMMENDATION Healing and bridging often begin with an acknowledgement of past wrongs, disagreements, and/or abuses. The City's acknowledgement of its history is part of a healing process that begins to bridge with groups disenfranchised by the City's past policies, practices, systems, and structures.

Failure to publicly recognize San Leandro's racial history continues to generate tensions and suspicions within some the City's diverse communities and impacts community trust in the City's commitment to DEIB. Public acknowledgement contributes to healing trauma associated with past acts of injustice and can help bridge to more constructive discussions concerning the City's DEIB future. Public acknowledgements also provide an opportunity to uplift the many accomplishments and contributions of San Leandro's diverse residents.

"We don't like to acknowledge the fact we were a sundown town or the redlining that took place before. San Leandro has a dark past and we need to acknowledge it before we can move forward from it."

RECOMMENDATIONS//CULTURE

"We just want to hear 'we're sorry'—it took them 10 months to have them make a Steven Taylor day. We just want them to use the words."

FINDINGS

There is wide acknowledgement of San Leandro's racial history—as cited by its previous status as a "sundown town", as a former haven of the KKK organization, historical red lining practices, and past housing discrimination policies.

While many believe these issues are solidly in the City's past, many community members and activists still do not believe the City has done enough to formally acknowledge, account for, and/or properly renounce its past.

Younger community activists continue to draw a through line from San Leandro's racist legacy to its current challenges with race and equity issues.

Among many longstanding employees and residents in the City, there is a belief San Leandro has changed for the better over the last 20+ years—whereas there have been people who previously held racially regressive views living/working for the city, many are no longer around and have been displaced by a far more diverse cadre of employees and residents.

Yes, for many, there continues to be a negative racist narrative for some parts of San Leandro that continues to color its present—particularly among younger activists and stakeholders.

RECOMMENDED STRATEGIES/ACTIONS:

Acknowledge-ment of the City's diverse history in public spaces has been a strategy used by other cities.

As part of the onboarding process, new staff, commissioners, and elected officials receive DEIB training and information that includes an acknowledgement of San Leandro's history and the history of the indigenous Ohlone people.

Recognize communities of color and shared history with neighborhood designations and districts.

City Council Goal – Support and implement programs, activities, and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity, and promotes civic pride.

PROBLEM STATEMENT:

Lack of effective community engagement and outreach are identified as major challenges to building trust, engagement, and a sense of belonging.

RECOMMENDATION #4

City to establish principles and core values that support equitable community engagement and procedures, practices, structures, and protocols that advance integrity, trust, inclusiveness, open/transparent dialogue, co-creation, and belonging.

RATIONALE FOR RECOMMENDATION Constituents who are engaged in participatory democracy and feel included in governmental processes and structures have a greater sense of belonging.

FINDINGS

There is a perceived lack of community engagement with San Leandro's Asian and Latinx residents.

Distrust is endemic across generational lines within San Leandro on a variety of fronts. Many younger stakeholders are skeptical about city overtures when it comes to race and equity due to a perceived lack of transparency and accountability on the part of the City. Divisions based on politics, age, race and geography cause othering and mistrust.

'Neighborhood organization' was identified as the second highest priority need based on the Priority Needs Survey Results.

[There's no trust. I don't feel heard. I don't feel seen. To me, it's hard to visualize what they are doing. I just want to have the sense that my city is taking careof these issues the community cares so much about."]

RECOMMENDED STRATEGIES/ACTIONS:

Provide culturally appropriate programs and resources that reflect the diversity of the San Leandro population

Recommend the City develop partnerships with community organizations to deliver culturally responsive programming and promote voices from the community

Collect feedback and data about the priorities and needs of people that reflect the variety of demographic groups within San Leandro

Explore changes to the participatory budgeting process within San Leandro

Facilitate understanding of the process

PROBLEM STATEMENT:

There is a perception that there is a racial and geographic divide regarding how resources are accessed and distributed across different City neighborhoods, as well as how policies and practices differ across City geography.

RECOMMENDATION #5

The City to conduct a GIS mapping analysis of distribution and access to City resources and services to determine whether and to what extent disparities exist among various constituencies and communities in San Leandro regarding access to and allocation of City resources and services. The City to utilize targeted strategies, actions, practices, and policies to ensure equitable access and allocation of City resources and services.

RATIONALE FOR RECOMMENDATION Cities that utilize targeted strategies to close access and service disparities based on how constituents are situated relative to geography, structures and systems create a greater sense of belonging for all residents. GIS mapping enables the City to develop targeted strategies based on the findings of the mapping.

FINDINGS

There is a division between how stakeholders view San Leandro as a place to live versus its' politics. The City's politics is far more divisive and volatile. While the City has experienced increased demographic diversity, younger stakeholders question whether ingrained political dynamics influence equitable distribution of city resources and services.

There is a sense among activists that the City is disproportionately investing more resources in downtown compared to other parts of the City.

Some stakeholders believe that the neighborhoods adjacent to Oakland are policed differently compared to more affluent parts of San Leandro.

Some perceive disparities between those schools that service the more affluent parts of San Leandro compared to the more economically disadvantaged neighborhoods.

"We need to end exclusionary zoning laws so we can have more economic diversity in neighborhoods across San Leandro and that the city council is not simply developing downtown for the benefit of the business community but developing the city for the benefit of all residents at all income levels."

RECOMMENDED STRATEGIES/ACTIONS:

- Review procurement and contracting practices and policies that may contribute to inequities.
  - Develop strategies, policies, practices to support small, women, people of color and LGBTQ owned businesses.
- Based on GIS mapping analysis, review policies and practices to close access and distribution gaps.
- Increase access to wireless services.
- Build organizational capacity to support access for all.

PROBLEM STATEMENT:

Communication about City services, resources and information that impacts the community is not consistently available in a format and language that can be accessed and understood by all members of the community. The City's existing communication vehicles fail to reach a broad spectrum of San Leandro residents making it difficult to know about services, programs, and resources available.

RECOMMENDATION #6

City provide resources for multi-lingual communication and outreach. City to coordinate and monitor City-wide outreach policies, ensure department-level coordination of communication and outreach, and provide language access services that promote communication accessibility for all groups.

RATIONALE FOR RECOMMENDATION Vibrant cities where residents experience a sense of belonging are centered on transparent and culturally relevant communications, programs, and services.

Caroline Forsey states "language has the ability to build relationships and forge connections, but it is equally liable for creating barriers and impacting someone's sense of belonging."

FINDINGS

Poor communications and a lack of community outreach are identified as major challenges that undergird much of the distrust among younger residents, and residents of color. Poor communication also impacts employees sense of trust.

Lack of effective communications and engagement with San Leandro's substantial Asian community (largely immigrant)

Asians not proportionately represented in city discussions and debates.

The Spanish-speaking Latinx community in San Leandro is largely absent in local civic affairs.

"Language access is a key consideration in planning for and delivering human services. In San Leandro, more than half of the roughly 21,500 people who speak Asian or Pacific Island languages, and half of the estimated 16,800 who speak Spanish at home, speak English less than very well."

Lack of cohesive, strategic community engagement or communications strategy that accounts for all the different key constituents of the San Leandro community, including its ESL communities (there are few examples of in-language communication overtures in Spanish, Chinese, and others)

> As an example, 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.

RECOMMENDED STRATEGIES/ACTIONS:

> Recommend the City increase the availability of translated and interpreted materials, resources, and services.

>> Create formal policy (what should be translated and in which languages, preferred vendors for translation and interpretation) and best practices (culturally responsive marketing, etc.) that are communicated to departments and regularly updated.

>> Create Language Access page on all City webpages and ensure that Translate button is easily found

>> Identify "must-translated" categories of City publications across the City (notices, flyers, signage, etc.)

>> Provide Language Access phone lines at all public-interface desks in-person interactions in the field, including pre-printed materials to invite residents to request a live phone line interpreter

>> Ensure that notices and forms are available in demographically representative languages

>> Establish policies to translate City communications beyond print, recognizing that there are a variety of communication methods utilized by different demographics

PDF screen readers	Dial this number for City info	Non-English speaking radio station ads/ announcements	Social media accessibility best practices (slide description for visually impaired)

>> Place language identification cards at every customer service and main reception desk in City Hall

>> Expand non-English resources like library materials and courses by leveraging consultants

>> City-sponsored and organized events with bilingual staff and multi-lingual signage for logistics.

>> Open and hire bilingual-required positions in appropriate departments

>> Advertise City-sponsored and-organized events in multiple languages

>> Train departments on translation policy and best practices guidelines

- Provide multi-lingual closed captioning for public hearings, presentations, and committee meetings.

- Track and analyze data about language access implementation and need.

- Designate staff in each department to coordinate language access within the department, who meet quarterly as a language access team to ensure appropriate outreach, collaboration, and coordination.

- Partner with community organizations to advocate for and raise awareness about language and communications accessibility

- Publicize free interpretation, translation, and Communications Access Real-Time Translation (CART) services for City events, services, or programs

- Provide video captions, audio transcripts, and image descriptions when feasible

PROBLEM STATEMENT:

There is a high cost/burden in time/energy to participate on City commissions, committees, and boards, particularly for low-income, persons of color, non-English speaking, people with children, and those without cars.

RECOMMENDATION #7

City to implement actions and policies to increase participation by low-income, people of color, non-English speaking persons, residents with children, and those without cars in City meetings and on City boards, commissions, and committees.

RATIONALE FOR RECOMMENDATION The Council's Multicultural Ad Hoc Committee recommended:

Integrate components to existing Commissions to institutionalize equity, multiculturalism, and inclusion throughout the organization and City Commissions	Update Commission charges to reflect inclusion, equity, and multiculturalism	Update Commission application to include a multicultural component

Participatory government that is accessible to San Leandro's diverse groups and communities supports constituents' sense of belonging and shared leadership.

RECOMMENDED STRATEGIES/ACTIONS:

❯ Recommend the City review meeting times and days, availability of childcare services, and technical support for community members attending from home to increase public participation by historically disenfranchised groups. City Manager's Office to determine if there is funding for community stipends, childcare, and technical support for external outreach.

❯ City to consider forming a Community Connector Program like Community Health Worker Programs, to:

   ❯ Improve messaging, narratives, and translations, and to establish communication networks in diverse communities

   ❯ Build a communications network/organization (e.g., communications trees)

❯ City to hold meetings at locations within diverse communities. Have people and organizations affiliated with those communities co-sponsor/co-host the meetings. Hold City informational and planning meetings in communities and in familiar places that residents frequent, such as churches, community centers, parks, and senior centers

❯ Partner with school district to get information to parents and into homes.

PROBLEM STATEMENT:

EMPLOYEE EXPERIENCE: The City does not have designated staff, resources, or structure to address:

⌄	⌄	⌄	⌄
DEIB research, analysis, implementation, and monitoring.	There is currently no DEIB framework/priorities for policy development that is standard across all departments.	DEIB is not an integral part of City functions.	The City lacks diversity goals and does not provide sufficient resources, tools, and support for staff to develop equitable policies, practices and evaluate if their work is in alignment with those practices.

RECOMMENDATION #8

City Manager's office be responsible for providing resources to:

> Oversee DEIB research, analysis, monitoring, and staff accountability.

> Support policy creation and assist with DEIB Plan implementation and department specific DEIB goals and priorities.

> Ensure that DEIB priorities and principles inform city policy and that such priorities and principles are developed with staff and community input and include specific equity metrics and indicators.

> Focuses on embedding diversity, equity, inclusion and belonging into all City processes and departments.

> Ensure inclusion of mandatory standards that can be customized by departments to meet their specific departmental functions, and develop departmental equity plans under the guidance of Assistant City Manager.

RECOMMENDATIONS//
EMPLOYEE EXPERIENCE

RATIONALE FOR RECOMMENDATION Centering DEIB work within the structure of San Leandro's organization is key if San Leandro is to effectively advance and sustain DEIB initiatives. Accomplishing DEIB within organizations requires that someone or some group hold the work, which includes promotion and support of a learning culture, implementation of DEIB strategies and actions, monitoring and evaluating success, and accountability.

FINDINGS

There is uncertainty about what further changes can be made regarding DEIB, or what change looks like.

Some in positions of leadership question how much change is enough to appease the voices who are calling for changes.

Younger staff members do not believe many parts of the City are adequately diverse or sufficiently accountable to their diverse constituency.

Some advocate for greater oversight and transparency with the City's hiring and promotions practices and policies, as well as greater accountability.

There is a belief among many that despite the evident diversity across personnel ranks, there is no real, genuine commitment to DEI—only empty, symbolic gestures.

Among many activists and younger stakeholders, there is no transparency when it comes to city hiring and promotion decisions

For the younger cohort, diverse representation is not enough to achieve DEI goals, it needs to be accompanied by greater accountability and transparency to ensure the City is not just checking the DEI box.

Poor communications between the City's departmental leadership vs. line staff and personnel

Poor inter-departmental communications in general

Many departments across the city are perceived as separate silos—each with disparate, wavering levels of commitment to DEI depending on their leadership—though many are perceived to fall short of the ideal.

RECOMMENDED STRATEGIES/ACTIONS:

- City Manager's Office create framework for development of DEIB values and principles. It is recommended that:

  - The DEIB framework and values/principles be developed with input from community and staff.

  - The City build in a mechanism for feedback and regular review and evaluation.

  - The framework includes specific equity indicators and metrics.

  - DEIB framework should be synced with the city-wide training plan and ambassador cohort to help implement changes across the organization and departments.

- City Manager's Office direct ongoing DEIB analysis of city functions and services

- City Manager's Office develop City DEIB goals in collaboration with Department heads and assess compliance.

  - Monitor City DEIB goals against actual results and accomplishments

  - Use historical and real time data (red-lining maps, health outcomes by neighborhood, mapping for environmental justice data, etc.) to assess success and impact of initiatives

  - The City build a collaborative network with surrounding cities to enable interactive benchmarking & sharing of best practices (suggestion: countywide DEIB committee)

- Recommend the City Manager's Office, in partnership with the HR Director establish anonymous complaint system that protects the anonymity of whistleblowers

  - Investigate incidents of discrimination and recommend solutions for further training when necessary, and consult with neutral, 3rd party arbitrators when necessary

> City Manager's Office in partnership with HR Director translate mission, vision, values into job descriptions along with specific behaviors which have standardized accountability measures – reward and acknowledge successful employees City Manager's Office direct the review all new and existing policies for inclusivity and belonging

> Recommend that the City Manager's Office involve and consult with employees for major strategic actions (e.g., voting on new policies, enhancing outreach)

> Recommend City departments review communications for inclusivity regarding language

> Recommend that the City prioritize changing culture of City to be one that is trauma-informed moving towards being a healing organization, instead of trauma-reactive.

PROBLEM STATEMENT:

There is a lack of infrastructure for professional development support for women, people of color, LGBTQ, and other intersecting identities.

RECOMMENDATION #9

Create infrastructure for professional development support and opportunities for women, people of color, LGBTQ, and other intersecting identities.

RATIONALE FOR RECOMMENDATION Recommendation is consistent with the Council's goal to "Promote and maintain an inclusive work environment that values employees and volunteer contributions, supports professional growth and development, and fosters a culture of kindness and collaboration in the delivery of services to our community."

Professional development is an important factor in employee retention. Seed's data findings support the opinion that retaining San Leandro's diverse workforce is a major City asset and contributes to why employees like working for the City.

FINDINGS

"For employees, whose well-being has declined, here are 5 ways they say employers can offer meaningful help:

| Conversations with my peers about the difficulties I am facing | Conversations with my manager about the difficulties I am facing | Access to the resources I need to do my job effectively (e.g., materials, equipment, technology, support services) | Communication from my company leadership | My manager demonstrating an interest in my personal well-being" |

RECOMMENDED STRATEGIES/ACTIONS:

- Recommend that the City create mentorship program for women, people of color and LGBTQ, staff.

- Pair mentors and mentees when they start as new employee. It is also possible that mentees can work as pods with each other under one mentor. Mentees can be cross-departmental to encourage greater collaboration and organization-wide culture shifts.

PROBLEM STATEMENT:

There is a perception that employee morale, engagement and retention can be improved, and that internal communications are not uniform or easily accessible across the organization.

RECOMMENDATION #10

The City implement strategies, policies, and practices that foster co-creation, co-ownership, shared decision making, and transparent, timely and accessible communications to facilitate employee buy-in and belonging.

RATIONALE FOR RECOMMENDATION Advancing uniform and accessible communications and principles of co-creation and co-ownership empower employees and support self-worth, and contribute to improving staff morale, engagement, and retention.

RECOMMENDED STRATEGIES/ACTIONS:

- Target staffing issues which lead to low morale

- Explore cost effective reward & acknowledgement methods

- Staff development training (invest in employees to boost loyalty & morale)

- Maintain human capital metrics (analysis of strengths and weaknesses of all employees, recommend positions where skills would be valuable, make it easier to transfer or rotate into roles that capitalize on employees' top skills)

- Buy-in from management means leaders will be empowered to motivate subordnates and hold them accountable to the City's DEI goals

- Develop internal communication plan that includes standards for disseminating information multi modally.

ADDITIONAL CONSIDERATIONS

The RET made recommendations related to police community interactions and relations that were not included among the formal DEIB recommendations. The recommendations included:

❯ City develops mental health program that utilizes trained health professionals to respond to mental health crises to avoid an armed response by sworn officers

❯ Police shift responsibility for traffic stops and citations to non-armed personnel and deprioritize low level traffic offenses.

❯ Police phase out armored vehicles.

❯ It is important that the City incorporate in the Plan DEIB metrics and success indicators, along with an implementation timeline, and budget implications.

❯ Plan implementation success will be dependent on Department Directors understanding, buy in, and ownership of DEIB recommendations.

CONCLUSION

San Leandro's Equity Plan is built on the foundation of both a diverse workforce and diverse communities. The City must build on its diverse base by ensuring equity, inclusion and belonging for all. This can be accomplished by:

> Embracing DEIB values, principles and approaches and incorporating such values, principles and approaches in policies, procedures, practices, communications, systems, and structures.

> Implementing a structure and providing resources to support DEIB initiatives/ recommendations, implementation, departmental plans, and monitoring performance, measuring success, and holding staff accountable.

> Developing a citywide Community Outreach and Engagement Plan that includes targeted strategies to address the communication, outreach and engagement needs of diverse communities that are situated differently based geography, access to City services and programs, and on their relationship to City systems and structures.

This Plan is the first step on a journey to Belonging for all. Change happens in increments over time if guided by:

1	**2**	**3**	**4**
Consensus for the plan and ownership of the Plan	Bridging differences and silos	Adaptability to a changing internal and external environment	A commitment to the vision